



CITY OF SAVANNAH

*2022 Proposed Budget
&
Capital Improvement Program*



SAVANNAH
savannahga.gov



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Savannah
Georgia**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morrill

Executive Director

Special recognition is given to the following individuals for their assistance in preparation of the 2022 Service Program & Budget and the 2022-2026 Capital Improvement Program.

Executive Staff

Joseph A. Melder	City Manager ¹
Heath Lloyd	Assistant City Manager
Bret Bell	Chief Operating Officer
Taffanye Young	Chief Community Services Officer
Roy Minter	Police Chief
Derik Minard	Fire Chief

Special Acknowledgments

Fleet Services
Financial Services
Human Resources
Innovation & Technology Services

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Rebecca Brattina	Senior Administrative Assistant

¹ Michael Brown served as interim January - August 2021.

Legislative Body

Mayor & City Council

January 1, 2020 - December 31, 2023

Mayor



VAN R JOHNSON, II

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



ALICIA MILLER-BLAKELY
Post 2, At-Large



BERNETTA B. LANIER
District 1



DETRIC LEGGETT
District 2



LINDA WILDER-BRYAN
District 3



NICK PALUMBO
District 4, Vice Chair of Council



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



KURTIS PURTEE
District 6



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City Manager's Message

To the Honorable Mayor and City Council:

I am proud to present to you the 2022 Proposed Budget and Capital Improvement Program. This budget has been shaped by the direction and priorities of you and the citizens that we serve. I am grateful to each of you for your leadership and participation in our budget formulation process. Your engagement is further evidence of your devotion to Savannah and to our responsibility to equitably deliver quality services to every Savannahian.

The Fiscal Year 2022 Proposed Service Program and Budget Document reflects significant investments in the priorities we know are most critical to the health, safety, vitality and future success of our city and her residents. This means that this budget was formed through an equity lens and takes into account the recommendations of the Racial Equity and Leadership (REAL) Task Force. The REAL Task force presented The [Georgia Systemic Challenge Alliance Savannah Report](#) to City Council on October 28, 2021, and in November 2021 the City Council adopted the report's recommendations to remediate documented racial inequities in criminal justice, economic empowerment and wealth development, education, environmental justice, health, and housing.

The work of racial equity is not easy, but it is necessary. Our city and its leaders, residents, businesses, and public servants—eager to emerge stronger from the impacts of the COVID-19 pandemic—are ready to meet the challenge with urgency and openness. This proposed budget gives us the tools to make tremendous headway toward greater equity, using as its shepherd the definition of “equity” that the City of Savannah has adopted to guide policy making and resource allocation city-wide. The definition reads as follows:

“The City of Savannah views Equity as a guiding principle that drives us. We strive to create and maintain an environment that influences fair and equitable service delivery and distribution of resources to shape the provision of exceptional public services that benefit all Savannah residents, businesses, workers, and guests.”

Together, we have lived through a global public health crisis that is not yet fully resolved. We have witnessed shocking moments of racial violence, injustice and social unrest across our nation that demand we do the hard work of reforming our institutions, our thinking, and our actions. We have witnessed the continued crisis of poverty and homelessness in our city. And we have grieved together the senseless loss of human life and potential at the hands of gun violence in our own community. Yet, in the face of these challenges, our city's resilience and drive to work together to overcome even the most entrenched issues is crystal clear. Savannah is a great city, not because it leans back on its beauty and history, but because it leans into its future. It is my intention that this budget lean into the future of Savannah by making historic investments in our collective priorities:

- This budget makes unprecedented investments into housing affordability, solutions that reduce homelessness, and building more capacity within our community-based organizations to serve our most vulnerable families and households.

- This budget mandates a whole-of-government, whole-of-community approach to eradicating gun violence by creating Savannah’s first ever Office of Neighborhood Safety and Engagement to fund and coordinate public, private, non-profit and grassroots sector partners to provide the upstream engagement and programming our at-risk young people need to stay alive, out of jail, and safe at home.
- This budget provides the investments the Savannah Police and Fire Departments need to continue to respond effectively to public safety events, save lives, knock-down fires, close cases and get offenders off the street.
- This budget demands that our community spaces live up to the expectations of our neighborhoods by investing more than \$9 million in new and upgraded community and recreation facilities in every District.
- This budget puts a premium on getting foundational city services back to basics, by up-sizing our sanitation department to meet the current and future needs of our residents and businesses, modernizing our water billing services, and investing in the infrastructure maintenance we need to keep our neighborhoods and commercial centers vibrant and in good-working order.
- And this budget is a commitment to Team Savannah—to the hard-working, dedicated public servants who show up every day for our citizens, businesses, and visitors—by raising the minimum wage of all employees to above \$15 an hour effective January 1, 2022, and providing an 8.45% cost of living adjustment to all civilian employees and a 2.5% adjustment for uniform personnel by July 2022.

This budget achieves these critical, unprecedented, and equity-focused investments while maintaining the strong fiscal controls and prudent budget policies that have kept the City of Savannah in a strong financial position before and throughout the pandemic, and which will keep us strong in the future.

Financial Outlook

While there remains a great deal of uncertainty as it pertains to future financial and economic projections, I can say with confidence that the City of Savannah has a clear financial path forward and has come through the many challenges of the past year in as good or better shape as any city in America. Our local economy remains fundamentally strong and performed unexpectedly well during the last twelve months, with more positive impacts for our budget than we anticipated even just a few months ago.

Our sales tax collections are projected to end fiscal year 2021 above budget, although most forecasts anticipated a decrease. Similarly, our property tax revenue for the current year is also projected to end the year favorably.

This unexpectedly strong sales and property tax revenue, coupled with the savings of general fund expenditures because of COVID-related closures and service modifications have resulted in a revenue surplus for FY21. Where we began the year anticipating we would need to borrow from our reserves to provide our standard level of service, we now expect to end FY21 with sound reserves.

It is important to acknowledge again our stable financial position is the result of many years of commitment, on the part of both Council and staff, to prudent fiscal management policies. The fact is

that we entered the pandemic in a strong position because we have historically been fiscally responsible and consistently prioritized maintaining a healthy level of reserves while still meeting the many needs of our community. The bottom line is that for the upcoming fiscal year, because of long-term prudence and Council's recent actions, we can cover the increase in our base expenses and deliver our programs and services – and implement critical reforms that our citizens want and deserve – with minimal year-over-year impact on the typical Savannah ratepayer.

The bottom line for our FY 2022 finances is that we are in the position to balance our budget, make historic investments in affordable housing, get back to the basics by upsizing fundamental government services like sanitation, improve neighborhoods, and rejuvenate our workforce. These investments are possible because of the strength and resilience of our local economy and with the use of the American Rescue Act Plan.

American Rescue Plan Act

City of Savannah ARPA Spending Framework

President Joe Biden signed the federal American Rescue Plan Act of 2021 (ARPA) into law on March 11, 2021, allocating \$1.9 trillion to address devastating health and economic impacts caused by ongoing COVID-19 crisis. Through ARPA, Congress established the Coronavirus State Fiscal Recovery Fund and Coronavirus Local Fiscal Recovery Fund. These funds provide a combined \$350 billion to eligible state, local, territorial, and tribal governments to meet pandemic response needs and rebuild stronger and more equitable economies.

The Treasury Department's allocation methodology for the Coronavirus State and Local Fiscal Recovery Funds resulted in the City of Savannah receiving \$55.8 million and Chatham County receiving \$28.1 million. The Treasury Department will distribute the funds in two portions, with 50% having arrived in May 2021 and the remaining balance arriving in 2022.

As part of the City's ongoing commitment to supporting Savannah residents, businesses, and organizations that were impacted by the COVID-19 pandemic, City staff worked diligently for several months to establish a spending framework for the ARPA allocation. This budget proposal seeks Council approval for an ARPA spending framework totaling \$58.6 million, which includes \$55 million from ARPA – State and Local Fiscal Recovery Funds and \$3.1 million from ARPA-HOME.

Housing Savannah

The [Housing Savannah Action Plan](#) details the burden that more than 21,000 Savannahians face when trying to afford, maintain, and sustain a quality housing situation. This budget recommends that the City of Savannah allocate more than \$7 million in ARPA funding as a down payment on the investments needed to fund the Housing Savannah Action Plan, and to create and preserve the units of affordable housing we need to meet this crisis locally. This investment shows that we are serious about tackling this issue head-on, but we are also clear that the City of Savannah cannot solve the housing affordability issue alone. We are calling on Chatham County, the Housing Authority of Savannah and our businesses and

institutions to join us in this effort, as we all share in the responsibility to solve this problem as one community. This investment demonstrates Savannah's commitment, and I hope it will be a catalyst for others to join.

On the front-line of the affordable housing crisis are our neighbors experiencing homelessness. And while the solutions and supports needed to make homelessness rare, brief, and nonrecurring in Savannah are sometimes different and more dynamic than those to address affordable housing at-large, this budget provides more of those tailored initiatives to help strengthen our homelessness system and make lasting reductions in homelessness. But like the affordable housing crisis, The City of Savannah cannot solve homelessness alone. We must work to build a community of governments, organizations, and programs operating under the same vision and working toward the same measurable goals. For this reason, this budget includes a Policy Advisor on Homelessness to begin working towards the establishment of an Interagency Council on Homelessness to help coordinate and collaborate programs and funding across the entire system.

Key investments include:

- ❖ Historic investment of \$19 million in initiatives to address homelessness and housing
- ❖ Including \$7 million in additional funding to the Savannah Affordable Housing Fund
- ❖ \$3 million in HUD's HOME Partnership Program to fund solutions to reduce homelessness
- ❖ \$1.4 million to support non-profit programming and services through the Community Partnership Program
- ❖ \$1 million contribution to the United Way of the Coastal Empire
- ❖ \$500,000 in additional grants to support homeless services

Keeping Savannah Safe

Savannah, like virtually all cities in the United States, is battling an increase in gun-related violence. Paralleling this national trend, Savannah has had 29 homicides so far in 2021. Gun Violence, like the COVID-19 pandemic, is a public health crisis impacting the lives of too many people in our community, especially young people. And like the COVID-19 pandemic, we must use an emergency public health approach to eradicate gun violence. This budget makes investments in a whole-of-government, whole-of-community approach to ending gun violence by establishing an Office of Neighborhood Safety and Engagement and funding more than \$1 million in grants and supports to community-based organizations engaged in violence interruption, credible messengering, conflict resolution, and community building to stop gun violence before it starts.

The following fiscal plan also provides funding that allows access to the latest law enforcement technologies while at the same time, returns to a model of community-based policing which focuses on building and developing positive, trust-based and influential relationships between law enforcement and the neighborhood residents they serve.

Additionally, as one of only 250 Fire Departments nationwide chosen to participate in the National Fire Protection Association's (NFPA) Community Risk Assessment (CRA) tool, Savannah Fire has been selected to continue the second phase of the pilot program. To identify risk and implement mitigation initiatives, this CRA provides data that pinpoints possible fire and accident exposure within the city and surrounding metro. Our funding strategy emboldens SFD's training measures and response equipment for both land-based and water-based incidents.

Key investments in Public Safety include:

- ❖ \$8.9 million for new public safety facilities and upgrades, including a new public safety facility in New Hampstead
- ❖ \$4.5 million for new Fire apparatus
- ❖ \$500,000 to enhance public safety initiatives, including camera expansion and video analysis
- ❖ \$250,000 to expand the ShotSpotter Program city-wide
- ❖ \$1 million to support the countywide 911 dispatch and records management systems
- ❖ \$1.6 million of planned spending to support neighborhood safety and engagement initiatives

Getting Back to Basics

As with businesses nationwide, workforce vacancies have been a significant factor for the city, leading to inconsistencies in service. Savannah is also a growing city, with growing demands on city services. Our investments in the provision of our services must keep pace with that growth. Our focus on getting back-to-basics includes equipment and staffing to enhance the recycling program, litter prevention and collection, and yard/bulk item collection. Funding for lane maintenance and increased tree pruning will add to the safety and beauty of our city, and our citizens will benefit from investments in water meter modernization, stormwater drainage improvements, and stormwater maintenance. Sustainability is also a primary driver of our Back-to-Basics plan.

Key investments include:

- ❖ \$3 million in new technology platform investments

- ❖ \$9.5 million of mobility enhancements including traffic, streets, sidewalks improvements
- ❖ \$6.7 million and 29 new positions to improve Sanitation Operations, including significantly enhancing litter and recycling programs
- ❖ \$1.2 million investment to support Neighborhood Revitalization, including a new initiative to clear, secure, and maintain closed lanes City-wide
- ❖ \$7 million of resource allocation to improve the City's drainage infrastructure
- ❖ \$4 million invested into advanced water meter infrastructure including an additional 5 positions in water meter reading

Investing in Our Neighborhoods

The proposed financial plan puts an emphasis on improving neighborhoods through access to quality facilities and enriching programming and activities. This budget provides more than \$9 million new dollars in recreation facilities and programming directly in our communities. Investing in our neighborhoods also means investing in the connectivity among our neighborhoods, which is why this budget recommends funding to significantly advance the Tide-to-Town trail loop.

Key investments include:

- ❖ \$5 million to construct a new Southside Community Center
- ❖ \$4.25 million in new investments to upgrade and develop new City recreation facilities and programs in every Aldermanic District
- ❖ \$4 million for the continuation of the Tide-To-Town Loop, which will also complete Truman Trail Phase 2B
- ❖ \$1 million to support construction of an Early Childhood Learning Center
- ❖ \$635,000 to local agencies through the Arts and Cultural Enrichment Program (ACE)

Investing in Team Savannah

Public service is nothing without public servants. And Team Savannah is filled with top-notch public servants who work tirelessly in support of our great city. Our loyalty to our employees is returned by their loyalty to the people of this community that we all serve.

I am proud to say that even when we feared the worst economic effects of the pandemic over the past two years, we avoided any employee furloughs or layoffs. However, we are currently facing a labor shortage as is every employment sector across the country. Workforce availability has become limited as employees facing health, housing, family, or childcare issues have opted to relocate, retire, or simply leave their jobs without securing other employment. The City of Savannah faces the coming year with a 15% organization-wide vacancy rate.

Evidencing our commitment to attract and retain highly skilled, high-performing staff to serve our citizens, we are including a substantive annual investment of \$20.8 million in our personnel, which will provide an 8.4% salary increase initiative and establish a minimum pay of \$15/hour for all

civilian employees. For all sworn employees, a 2.5% base wage adjustment is included in the spending plan. Furthermore, employee healthcare plan improvements will not add overhead costs to employees. To move the needle on getting back-to basics, it is fundamental to build and maintain an exceptional workforce. We will need the ingenuity of our employees to positively impact our most critical service areas.

The city encourages local businesses to follow this example (as well as those of other local businesses) and raise their minimum wage. This will further cultivate a vital workforce which will in-turn strengthen and sustain the local economy.

Key Investments in Team Savannah Include:

- ❖ 39 total new positions added throughout the organization to improve City operational services, including an Equity and Innovation Officer
- ❖ 8.4% salary increase initiative, including raising the minimum wage of city employees to \$15 per hour
- ❖ Improvements to city employee health coverage at no additional cost to employees.

2022 City-Wide Revenue and Expense Overview

The proposed 2022 Service Program, Budget and Capital Improvement Plan make major investments to provide relief, recovery, and growth for all our citizens as highlighted below.

- ❖ The FY 2022 \$479 million proposed budget delivers high-quality and improved services, while making strategic investments to improve the livelihoods of the residents
- ❖ The millage rate of 12.739 mills is unchanged from the adopted rate for FY 2021
- ❖ The budget proposes a utility rate increase of 4%, or approximately \$21 increase per year for residents
- ❖ The General Fund proposed budget is \$251 million, balanced with no tax increase and no planned draw
- ❖ The General Fund five-year forecast does not currently predict a deficit; however, close monitoring and management during this unstable economic climate will be employed
- ❖ The FY 2022 proposed Capital Budget includes approximately \$84 million in planned spending

Revenue Highlights

The proposed 2022 budget is based on a property tax millage rate of 12.7 mills which aligns with the current year. City-wide proposed revenues total \$479,391,561 for 2022. This is a 4.8% increase in comparison to the 2021 projected amount. Impacting revenues in 2022 are proposed rate changes for utilities. These include increases for:

- ✓ **Water and Sewer services** – Savannah’s combined rates remain the lowest of all water and sewer systems in Georgia. Base charges for Water and Sewer services in 2022 are unchanged

from 2021; there is an incremental consumption charge increase.

- ✓ **Sanitation services** – Monthly residential rates for sanitation services are proposed to increase from \$35.88 to \$36.60, which nets a total increase of \$8.61 per annum. Commercial Disposal rates will increase 5%. These increases will help fund the expansion of the City's landfill and provide various service enhancements to address service delivery deficiencies within:
 - Residential Refuse Collection
 - Yard Waste/Bulk Item Pickup
 - Recycling & Litter Services

Based on local indicators, staff projects a 3% growth in sales tax, 3% growth in the property tax digest, with continued recovery in hotel/motel tax collections over the next year. Despite the evident boom of private construction throughout the City, each \$100 million of new taxable value as booked by the Assessor's Office generates only \$514,400 in new City property tax revenue. More detailed revenue changes are summarized in the Financial Policies & Structure section included in the *2022 Service Program and Budget* document.

Expenditure Highlights

The 2022 operating and capital budgets represent a culmination of efforts to foster a fiscal planning approach that makes our budgeting processes more inclusive and transparent and to improve upon our strategic decision-making.

Key expenditure highlights include:

- ✓ Personnel services, which include salaries and wages for approximately 2,482 City employees as well as fringe benefit costs associated with City employment, represent approximately 36.4% of City-wide expenditures
- ✓ Comprehensive medical benefits plan for employees, dependents, and retirees with an employer contribution of \$23,450,000
- ✓ City-wide Pension Plan contribution of \$11,167,399 represents an 2.5% increase above the 2021 adopted budget. The General Fund portion of this contribution increases approximately \$272,000 in compliance with the latest actuarial review

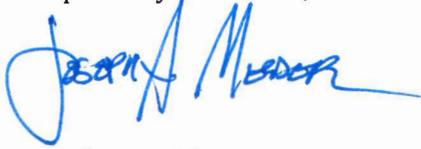
In Closing

Within this budget, we address several key areas to ensure the resources provided support an equitable path to sustained recovery and growth, including healthy and vibrant neighborhoods, programs to reduce gun and violent crime, unprecedented investments in affordable housing and

solutions to homeless, effective, and reliable city services and infrastructure, and organizational investments that strengthen our level of service and reward commitment.

This budget proposes bold investments in the priorities this city has committed to address. I look forward to your feedback and further direction on how we can continue to invest in our future.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Joseph A. Melder". The signature is fluid and cursive, with a large initial "J" and a long horizontal stroke at the end.

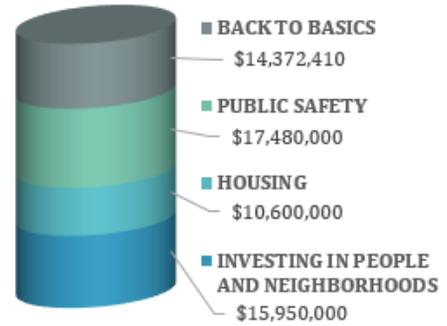
Joseph A. Melder

City Manager

American Rescue Plan Act of 2021

American Rescue Plan Act Background

President Joe Biden signed the federal American Rescue Plan Act of 2021 (ARPA) into law on March 11, 2021, allocating \$1.9 trillion to address devastating health and economic impacts caused by ongoing COVID-19 crisis. Through ARPA, Congress established the Coronavirus State Fiscal Recovery Fund and Coronavirus Local Fiscal Recovery Fund. These funds provide a combined \$350 billion to eligible state, local, territorial, and tribal governments to meet pandemic response needs and rebuild stronger and more equitable economies.



On May 17, 2021, the United States Department of the Treasury issued an interim final rule to implement the Coronavirus State and Local Fiscal Recovery Funds. In summary, the Treasury Department’s rule allows recipients to use federal aid for:

Recipients cannot use this funding to offset a reduction directly or indirectly in net tax revenue due to a change in law from March 3, 2021, through the last day of the fiscal year in which the funds provided have been spent. The Treasury Department also forbids recipients from using these federal funds to make deposits into pension funds. Visit the Treasury Department’s website for additional information.

City of Savannah ARPA Spending Framework



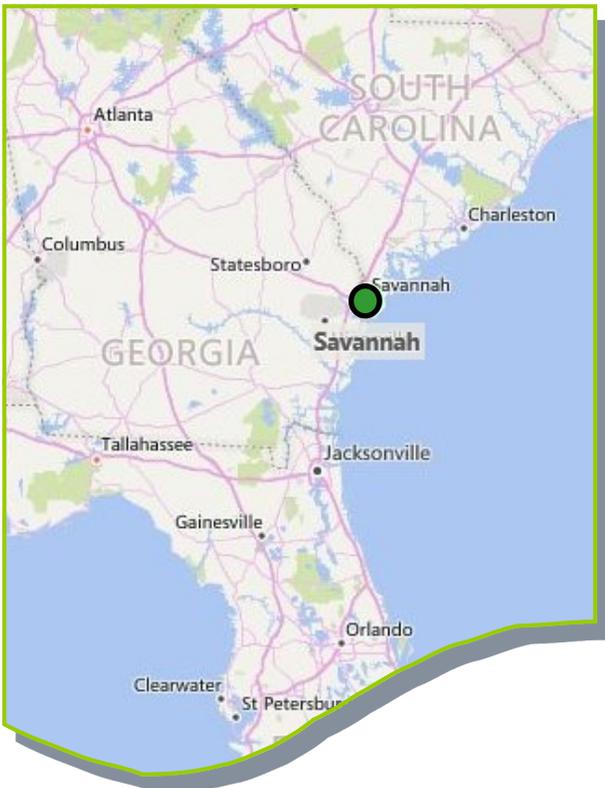
The Treasury Department’s allocation methodology for the Coronavirus State and Local Fiscal Recovery Funds resulted in the City of Savannah receiving \$55.8 million and Chatham County receiving \$28.1 million. The Treasury Department will distribute the funds in two portions, with 50% arrived in May 2021 and the remaining balance arriving approximately 12 months later.

As part of the City’s ongoing commitment to supporting Savannah residents, businesses, and organizations that were impacted by the COVID-19 pandemic, City staff worked diligently for several months to establish a spending framework for the ARPA allocation. This budget proposal seeks Council approval for an ARPA spending framework totaling \$58.6 million, which includes \$55 million from ARPA – State and Local Fiscal Recovery Funds and \$3.1 million from ARPA–HOME.

Savannah at a Glance



City Hall
Savannah, GA



Established

February 12, 1733

Government

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

County

Chatham County

<https://www.chathamcountyga.gov>

School District

Savannah Chatham - County School District

<https://spwww.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

147,780 City of Savannah

404,798 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 147,780 in 2020. This represents a 7.5 percent increase since 2000. The Savannah Metropolitan Statistical Area (MSA) population in 2020 is estimated to be 404,798; a 16 percent increase since 2000.



Area Population Trends	2000	2010	2020
Savannah	137,510	137,534	147,780
Savannah, MSA	293,000	348,739	404,798

Educational Attainment

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

2020	% of High School Graduate or Higher	% of Bachelors Degree or Higher
Savannah	87.6	28.2
Savannah, MSA	89.7	39.0

Source(s): [2020 Seda.org](#), [2020 US Census Bureau](#)

Median Household Income

The City of Savannah's median household income in 2019 was \$43,307. The median household income for Savannah's Metropolitan Statistical Area (MSA) was \$48,139.

Median Household Income	
City of Savannah	\$43,307
Savannah, MSA	\$48,139



City of Savannah	Number of Households	% Percentage
Under \$25,000	16,178	30.6
\$25,000 to \$49,999	13,617	25.7
\$50,000 to \$149,999	19,593	37.0
\$150,000 - Above	3,539	6.7

Savannah, MSA	Number of Households	% Percentage
Under \$35,000	41,545	29.2
\$35,000 to \$49,999	16,848	11.8
\$50,000 to \$74,999	28,367	19.9
\$75,000 - Above	55,819	31.9

Source(s): [2019 Data USA](#), [Seda.org](#), [2019](#)

Savannah at a Glance

Economy

Savannah is the fastest growing industrial market in the United States. Our location on the Atlantic Ocean gives you the freedom to operate on a global scale with access to the third busiest and fastest-growing port in the nation. Within 300 miles of Savannah there are 11 major metro areas, eight major international airports, five major ports and 37.2 million residents. And our nationally top-ranked highway systems of Interstate 95 and Interstate 16 put you in immediate reach of it all.

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

Source: seda.org



City of Savannah Principal Employers

Employers	Product/Service/Other	Number of Employees
Gulfstream Aerospace Corporation	Jet Aircraft/Aerospace Equipment	12,000
Fort Stewart / Hunter Army Airfield	Civilian Personnel	5,773
Savannah-Chatham Board of Education	Education	5,654
Memorial Health University Medical Center	Hospital	4,775
St. Joseph’s/Candler Health System	Hospital	3,400
City of Savannah	Government	2,468
Savannah College of Art and Design	Education	1,886
Chatham County	Government	1,882
Georgia Ports Authority	Ship Terminal Operation	1,080
Georgia Southern University	Education	886
Total		39,804

Source: [2020 Comprehensive Annual Financial Report](#)

Savannah at a Glance

Employment by Sector, Savannah MSA

Industry	Employment	% of Total Workforce
Trade, Transportation and Utilities	44,205	25.3
Education and Health Services	23,666	13.5
Government	23,098	13.2
Leisure and Hospitality	23,073	13.2
Professional and Business Services	22,755	13.0
Manufacturing	17,519	10.0
Construction	7,492	4.3
Financial Activities	5,575	3.2
Other Services	4,829	3.0
Information	1,682	0.9
Unclassified	486	0.2
Natural Resources, Mining, and Agriculture	299	0.2
Total	174,679	100.0

Source: [2021 Georgia Labor Market Explorer](#)



City of Savannah Major Taxpayers

Taxpayer	Type of Business	2020 Taxable Assessed Value	% of Total Taxable Assessed Value
Georgia Power	Electric Utility	91,995,847	1.5
Savannah Health Services, LLC	Memorial Hospital	82,688,616	1.4
Gulfstream Aerospace Corporation	Airplane Manufacturer	31,833,358	0.5
Oglethorpe Mall, LLC	Regional Shopping Mall	31,691,398	0.5
HH Savannah, LLC	Hyatt Hotel	28,800,000	0.5
Columbia Properties	Marriott Hotel	28,000,000	0.5
International Paper Company	Paper Manufacturer	27,396,174	0.5
Savannah Hotel, LLC	Westin Hotel	26,000,000	0.4
PRII Morgan Lakes, LLC	Industrial Warehouse	22,000,000	0.4
IA Lodging Savannah Barnard, LLC	Andaz Hotel	19,245,800	0.3
Total		\$389,651,194	6.5

Source: [2020 CoS Comprehensive Annual Financial Report](#)

Savannah at a Glance

Parks, Recreation & Community Centers



Facility	Total
Athletic Fields	25
Basketball Courts	23
Community Centers	15
Golden Age Centers	2
Parks and Squares	107
Playgrounds	56
Spray Pools and Swimming Pools	17
Tennis Courts	35
Dog Parks	2

Public Safety



Savannah Police	Total	Savannah Fire	Total
Police Stations	5	Fire Stations	15
Sworn Police Personnel	628	Fire Personnel	338
Police Vehicles	560	Fire Engine Companies	15
Motorcycles	6	Fire Truck Companies	5

Savannah at a Glance

Annual Events

Martin Luther King Jr. Day Parade	January
Savannah Black Heritage Festival	February
Savannah Irish Festival	February
Savannah Book Festival	February
Savannah Tour of Homes and Gardens	March
Tara Feis Irish Celebration	March
St. Patrick's Day Parade & 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 Day	September
Savannah Pride	October
Savannah Greek Festival	October
Picnic in the Park	October
Savannah Folk Music Festival	October
Oktoberfest	October
Shalom Y'all Jewish Food Festival	October
Savannah Film Festival	October
Annual Hispanic Festival	October
Rock 'n' Roll Savannah Marathon	November
Holiday Tour of Homes	December
Christmas on the River and Lighted Parade	December
Festival of Lights	December



Savannah at a Glance

Accolades, Awards & Honors

- ◆ “City of Savannah Named Top Employer by Forbes Magazine”, *Forbes* 2019
- ◆ Tourism Leadership Council’s Board of Director’s Award, City of Savannah’s Office of Special Events, Film, and Tourism, 2020
- ◆ Government Finance Officers Association (GFOA) Distinguished Budget Presentation, 2021
- ◆ “Best U.S. City” (#3), *Travel + Leisure*, Sept. 2021
- ◆ “World’s Greatest Places of 2021”, *TIME*, July 2021
- ◆ “The South’s Best Walking Tours” (#2, Bonaventure Cemetery Tours), *Southern Living*, March, 2021
- ◆ “Friendliest City”, (#2), *Trazee Travel*, Aug. 2021
- ◆ “The South’s Best Bakeries 2021” (#1, Back in the Day Bakery), *Southern Living*, March 2021
- ◆ “Greenest City in Georgia”, *Insulify*, Apr. 2021
- ◆ “Top 20 Destinations for Pet-Friendly Travel”, *Travel Pulse*, Apr. 2021
- ◆ “Favorite Foodie City”, *Trazee Travel*, Aug. 2021
- ◆ “50 Places to Visit in the U.S.A. That Must Be on Your Bucket List”, *Country Living*, July 2021



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 a service delivery focus in 2022.

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

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

Operating Budget – organizes and presents the financial plan by Service Center and then by Department. Each Service Center section begins with an overview of that Center's personnel, revenue sources, and expenditures.

- **Service Center** – organizes a structure to provide a group of services to the community and City staff to aid leadership in achieving the goals and objectives of the City of Savannah.

Service Centers include:

- Governance
 - Strategic Services
 - Public Safety
 - Municipal Operations
 - Infrastructure and Development
 - Community Services
- **Department** – outlines each line of business and its alignment to the strategic plan. Financial appropriations and staffing details are provided for each department within each business plan.

The operating budget is appropriated by the following funds:

- **General Fund** – accounts for all revenues and expenditures which are not accounted for in specified purpose funds.
- **Hazardous Material Team Fund** – accounts for revenues that come from area facilities which manufacture, use, or store hazardous materials which is used to protect life, property, and the environment from intentional/accidental release of hazardous materials manufactured, used, or stored in Chatham County.
- **Community Development Fund** – accounts for revenues derived primarily from the Community Development Block Grant (CDBG) but also other federal and state grants which are used to address Savannah's distressed neighborhoods.
- **Grant Fund** – accounts for revenues received from federal or state sources which are used for designated purposes.
- **Sanitation Fund** – accounts for revenues collected for use of providing the following services: residential/commercial collection, refuse disposal, street sweeping, recycling, and litter services.
- **Civic Center Fund** – accounts for revenues collected to provide a venue for a variety of cultural, business, social, and sporting events within the Civic Center.
- **Water Fund** – accounts for revenues collected to produce safe, fit-to-drink water, to meet the needs of the City of Savannah, and other surrounding areas.
- **Sewer Fund** – accounts for revenues collected to safely pump and treat wastewater to protect the quality of life for Savannah's residents.
- **Industrial & Domestic (I&D) Water Fund** – accounts for revenues collected to provide treated water that meets quality and quantity demands of industrial users.

- **Parking Fund** – accounts for revenues collected to operate the City’s parking management program which consists of on-street parking, off-street parking, and parking garages.
- **Internal Services Fund** – accounts for the financing of goods and services provided by one department to another department on a cost reimbursement basis.
- **Other Funds** – includes appropriations for non-operating funds that support various administrative purchases and intergovernmental agreements.

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

Capital Improvement Program – presents a five-year plan for maintenance and improvement of man-made infrastructure used for the delivery of essential public services. The first year of the plan is adopted for implementation.



CITY OF SAVANNAH RESIDENTS

Office of the City Attorney

Office of the Clerk of Council

Mayor and City Council

City Manager



Financial Services
Human Resources
Management & Budget
Marketing & Communications



Economic Strength & Poverty Reduction

Good Government
COO

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

Infrastructure
ACM/CIDO

- Economic Development
- Capital Projects Management
- Development Services
- Greenscapes
- Planning & Urban Design
- Transportation Department
- Water Resources

Vibrant Neighborhoods
CCSO

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

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

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



Strategic Priority Goals

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



- Goal 1.1: Priority 1 - Call Response**
- Goal 1.2: Reduction in Part 1 - Violent Crimes**
- Goal 1.3: Residents Feeling Safe in their Neighborhoods**
- Goal 1.4: Medical 911 BLS and ALS Support Services**
- Goal 1.5: Fire Rescue Department Advanced Life Support Services**



- Goal 2.1: Resurfacing Savannah Streets**
- Goal 2.2: Sidewalks**
- Goal 2.3: Building Flooding**
- Goal 2.4: Street Flooding**
- Goal 2.5: City Facilities**
- Goal 2.6: Internet Communications Conduit**



- Goal 3.1: Reestablish & Preserve Neighborhoods**
- Goal 3.2: City-Owned Properties**
- Goal 3.3: Mobility & Neighborhood Connectivity**
- Goal 3.4: Access to Recreation**
- Goal 3.5: Access to Quality Housing**



- Goal 4.1: Poverty Reduction**
- Goal 4.2: Commercial Corridors**
- Goal 4.3: Soft Skills & Work Readiness Training for Savannah Youth**
- Goal 4.4: Soft Skills & Workforce Training for Unemployed & Underemployed**
- Goal 4.5: Employment Assistance**
- Goal 4.6: Resilient Diversified Economy**



- Goal 5.1: Online Dashboard**
- Goal 5.2: Organizational Culture**
- Goal 5.3: Performance Based Budget**
- Goal 5.4: Efficient Government Operations**
- Goal 5.5: Employee Recognition & Performance**
- Goal 5.5: City Code Update & Review**
- Goal 5.6: AAA Bond Rating**

Performance Measures

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

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

Public Safety - Performance Measures					
Goal 1.1. Call Response					
Performance Measure	2020 Actuals	2021 Adopted	2021 Projection	2022 Proposed	Data Source
7 minute response time to priority 1 calls for service	37%	65%	37%	35%	CAD Data; Berkshire Report
Canine requests	2,505	2,706	2,000	2,200	Weekly Activity Report
Number of officers trained in driver training	61	523	489	532	Training Logs / POST Records
Community Orientated Policing (COPs Training)	100%	100%	100%	100%	Training Logs / POST Records
Complete mandatory state training hours	100%	100%	100%	100%	Records Mgt. System
Turnout time (seconds)	74	80	80	80	CAD/SFD Records Mgt. System (RMS)
Travel time (seconds)	276	240	240	240	CAD/RMS
First due engine total response time benchmark (seconds)	481	440	440	440	CAD/ RMS
Effective response force total response time benchmark (seconds)	887	680	680	680	CAD/ RMS
Turnout time (minutes)	1:14	1:20	1:15	1:15	Savannah Fire RMS
Travel time (minutes)	4:36	4:00	4:00	4:00	Savannah Fire RMS
First due engine total response time benchmark (minutes)	8:02	7:20	7:20	7:20	Savannah Fire RMS
Homicide/death investigation cases clearance rate	77%	72%	85%	85%	SARIC & CID Data
Special victims cases clearance rate (rape only)	52%	72%	52%	52%	SARIC & CID Data
Effective response force total response time benchmark (minutes)	14:46	11:20	11:20	11:20	Savannah Fire RMS

Public Safety - Performance Measures

Goal 1.2. Reduction in Part 1 Violent Crimes

Performance Measure	2020 Actuals	2021 Adopted	2021 Projection	2022 Proposed	Data Source
Homicide/death investigation cases assigned	154	150	160	170	SARIC / CID Data
Homicide/death investigation cases assigned	737	232	542	568	SARIC / CID Data
Homicide/death investigation cases assigned	318	790	290	305	SARIC & CID Data
Robbery/aggravated assault cases combined clearance rate	52%	14%	39%	44%	SARIC & CID Data
Value of stolen property recovered by the pawn shop unit	\$56,565	\$40,950	\$92,915	\$105,000	LEADS Online Pawn Records
Reduce violent crime by 5%	3%	2%	5%	5%	Cad Data
ShotSpotter Calls	1,202	1,172	1,250	1,150	Analyst Reports
NIBIN matches	290	672	300	320	NIBIN Book
Reduction of Gun violence	(11)%	5%	3%	5%	EGV Data Stats
Reduce group members involvement (GMI) with guns (%) ¹	—	56%	—	—	EGV Data Stats
Number of citizens that utilize EGV ¹	—	55	—	—	EGV Data Stats
Number of bi-weekly comp stat reports to be completed	26	26	26	26	Command Staff
Number of monthly posts made to SARIC website	56	60	60	60	www.saricmetro.com
Number of investigative searches performed by SARIC employees	10,400	6,500	13,000	13,500	Command Staff
Felony arrests	190	1,518	120	135	Weekly Activity Report
Misdemeanor Arrests	85	2,054	45	100	Weekly Activity Report
Number of officers trained in firearms	612	523	550	550	Training Logs / POST Records
Number of officers trained in deadly force	100%	100%	100%	100%	Training Logs / POST Records
Number of officers trained in de-escalation	100%	100%	100%	100%	Training Logs / POST Records
Drug investigations	422	400	415	400	SIU Database
Drug complaints assigned	45	50	55	60	SIU Database
eTraces	720	608	650	600	ATF National Tracing Center
Gang/Gun Investigations	60	74	65	100	Comp Stat Reports

Goal 1.3. Residents Feeling Safe in Their Neighborhoods

Number of community center supporting EGV initiative ¹	—	15	—	—	EGV Data Report
Number of community leader & participant attendance at a community call in events ¹	—	250	—	—	EGV Data Report

¹ This data not tracked in 2021

Public Safety - Performance Measures

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

Performance Measure	2020 Actuals	2021 Adopted	2021 Projection	2022 Proposed	Data Source
Number of custom letters successfully delivered	—	90	—	—	EGV Data Report
Increase in number of monthly safety advisories	60	55	75	80	Command Staff
Provide more end user data for use in neighborhood monthly association meetings	54	—	60	80	Command Staff
Fatal crashes	14	10	12	12	Traffic Excel Data Base
Fatal crashes investigated	14	10	15	12	Traffic Excel Data Base
Fatal crashes closed	13	10	15	12	Traffic Excel Data Base
Hit & run cases	1,898	1,850	1,900	1,900	Traffic Excel Data Base
Hit & run investigated	100%	90%	90%	90%	Traffic Excel Data Base
Hit & run investigation closed	100%	90%	90%	90%	Traffic Excel Data Base
Red light camera violations	9,466	11,000	8,000	10,000	Redflex Smarttops
Citizen contacts	13,087	26,000	14,000	17,000	Traffic Excel Data Base
Vehicle crashes	8,496	8,500	8,250	8,200	GEARS Data Base
Vehicle crashes w/ injuries	1,616	1,600	1,500	1,550	GEARS Data Base
Other enforcement methods	80	80	80	80	Traffic Excel Data Base
Citations Issued	93	7026	100	125	Monthly Report
Special requests services provided	—	5	10	12	Monthly Report
Crowd control hours utilized	—	485	100	100	Monthly Report
Number of citizen contacts	5,465	2,342	5,500	5,700	Monthly Report
Number of special events attended to facilitate crowd control	10	10	12	12	Monthly Report
Scheduled patrol duties attained	100%	100%	100%	100%	Monthly Report
Scheduled events attended	100%	100%	100%	100%	Monthly Report
High crime area service request attained	100%	100%	100%	100%	Monthly Report
Public demos	8	6	6	12	Weekly Reports
Demos honored	100%	100%	100%	100%	K-9 Supervisor
Vehicles maintained	542	595	550	600	Vehicle Report
Inventory items	860	860	861	861	Quartermaster Report
Payroll processing	635	635	635	635	Authorized Staffing
Cost center reports	364	364	364	364	Monthly Report
State/Federal forfeitures processed	55	55	55	55	Monthly Report
Inventory accountability	100%	100%	100%	100%	Monthly Report
Grants closed on schedule	100%	100%	100%	100%	Monthly Reports
Purchase orders and vouchers processed	4,869	5,000	5,000	5,500	Lawson System

Public Safety - Performance Measures

Goal 1.3. Residents Feeling Safe in Their Neighborhoods (Continued)

Performance Measure	2020 Actuals	2021 Adopted	2021 Projection	2022 Proposed	Data Source
Officers trained C.A.L.E.A. and State standards	100%	100%	100%	100%	Power DS
Records entered	198,880	200,000	200,000	200,000	ARS, GEARS, Intellevue, GCIC/NCIC Portal
Open records processed	34,942	20,000	30,000	30,000	RMS, Evidence.com
Records checked	40,180	35,000	35,000	35,000	GCIC/NCIC Portal, RMS
Records scanned	58,983	100,000	50,000	50,000	Intellevue
Percent of files scanned	59%	100%	50%	100%	Intellevue
Audit passed	100%	100%	100%	100%	GCIC/NCIC Monthly Reports
Funds collected	\$13,549	\$35,000	\$15,000	\$15,000	Monthly Reports
Timely reports (3 days)	70%	100%	75%	100%	Section Tallies
Record checks (3 days)	100%	100%	100%	100%	Section Tallies
Warrants removed (within 1 business day)	100%	100%	100%	100%	Section Tallies
Citizen initiated complaints	48	65	50	50	LEAA
Internal affairs cases investigated	88	110	100	100	LEAA
Use of force cases investigated	527	400	475	475	LEAA
Internal affairs cases investigated and closed	76	125	100	100	LEAA
Average cases assigned per investigator	14	13	14	14	LEAA
Percent of complaints referred for precinct investigation	47%	75%	65%	65%	LEAA
Internal affairs cases sustained/not sustained	41/33	45/50	45/50	45/50	LEAA
Internal affairs investigations closed	113	90	100	100	LEAA
Percent of decided cases where outcome notifications were attempted	100%	100%	100%	100%	LEAA
Number of felony related arrest	356	400	340	400	Monthly Reports
Number of guns seized	172	200	170	200	Monthly Reports
Successful prosecution of individuals associated with gang activity	15	25	22	30	Gang Unit Records
Successful prosecution from special investigations	40	60	70	80	ATF, FBI, US Marshals Collaboration
Public fire safety education events	117	400	400	420	Records Mgt. System
Commercial building inspections	2,901	3,000	3,000	3,500	Records Mgt. System

Public Safety - Performance Measures

Goal 1.3. Residents Feeling Safe in Their Neighborhoods (Continued)

Performance Measure	2020 Actuals	2021 Adopted	2021 Projection	2022 Proposed	Data Source
Fire cause determination rate	95%	88%	94%	90%	Records Mgt. System
Conduct Incident Management Team Exercises	3	6	4	4	COS Multiyear Training and Exercise Plan (MTEP)
Misdemeanor cases filed	3,024	3,641	3,332	3,332	Odyssey Court System
Traffic cases filed	22,769	31,124	30,732	30,732	Odyssey Court System
Local ordinance cases filed	1,933	1,925	1,943	1,943	Odyssey Court System
Felony cases filed	2,495	1,958	2,228	2,228	Odyssey Court System
IMT/ ICS planning/ training Courses delivered	4	6	6	6	COS Multiyear Training and Exercise Plan (MTEP)
Customer service surveys	500	1,650	1,650	1,650	SFD's RMS
Smoke detector installations/ home fire safety surveys	103	250	250	250	SFD's RMS
Tier II inspections	261	258	258	258	CEMA LEPC

Goal 1.4. Medical 911 BLS and ALS Support Services

Respond to EMS calls within 5 minutes of notification, 90% of the time. Future proposed goal could be, Respond to EMS calls within 4:30 minutes of notification, 90% of the time	—	—	2,000	2,200	COS/SFD Strategic Plan
Start CPR within one minute of arrival on patients not breathing and do not have a pulse, 90% of the time.	—	—	20	20	COS/SFD Strategic Plan
SFD staff certified as EMT-B by the end of 2022	—	—	25	25	COS/SFD Strategic Plan
Amount of responses requiring prehospital medical care provided by trained first responders	—	—	2,000	2,500	COS/SFD Strategic Plan
EMT training (number of students)	48	25	23	25	COS/SFD Strategic Plan

Infrastructure & Development - Performance Measures

Goal 2.1. Resurfacing Savannah Streets

Miles of asphalt placed per Lane	17.7	21	40	40	Internal Tracking & 311 Work Orders
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Goal 2.2. Sidewalks

Miles of sidewalk installed	4.5	4	5	4	Internal Tracking & 311 Work Orders
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Goal 2.3. Building Flooding

Maintain pump stations on line	92%	92%	91%	93%	Department Monthly Report
Building permits issued shall comply with the City of Savannah's Flood Damage Prevention Ordinance	100%	100%	100%	100%	Energov and GIS

Infrastructure & Development - Performance Measures

Goal 2.4. Street Flooding

Performance Measure	2020 Actuals	2021 Adopted	2021 Projection	2022 Proposed	Data Source
Complete within standard priority requests for code 1113 "blocked catch basin"	—%	55%	—%	—%	311 System Crystal Report
Miles of sanitary/storm lines televised (miles)	32	45	45	45	T.V. Truck Hardware

Goal 2.5. City Facilities

System inspections (includes utility locates, construction inspection, backflow inspection and testing) - modified reporting to include number of locates rather than locate sites	65,033	59,420	31,708	65,000	311 Service Requests and Work Orders, Daily Division and City Works (CMMS) Work Order Records
Water meter program (includes meter installations, maintenance, testing and Revenue tasks)	31,486	57,500	20,496	54,000	311 Service Requests and Work Orders, Daily Division and City Works (CMMS) Work Order Records
Fire hydrant program (includes hydrant repairs, installations and preventative maintenance)	2,088	6,900	1,056	2,088	311 Service Requests and Work Orders, Daily Division and City Works (CMMS) Work Order Records
Water main leak repair program (includes both water mains and water service leak repairs)	857	673	546	815	311 Service Requests and Work Orders, Daily Division and City Works (CMMS) Work Order Records
Parking Meter (downtime less than)	4%	5%	5%	5%	Daily Work Tickets
Elevators (downtime less than)	5%	5%	5%	5%	Service Calls and Work Order
Cleanliness (100 point scale)	80%	90%	80%	90%	Work Order
Building permits issued for City facilities shall comply with State-mandated minimum construction and life safety codes	100%	100%	100%	100%	Energov and GIS
Maintain/repair water resources facilities to ensure that they meet building code standards	234	200	200	210	Monthly Report
Review plans, specifications and as-built documents	713	735	750	787	Monthly Report
Update AutoCAD/GIS 1"600' scale water and sewer maps (linear feet)	72,746	35,000	100,000	105,000	Monthly Report
Update water/sewer model based on features added	12,690	6,700	700	735	Monthly Report
RFP development for construction and design of water & sewer infrastructure	1	—	6	7	Monthly Report
Well Sites monitored for pressure	47	48	47	47	Water Supply and Treatment Staff
Well sites maintained	45	46	45	45	Water Supply and Treatment Staff
Water treated (MGD)	19.29	19.99	19.9	19.9	SCADA Reports

Infrastructure & Development - Performance Measures

Goal 2.5. City Facilities (continued)

Performance Measure	2020 Actuals	2021 Adopted	2021 Projection	2022 Proposed	Data Source
Samples collected	3,788	4,000	3,762	3,800	Water Supply and Treatment Staff
Annual water audits	7	7	7	7	Georgia Environmental Protection Division
Annual report on drinking water quality for customers	2	2	2	2	Georgia Environmental Protection Division
Watershed protection plan goals achieved	2	2	2	2	Georgia Environmental Protection Division
Sanitary Sewer Stoppages Cleared	293	405	483	450	311 Service Requests and Work Orders, Daily Division and City Works (CMMS) Work Order Records
Feet of Sanitary Sewer Main repaired / extended	2,091	4,000	3,000	3,000	311 Service Requests and Work Orders, Daily Division and City Works (CMMS) Work Order Records
Feet of Sanitary Sewer Main cleaned (includes contractor cleaning)	347,620	600,000	250,000	300,000	311 Service Requests and Work Orders, Daily Division and City Works (CMMS) Work Order Records
Sanitary Sewer Main Break Repairs	138	122	115	125	311 Service Requests and Work Orders, Daily Division and City Works (CMMS) Work Order Records
Operate sanitary sewer lift station (within State EPD Compliance)	207	210	210	215	Asset Management Documentation and 311 and CityWorks
Perform station maintenance tasks (includes mechanical, electrical and grounds tasks)	375,602	600,000	503,601	510,000	Asset Management Documentation and 311 and CityWorks
Perform station ARV inspection, ARV inspection, ARV replacement and station head / capacity tests	683	505	303	400	Asset Management Documentation and 311 and CityWorks
Perform station inspections & operate odor control units	14,367	17,500	13,480	15,000	Asset Management Documentation and 311 and CityWorks
Gallons of wastewater treated (millions of gallons)	5,819	7,000	5,955	7,000	Flow Meters
Monthly N.P.D.E.S. permit compliance achieved	24	12	12	12	Laboratory Analysis
Industrial pretreatment permit renewals	6	8	9	7	Pretreatment Applications
Water treated by 3 regional wastewater facilities - (millions of gallons)	2,833	3,200	2,799	3,200	Flow Meters
Monthly N.P.D.E.S. permit compliance achieved	30	36	35	36	Laboratory Analysis

Infrastructure & Development - Performance Measures

Goal 2.5. City Facilities (Continued)

Performance Measure	2020 Actuals	2021 Adopted	2021 Projection	2022 Proposed	Data Source
Water sold (millions of gallons)	13,465	12,000	12,834	13,000	I & D Staff
Chemical and biological tests performed	131,231	205,000	165,291	170,000	I & D Lab Staff
Calibrations within standard	1,254	1,400	1,314	1,300	I & D Staff
Acquire, renovate, and/or build 5 Police Stations	0	1	—	—	Council Minutes and Department Reports
Acquire, renovate, and/or build 3 Fire Stations	2	1	—	—	Council Minutes and Department Reports
Acquire and/or renovate Administrative Facilities	2	1	—	—	Council Minutes and Department Reports
Acquire rights-of-way needed for infrastructure projects	12	—	15	20	Council Minutes and Department Reports
Relocation of residents, businesses, and City departments	5	—	15	5	Council Minutes and Department Reports
Petitions from Public regarding City properties	36	—	38	60	Council Minutes and Department Reports
Renovate community centers	—	2	—	—	Real Estate Services
Completed 311 request	2,200	2,500	2,500	2,500	311 Service Request System
Projects to Cure Deferred Maintenance	—	—	4	5	Real Estate Services

Vibrant Neighborhoods - Performance Measures

Goal 3.1. Reestablish and Preserve Neighborhoods

Site Development Permits and Subdivision Plats associated with neighborhood revitalization will be reviewed for compliance with City Ordinances	100%	100%	100%	100%	Energov and GIS
Building Permits issued in established historic districts shall comply with City Ordinances	100%	100%	100%	100%	Energov and GIS
Plan Review: (Alcoholic Beverage Licenses, Antennas, Commercial and Residential Buildings, Signs/Awnings, Zoning Confirmation Letters, Zoning Information Requests, Zoning amendments, Board of Appeals)	2,900	3,000	3,000	3,150	Energov
Business Location Approvals	1,762	1,750	1,800	1,800	Energov
Short-term Vacation Rental Certificates	1,108	1,200	1,200	1,200	Energov
Plan Improvements (Downtown Streetscape Improvements, Way finding & Direction Signage, CNU Legacy Projects, etc.)	16	15	15	15	Council Presentations
Maintain/Repair Water Resources facilities to ensure that they meet building code standards	234	200	200	210	Monthly Report

Vibrant Neighborhoods - Performance Measures

Goal 3.1. Reestablish and Preserve Neighborhoods (Continued)

Performance Measure	2020 Actuals	2021 Adopted	2021 Projection	2022 Proposed	Data Source
Complaints Investigated	100%	100%	100%	100%	City Staff
EPD Violation — Corrections	100%	—%	—%	—%	Georgia EPD
Number of blighted, tax delinquent, underutilized real properties acquired	11	15	10	25	Land Bank Authority Database
Number of disposed, underutilized real properties returned to a tax generating and/or community improvement status	19	15	18	25	Land Bank Authority Database
Number of properties with clouded titles cleared and made marketable	6	8	5	6	Land Bank Authority Database
Number of properties demolished, cut and maintained and marketed on website	60	60	60	70	Land Bank Authority Database
Number of properties in Land Bank Inventory maintained (property maintenance: cutting, demolition, etc.)	90	100	90	100	Land Bank Authority Database
Unsecure property secured within 30 days	19%	90%	50%	90%	Citizenserve
Complaint (311 or other) to initial inspection within 3 days	89%	90%	90%	90%	Citizenserve
Initial inspection to compliance or summons issued within 30 days	42%	80%	70%	80%	Citizenserve
Voluntary compliance rate	32%	80%	70%	80%	Citizenserve
Increase the number of certified Neighborhood Associations	16	16	16	18	Application Forms Approved
Increase the number of registered Neighborhood Associations	36	40	36	40	Neighborhood Association Registry
Number of neighborhood leaders and residents participating in leadership training activities	64	100	100	150	Fair Housing Events Grant Training Workshops Organizational Training
Number of Youth engaged in neighborhood improvement or leadership activities	71	100	84	100	SYC, SYA, YLP Attendance Rosters
Sanitation operations conducted in accordance with environmental and performance standards	100%	100%	100%	100%	Environmental and Work Programs Reports
Number of Sanitation outreach and education sessions completed	15	25	28	35	Sanitation Monthly and Annual Reports; Tentative Dates for Events and Activities
Number of volunteer clean-ups and Adopt-a-Spots	58	60	75	85	Sanitation Monthly and Annual Reports: Tentative Dates for Events and Activities

Vibrant Neighborhoods - Performance Measures

Goal 3.1. Reestablish and Preserve Neighborhoods (Continued)

Performance Measure	2020 Actuals	2021 Adopted	2021 Projection	2022 Proposed	Data Source
Residential Refuse and Yard Waste collections completed on schedule	99%	100%	100%	100%	Monthly Report
Residential units serviced weekly for residential refuse and yard waste collection	52,000	53,000	55,000	57,000	Sanitation Monthly and Annual Report
Cost per residential unit for residential refuse collection	\$105.65	\$111.48	\$107.23	\$108.64	Sanitation monthly and annual report
Cost per residential unit for yard waste collection	\$45.73	\$48.25	\$46.41	\$47.02	Sanitation monthly and annual report
Cost per Special Collection unit	\$6.31	\$6.66	\$6.40	\$6.49	Sanitation monthly and annual report
Operational compliance with EPD permit conditions	100%	100%	100%	100%	Environmental Compliance reports
Tons of refuse received	102,459	102,000	103,000	103,000	Certified Scale Transaction Reports
Tons of refuse diverted	12,282	14,800	13,000	13,000	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	4	3	4	Mid-Point Cleanliness Evaluation Scores
Enhance and implement engagement and data gathering framework to support community led revitalization efforts.	—	—	—	100%	Community Engagement Report
Percent of service requests completed within the standard response time	100%	100%	100%	100%	311 Application
Commercial Refuse Collections completed on schedule	100%	100%	100%	100%	311 Application
Number of Commercial Refuse Customers	720	630	750	780	Sanitation Monthly and Annual Report
Containers Repaired	17	18	18	18	Sanitation Monthly and Annual Report
Recycling collection completed on schedule	75%	85%	75%	75%	311 Application
Litter route collection completed on schedule	30%	85%	30%	30%	311 Application
Curbside recycling collected	19,000	23,000	24,864	25,000	Sanitation Monthly and Annual Report
Cost per recycling collection	\$13.60	\$6.10	\$8.87	\$8.87	Sanitation Monthly and Annual Report
Develop policies and ordinances to expand tourism-related activities in emerging districts (percent complete)	40%	100%	60%	100%	Turf Field Application

Vibrant Neighborhoods - Performance Measures

Goal 3.2. City-Owned Properties

Performance Measure	2020 Actuals	2021 Adopted	2021 Projection	2022 Proposed	Data Source
Miles of Graded Lanes/Shoulders Maintained	30.1	80.0	35.0	35.0	Internal Tracking & 311 Work Orders
Major Sidewalk Corridors of the Downtown Convention District Pressure Washed to Standards.	94%	90%	95%	95%	Daily Work Reports
Parks and Squares Serviced to Standards	90%	90%	92%	85%	Daily Work Reports
Park and Square Infrastructure Maintained to Standards	85%	75%	80%	75%	Daily Work Reports and 311 Work Orders
Trash and Litter Collection within Downtown District Maintained to Standards	90%	90%	87%	85%	Daily Work Reports
ROW Vegetation Maintained to Standards	95%	87%	87%	95%	Route Sheets & 311 Work Orders
Canals and Ditches Mowed to Standards	63%	85%	82%	83%	Route Sheets & 311 Work Orders
City Owned Vacant Lots Mowed to Standards	95%	92%	92%	95%	Route Sheets & 311 Work Orders
Maintain/repair water resources facilities to ensure that they meet building code standards	234	200	200	210	Monthly Reports

Goal 3.3. Mobility and Neighborhood Connectivity

Clean inlets and manholes to assure flow	5,069	2,500	2,871	2,840	Department Monthly Report
Traffic Signal Repairs	730	800	718	800	311 Work Order Reports & Management
Traffic Sign Repairs	8,220	7,300	8,606	7,300	311 Work Order Reports & Management
City-Owned Light Repairs	239	300	399	300	311 Work Order Reports & Management
Percentage of Signal Malfunctions Addressed Within 24-hours	94%	90%	91%	90%	311 Work Order Reports & Management
Percentage of Down/Missing Stop or Yield Signs Addressed Within 24-hours	100%	97%	96%	97%	311 Work Order Reports & Management
Traffic Studies Conducted	1,226	1,000	1,092	1,000	Internal tracking
Customer Requests for the Repair of Georgia Power Street Lights	480	700	—	—	Internal tracking and 311 Work Orders
Percent of Citizen Complaints Responded to within 24-hours (Priority 1)	98%	90%	91%	90%	311 Work Order Reports & Management
Community event Permits processed	1,660	2,300	2,091	2,300	Internal tracking and EnerGov

Vibrant Neighborhoods - Performance Measures

Goal 3.4. Access To Recreation

Performance Measure	2020 Actuals	2021 Adopted	2021 Projection	2022 Proposed	Data Source
Percent of responding participants rating Recreation programs/services as very good or excellent 90 percent customer survey	75%	85%	75%	75%	Customer Survey
Percent of responding participants rating Athletics programs/services as very good or excellent	85%	85%	87%	90%	Customer Survey
Percent of responding participants rating Sr. Services programs/services as very good or excellent	84%	85%	87%	90%	Customer Survey
Percent of responding participants rating Therapeutic Recreation programs/services as very good or excellent	99%	85%	98%	98%	Customer Survey
Number of visual and performing arts classes	32	61	79	204	SCAC Program Data
Number of class participants	300	1,890	1,202	1,414	SCAC Program Data
Number of visual and performing arts events	6	53	15	40	SCAC Program Data
Total event attendance	1,490	2,705	500	2,775	SCAC Program Data
Total attendance: outdoor pools/playgrounds	—	11,250	4,500	9,000	Quarterly Point in Time Counts
Number of registered youth participants	525	3,475	1,390	2,780	Registration
Number of registered adult participants	175	1,250	500	960	Registration
Total attendance: Community Centers (Youth & Adults)	25,875	172,500	69,000	138,000	Daily Center Counts
% of responding participants rating programs/services as very good or excellent	85%	85%	87%	90%	Customer Survey
Number of registered youth sports participants	545	2,400	1,390	2,726	Registration
Number of registered adult sports participants	—	195	83	229	Registration
Number of registered tennis program/league participants	1,118	1,500	1,117	1,760	Registration
Number of open courts participants (basketball/tennis)	10,000	35,200	15,000	18,000	Quarterly Point in Time Counts
Number of registered golden age participants	350	850	510	680	Registration
Number of senior lunches served	59,400	99,750	59,850	79,800	Daily Counts
Number of registered adult day care participants	41	50	45	60	Registration
Percent of responding participants rating programs/services as very good or excellent	84%	85%	87%	90%	Customer Survey

Vibrant Neighborhoods - Performance Measures

Goal 3.4. Access To Recreation (Continued)

Performance Measure	2020 Actuals	2021 Adopted	2021 Projection	2022 Proposed	Data Source
Number of registered Therapeutic Recreation participants	404	350	200	250	Registration
Number of registered Special Olympic participants	57	30	34	35	Daily Counts
Percent of responding participants rating programs/services as very good or excellent	99%	85%	98%	98%	Customer Survey
Number of athletic field preparations completed	418	550	580	600	Daily Counts
Number of athletic grass field mowing's completed	548	600	600	600	Daily Counts
Number of playground inspections completed	732	700	700	750	Registration
Number of work order repairs/preventative maintenance functions completed	1,134	1,100	1,150	1,150	Daily Counts

Goal 3.5. Access to Quality Housing

Building permits and inspections shall comply with State-mandated minimum codes for construction to ensure quality housing	100%	100%	100%	100%	Energov and GIS
New housing units created through Enterprise and Opportunity Zone Programs	116	150	807	500	Enterprise Zone Report and Opportunity Zone Report
Number of affordable and/or workforce housing units constructed	250	—	—	—	Housing & Neighborhood Services
Number of owner-occupied homes repaired/improved	144	125	125	125	Housing & Neighborhood Services
Number of home buyers purchasing homes with City and/or DCA or similar assistance	78	75	75	75	Housing & Neighborhood Services
Number of rental housing units developed, repaired and/or retained	430	150	200	150	Housing & Neighborhood Services
Number of blighted, abandoned, properties acquired and/or otherwise resolved through 1K-in-10	—	50	25	50	Housing & Neighborhood Services
Number of new single family houses (1-4 dwellings) built on vacant lots	—	25	25	25	Housing & Neighborhood Services
Percent of responding participants rating programs/services as very satisfactory or satisfactory	95%	95%	95%	95%	Housing & Neighborhood Services

Economic Strength & Poverty Reduction - Performance Measures

Goal 4.1. Poverty Reduction

Participation by Disadvantaged Business Enterprises (DBEs) in City Contracts	24%	20%	20%	20%	SBO Program Annual Report
Total number of persons served (All center activities)	831	500	400	500	Member Attendance Tracking
Satisfaction rate of business education program	—%	—%	90%	90%	Business Education Report

Economic Strength & Poverty Reduction - Performance Measures

Goal 4.1. Poverty Reduction (Continued)

Performance Measure	2020 Actuals	2021 Adopted	2021 Projection	2022 Proposed	Data Source
Total number of persons served (All center activities)	380	500	400	400	Member Attendance Tracking
Number of class participants	—	—	1,000	1,200	Business Education Report
Total number of persons engaged in long-term Advancement Program with advancement along key indicators	42	100	35	75	Member Attendance Tracking
Total partner organizations providing services	5	30	8	12	MOA/MOUs
Non-profit grants and contracts administered *includes prior year ESG-funded grants	61	56	75	75	One Year Action Plan (CDBG/ESG), CPP -General Fund Allocation, HOPWA
Grantee monitoring visits, technical assistance reviews and training conducted	736	351	1435	1435	One Year Action Plan (CDBG/ESG), CPP -General Fund Allocation, HOPWA Audit Checklists
Public hearings and citizen engagement sessions to support federally-funded programs	7	5	7	7	Copies of public notices and sign-ins sheets related to One Year Action Plan (CDBG/ESG), CPP - General Fund Allocation, HOPWA
Number of residents connected to services through Community poverty reduction programs	30,013	30,000	30,000	30,000	Community Partnership Agencies' Quarterly Status Reports
Number of Community Partners and service providers engaged	26	100	35	60	MOA/MOUs
Total number of Youth gaining summer or other employment	—	100	—	—	Summer Program Placement Records
% of responding participants rating programs/services very satisfactory or unsatisfactory	92%	92%	92%	92%	SCAC Survey Data
Total number of persons served (All center activities, SCAC)	386	750	500	750	Member Attendance Tracking
Total number of persons engaged in long-term Advancement Program with advancement along key indicators	185	200	150	200	Member Attendance Tracking
Total partner organizations providing services	20	30	25	30	MOA/MOUs

Goal 4.2. Commercial Corridors

Complete assessment of target commercial corridor	1	1	1	1	Corridor Assessment Report
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Goal 4.3. Soft Skills & Work Readiness Training for Savannah Youth

WSC-Number of soft skills/work readiness training sessions offered to youth prior job placement	—	—	12	12	Monthly data report collected from Youth Services Provider
WSC-Number of youth employed after completion of soft skills/work readiness training sessions	—	—	25	30	Data collected from the Virtual One-Stop (VOS) case management system

Economic Strength & Poverty Reduction - Performance Measures

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

Performance Measure	2020 Actuals	2021 Adopted	2021 Projection	2022 Proposed	Data Source
WSC-Number of youth participants that will receive a credential (i.e. HS Diploma, GED, industry-recognized certifications, etc.)	—	—	5	15	Data collected from the Virtual One-Stop (VOS) case management system
Provide soft skills and work readiness training for high school youth through Enrichment	16	50	20	30	Enrichment Attendance Records
Number of work readiness sessions and soft skills training completed	1	4	2	4	Attendance Records
Total number of youth receiving work readiness training	0	100	—	—	Savannah Youth Council, Savannah Youth Ambassadors, and Summer Program Records
Number of youth internships through department and contracted organizations (paid & unpaid)	47	12	47	50	Art & Cultural Grants
Provide soft skills and work readiness training for high school youth through Enrichment	14	50	25	50	Enrichment Attendance records
Number of work readiness sessions and soft skills training completed	1	6	3	6	Attendance Records

Goal 4.4 Soft Skills & Workforce Training for Unemployed & Underemployed

WSC-Number of adults to complete a certificate training program	—	—	25	35	Data collected from the Virtual One-Stop (VOS) case management system
WSC-Number of unemployed adults to complete On-the-Job-Training program	—	—	15	15	Data collected from the Virtual One-Stop (VOS) case management system
WSC- Number of adults maintaining employment for at least 6 months after training	—	—	50	55	Data collected from the Virtual One-Stop (VOS) case management system
Number of adults completing soft skills training	60	50	20	40	Attendance Records, Surveys
Number of soft skills classes, job fairs and hiring events targeting unemployed and underemployed adults	4	4	2	4	Attendance Records, Surveys
Number of adults completing soft skills training	85	150	75	150	Attendance Records, Surveys
Number of soft skills classes, job fairs and hiring events targeting unemployed and underemployed adults	1	10	5	10	Attendance Records, Surveys

Goal 4.5. Employment Assistance

WSC-Number of partners/employers to complete workforce development customer satisfaction survey	—	—	—	15	Data collected from the Virtual One-Stop (VOS) case management system
WSC-At least 75% of partners/employers "Satisfied" with business services provided by WSC	—	—	—	13	Data collected from the Virtual One-Stop (VOS) case management system
WSC- Number of new business partners recruited for in-demand occupations	—	—	25	25	Monthly data report collected from WSC Business Service Representative and Services Provider

Economic Strength & Poverty Reduction - Performance Measures

Goal 4.6. Resilient Diversified Economy

Performance Measure	2020 Actuals	2021 Adopted	2021 Projection	2022 Proposed	Data Source
Income generated by special event application and permit fees	\$2,000	\$10,000	\$5,000	\$15,000	Permit Database
Income generated by Temporary Use permits	\$4,500	\$45,000	—	\$55,000	Revenue Collection
Number of Food Truck Rodeo per year	—	1	—	—	Revenue Collection
Income generated through Film Permit Fees	\$8,000	\$50,000	\$30,000	\$50,000	Revenue Collection
Coordinate and encourage the use of parks and squares for events (# of scheduled events)	53	400	275	350	EnerGov
Income generated through Park and Square Permit Fees	\$3,000	\$75,000	\$18,000	\$50,000	EnerGov
Total events	71	400	33	84	Rental Totals Document – Event Folders
Total ticket sales	\$806,068	\$5,000,000	\$1,450,000	\$2,023,500	Ticket Sales Audit
Total rental revenue	\$256,276	\$467,000	\$180,000	\$700,000	Lawson Revenue Report
Total concessions revenue	\$106,830	\$275,000	\$250,000	\$450,000	Lawson Revenue Report
Total alcohol revenue	\$171,410	\$350,000	\$150,000	\$150,000	Lawson Revenue Report
Number of facility rentals	9	20	20	30	SCAC Rentals
Number of entrepreneurial skill development programs	—	—	—	—	SCAC Program Data

Good Government - Performance Measures

Goal 5.2. Organizational Culture

Reference/retrieval requests	3,090	5,250	4,012	4,050	Division Monthly Reports
Percent of reference/retrieval requests responded to within 3 days or less	100%	100%	100%	100%	Records Retrieval Request Forms/Reference Request Records
Quality of customer service received in the Municipal Archives (percent of customers rating service very good or excellent)	100%	90%	90%	90%	City of Savannah Municipal Archives – Customer Surveys
Number of complaints	63,684	75,000	73,000	73,000	311 Action Monthly Report
Average wait time (seconds)	20	65	65	65	311 Action Monthly Report
Average call completion time (seconds)	94	100	100	100	311 Action Monthly Report
News Releases Published	87	—	100	100	Savannahga.gov City News
Video Story Features Published	160	—	175	175	youtube.com/CityofSavannah
Video Story Features Views	136,000	—	120,000	150,000	youtube.com/CityofSavannah
Facebook Posts	949	—	950	1,000	Facebook Analytics

Good Government - Performance Measures

Goal 5.2. Organizational Culture (Continued)

Performance Measure	2020 Actuals	2021 Adopted	2021 Projection	2022 Proposed	Data Source
Facebook Post Reach	800,488	—	700,000	1,000,000	Facebook Analytics
Facebook Followers	39,037	—	44,000	50,000	Facebook Analytics
Twitter Posts	268	—	270	300	Twitter analytics
Twitter Impressions	42,400	—	45,000	50,000	Twitter analytics
Twitter Followers	17,760	—	20,000	25,000	Twitter analytics
Website Pages Developed	117	—	125	125	Civicplus.com
Website Pages Updated	1,472	—	1,500	1,500	Civicplus.com
Printed and Digital Material Designed	180	—	200	250	Savannahga.gov
Events Hosted	82	—	100	100	Savannahga.gov
Property Tax Unit call service Level – average (goal of 90%)	93%	90%	93%	90%	Department
Open records requests responded to within 3 days	100%	100%	100%	100%	Department
Department participation in international customer service week including training	100%	100%	100%	100%	Department
Number of Open Records Request responded to within 3 days	—	—	260	260	ORR Database
Average number of calls received per day	381	390	400	410	ShoreTel Phone Reporting
Average phone service level (goal of 90%)	93%	92%	90%	90%	ShoreTel Phone Reporting
Average phone hold time less than 1 minute	93%	90%	90%	90%	ShoreTel Phone Reporting
Department participation in international customer service week including training	1	1	1	1	Department
Participate in creation of city-wide customer survey	—%	—%	—%	100%	Department

Goal 5.3 Performance Based Budget

GFOA Budget Rating Received (1=yes, 0 = no)	1	1	1	1	GFOA Award Notification
Conservative, balanced budget prepared and approved by City Council by December 31st deadline	1	1	1	1	Council Agenda Minutes & Budget Document
Host events for civic engagement in the budget process	1	2	2	1	Advertisements from Media Outlets & CINC

Good Government - Performance Measures

Goal 5.4. Efficient Government Operations

Performance Measure	2020 Actuals	2021 Adopted	2021 Projection	2022 Proposed	Data Source
Produce two Reviews each Quarter for a total of eight for the year	5	8	6	6	Annual Plan
Perform a Risk Assessment	1	1	1	1	Risk Assessment Report
Achieve at least one certification within our team	1	1	1	—	Training and Education
Eproval Event Permitting Usage	—%	—%	75%	100%	Eproval Permit Database
Liaison Program for City Capital Projects (reduction of complaints)	—%	—%	45%	100%	SPLOST Project List
Ellis Square used as a Transportation Hub for Nighttime Mgt. (# of rides)	—%	—%	1	1	Number of Rideshare rides from Transportation Hub
% of Preventive Maintenance performed w/in 72 Hrs.	83%	80%	85%	87%	AssetWorks Software
% of Repair Work Orders performed w/in 72 Hrs.	75%	80%	74%	80%	AssetWorks Software
% of Scheduled Services completed on time	44%	45%	40%	50%	AssetWorks Software
Conduct Incident Review Board Prevention Board	2	10	6	10	Quarterly Report
Alcohol & drug testing	580	750	700	750	Quarterly Report
Conduct agency safety committee meetings	25	35	50	50	Loss Control SS
Safety, driver's, CPR, supervisory training courses	12	80	45	80.00	HR Training Report
Auto liability, workers compensation, general liability claim administration	985	1000	725	800	Quarterly Department Report
Departmental reports on unit performance and outcomes	2	2	2	2	Departmental Reports
Customer satisfaction rating (A scale of 1 to 5)	4.88	4.75	4.81	4.8	Dept. Customer Service Satisfaction Surveys
Appearance rating (A scale of 1 to 4, where 1.0 is well-groomed, 2.0 is a general appearance of care, 3.0 is a slightly irregular, and 4.0 is a ragged appearance)	1.22	1.3	1.35	1.35	Monthly Dept. Evaluations.
Cost per lot maintained	\$67	\$60	\$64	\$62	Dept. Performance Measure Calculations/ Mthly Expenses
Cost: revenue per interment	\$1	\$1	\$1	\$1	Dept. Performance Measure Calculations/ Mthly Expenses & Interment Revenues
Lots and Niches Sold	311	—	350	350	Department financial reports
Interments	533	—	600	550	Department financial reports

Good Government - Performance Measures

Goal 5.4. Efficient Government Operations (Continued)

Performance Measure	2020 Actuals	2021 Adopted	2021 Projection	2022 Proposed	Data Source
Sales and leases of real property	13	5	7	7	Council Minutes and Department Reports
Produce two Reviews each Quarter for a total of eight for the year	5	8	6	6	Annual Plan
Perform a Risk Assessment	1	1	1	1	Risk Assessment Report
Achieve at least one certification within our team	1	1	1	—	Training and Education
Customer satisfaction survey rating (ITRG)	—%	—%	80%	90%	Business Vision Survey
Number of services available via MySavannah quarterly growth rate	—%	—%	10%	10%	TechHub
% of City business processes identified and mapped	—%	—%	25%	50%	ITS Quality Assurance Team
Annual percentage increase of solutions provided and deployed	—%	—%	10%	10%	ITS Program Management Office
% of Business Analysts included in department staff meetings monthly	—%	—%	25%	100%	ITS Business Analysts Tracking
% of Technology Governance fully adopted and integrated into all purchases citywide	—%	—%	50%	100%	# of projects submitted with Governance review and approval

Good Government - Performance Measures

Goal 5.5. Employee Recognition & Performance

Perform mid-year and year end reviews of the team	2	4	4	4	HR Procedures
MVR reviews	145	210	155	210	IRPB
Time to contact citizens after complaint (hours)	48	48	48	48	Survey
Time to contact injured employees after receipt of report (hours)	24	24	24	24	Survey
TPA audit (percent)	96%	95%	97%	95%	Audit Report
Perform mid-year and year end reviews of the team	2	4	4	4	HR Procedures
Time to fill- vacancies (days)	—	60	68	60	NEOGOV
Professional development hours completed annually	—	10	12,000	12,000	Learning Management System

Goal 5.6. City Code Update & Review

Complete film section in special event ordinance (percent complete)	—%	—%	75%	100%	Council Agenda / Minutes
Number of Tourism-based ordinance revisions	2	4	2	4	Council Agenda/Minutes
Update policies and ordinances governing park and square rental (percent complete)	50%	—%	50%	100%	Reduced number of complaints from event organizers and residents
Sound permits (percent complete)	80%	100%	50%	100%	Council Agenda / Minutes
Food Truck Ordinance (percent complete)	30%	100%	50%	100%	Council Agenda / Minutes
Special Event Ordinance (percent complete)	20%	100%	80%	100%	Council Agenda / Minutes

Good Government - Performance Measures

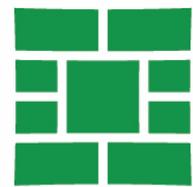
Goal 5.6. City Code Update & Review (Continued)

Performance Measure	2020 Actuals	2021 Adopted	2021 Projection	2022 Proposed	Data Source
Review and update of Revenue Ordinance	1	1	1	2	Department
Review and update of Alcoholic Beverage Ordinance	—	1	2	1	Department

Goal 5.7. AAA Bond Rating

General fund – unassigned fund balance (dollars)	\$42,975,684	\$42,000,000	\$42,975,684	\$42,975,684	City of Savannah Comprehensive Annual Financial Report
Achieve / Maintain AA+/AA1 Bond rating (yes = 1, no = 0)	1	1	1	1	Rating Agencies
Pension plan funded status (percent)	82%	86%	86%	86%	City of Savannah 2019 Comprehensive Annual Financial Report
In-year collection of property tax revenues (% of billed dollars)	93%	91%	93%	92%	Lawson Revenue Reports
Collection of previous year delinquent property tax (% of billed dollars)	98%	99%	99%	98%	Lawson Revenue Reports
Collection of known and active business tax accounts	96%	92%	91%	92%	Govern
Percent of all payments made online	—%	40%	44%	45%	IT Department

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Financial Structure

The Governmental Accounting Standards Board establishes the financial reporting structure for government entities. The City of Savannah adheres to these guidelines for financial reporting and budgeting purposes. Financial transactions are budgeted within funds based on two categories: Governmental Funds and Proprietary Funds. The purpose of each fund is to record specific activities or attain certain objectives in accordance with special regulations or restrictions. The Official Code of Georgia states that a balanced budget must be adopted for governmental funds by December 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's decision to enhance financial administration. Resources are accounted for as appropriations which are allocated to expenditures that carry out the fund's objectives in the following manner.

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

The City budgets the following Special Revenue Funds:

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

Proprietary Funds

Proprietary Funds are used to account for the ongoing activities of the City which are similar to those often found in the private sector. All assets, liabilities, equities, revenues, expenses and transfers relating to the City's business and quasi-business activities are accounted for through proprietary funds. The accounting objectives focus on the determination of operating income, changes in net assets, financial position, and cash flow.

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

The following Enterprise Funds are maintained by the City:

- Water and Sewer Fund
 - Industrial and Domestic Water Fund
 - Civic Center Fund
 - Parking Fund
 - Sanitation Fund
- **Internal Service Funds** are frequently referred to as revolving funds and account for the financing of goods and services provided by one department or agency of a government to other departments or agencies on a cost-reimbursement basis. These departments are also permitted to supply services to outside agencies for a fee.

Departments within the City's Internal Services Fund include:

- Innovation & Technology Services
- Fleet Services
- Risk Management

Accounting Basis

Governmental Funds are accounted for by using the most current financial resources measurement focus incorporated in the modified accrual basis of accounting. Under this basis, revenues are recognized when they are susceptible to accrual or when they become measurable and available. Likewise, expenditures are recorded as liabilities as incurred, with the exception of principal and interest on general long-term liabilities which are recognized when due. Revenues which are susceptible to accrual include: sales tax, property tax, service charges, grants and investment income. Revenues generated from fines, forfeitures, penalties and alcohol taxes are not susceptible to accrual as they are neither measurable nor available prior to receipt.

The Proprietary Funds, including the Enterprise and Internal Services Funds, are accounted for on an accrual basis of accounting on a flow of economic resources basis. Revenues are recognized when they are earned and expenses are recognized when they are incurred or the economic asset used.

The City also reports various fiduciary funds which do not adopt budgets. Fiduciary funds are those in which the government acts as a trustee, such as the collecting and tracking of Worker's Compensation or Social Security payroll taxes and then depositing those funds with the State. These funds are accounted for on an accounting basis consistent with the fund's measurement focus. The Pension Trust Fund and the Old Pension Trust Fund are accounted for on an accrual basis. The Recorder's Court Fund, Retiree Benefits Fund, and the Flexible Benefits Plan Fund are reported on the modified accrual basis of accounting.

Budgetary Basis

For Governmental Funds, the basis of budgeting is the same as the accounting basis with noted considerations and is consistent with Generally Accepted Accounting Principles (GAAP). City Council will adopt annual budgets for the City's General Fund, Special Revenue Funds and Debt Service Funds. Budgets for the Capital Improvements Fund are adopted based on project length.

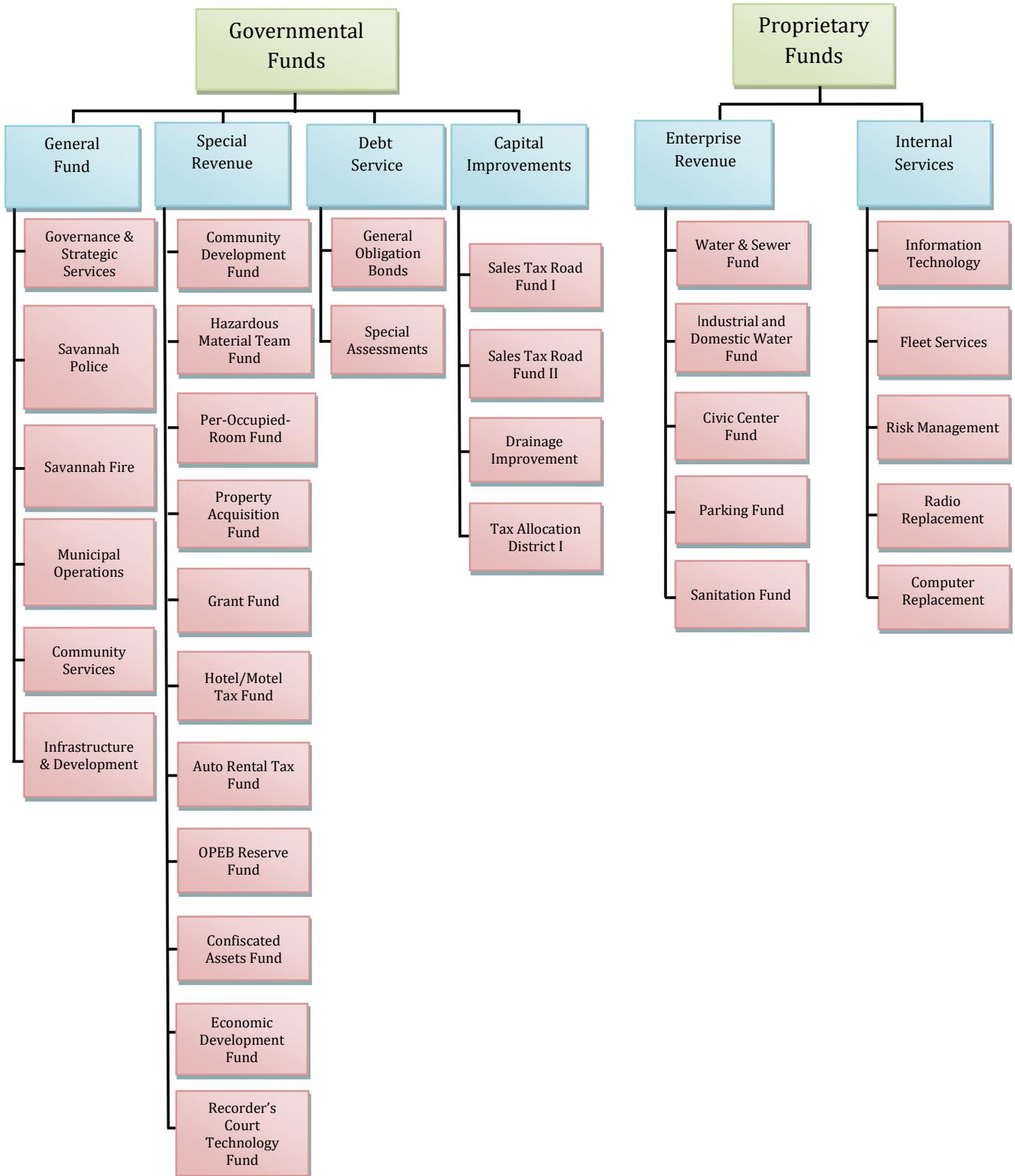
Budgets for Proprietary Funds are developed for planning purposes and are not consistent with GAAP. The major differences used for budgeting Proprietary Funds are as follows:

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

The legal level of control at which expenditures may not exceed the budget is set at the Service Center level. Any change in the appropriation level above the legal level of control must be approved by City Council. Changes below the legal level of control require approval by the City Manager or the Senior Budget Director.

Appropriations lapse at year-end with two exceptions: 1) In the Capital Improvements Fund, 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 Resolution.

Budgetary Fund Structure



Financial Policies

Overview

The City's Annual Operating Budget is a fiscal plan which presents the programs and services to be provided to the community and describes the resources needed to perform those activities. The overall goal of the budget is to establish and maintain effective management of the City's financial resources. Revenues that support municipal services are derived from four sources: current revenue charges, increases in existing revenue charges, new revenue sources and unallocated reserves carried forward from prior years. Various policies and processes are used to guide maintenance of the City's financial resources.

Under the City's organizational plan, policy making in response to the needs of the community is entrusted to the Mayor and Aldermen. Administrative or executive authority is vested in the City Manager to develop, implement and execute programs and policies established by City Council. The annual budget is prepared under the direction and guidance of the City Manager. State law and local ordinances also impact the development of the annual budget.

Policies

The City of Savannah's Council-Manager form of government was adopted in 1954. Under this organizational plan, the legislative responsibility for municipal government is entrusted to a City Council. The Savannah City Council consists of the Mayor and eight Aldermen. City Council levies taxes, enacts ordinances, adopts the annual budget and performs many other legislative functions. The City Council is also responsible for setting priorities through the City's strategic planning process.

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

The various policies used to guide the maintenance and use of the City's financial resources are described as follows:

Financial Accounting Policies

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

The internal audit function is the responsibility of the Organizational Performance & Accountability Department which is organized separately from and operates independently of the Office of Financial Services. The Organizational Performance & Accountability Department reports to the Chief Operating Officer while the Senior Director of Financial Services reports directly to the City Manager. The Organizational Performance & Accountability Department operates a full program of routine and special internal audits.

Single Audit: As a recipient of Federal and State assistance, the City is responsible for ensuring that an adequate internal control structure is in place to attain compliance with applicable laws and regulations related to those programs. This internal control structure is subject to periodic evaluation by the Organizational Performance & Accountability departmental staff as well as by management.

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

Cash Management/Investment Policy Scope: The City's cash management/investment policy includes all City funds except pension funds, which are guided by a separate policy adopted by the Pension Board. Investment of funds is the responsibility of the Accounting Services Division within the Office of Financial Services.

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

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

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

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

Collateralization is used for:

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

Investment Fund: The Investment Fund is an agency fund which is the owning fund for all City investments except the Pension Fund and Special Assessment Bonds. Accrued interest is distributed to funds participating in the Investment Fund Pool based on their average equity balance for the month. The fund also contains a combined cash account from which all disbursements are made and to which all receipts are deposited.

Revenue Policies

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

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

Debt Policies

The City of Savannah is authorized to issue general obligation bonds equivalent to 10 percent of assessed taxable values within the City. Bonded indebtedness is well within this limit. As of December 31, 2020, the City had outstanding general obligation bonded debt totaling \$5,685,000. To maintain this favorable position and the current AA+ bond rating designated by Standard & Poor's, the following debt policies are in place:

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

Capital Expenditure Policies

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

- A five-year program for capital infrastructure improvements is updated annually. The program identifies anticipated funding sources and allocates those funds to capital projects over five years. Funding allocations for each year are determined by the priorities established by City Council, the available funding and the need to address critical infrastructure projects.
- Capital projects financed through the issuance of bonds will be financed for a period not to exceed the useful life of the project.
- The City will coordinate the development of the capital budget with the development of the operating budget. Future operating costs associated with new capital projects will be included in operating budget forecasts.
- The City will preserve its assets at a level adequate to protect capital investment while minimizing future maintenance and replacement costs.
- The City will establish an appropriate distribution of bonded debt and cash financing in the funding of capital projects.

Operating Budget Policies

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

- All governmental funds are required to balance. As such, total anticipated revenues must equal the sum of budgeted expenditures for each fund in order for the budget to be considered balanced.
- All requests for allocations are considered in conjunction with measurable performance criteria and the Strategic Priority they primarily support. Expenditures are approved or rejected on the basis of planned levels of performance. Therefore, it is necessary for each activity within a fund to prepare a performance plan consisting of goals, objectives and specific benchmarks.
- Expenditure budgets for enterprise operations (i.e., Water, Sewer, I&D Water, Sanitation, Parking & Mobility Services and Civic Center) must be funded either exclusively or primarily by user fee revenues. Self-sufficiency remains a long-range objective for these funds.
- Allocations from the General Fund are based on a long-range financial plan which includes an unassigned fund reserve. At the end of 2020, the unassigned fund reserve totaled \$42.9 million. This reserve protects the City against catastrophic revenue losses and major emergency expenditures and contributes to the City's favorable bond rating.
- In addition to the unassigned fund reserve, a proactive approach was taken by creating a Sales Tax Stabilization Fund to reserve sales tax revenue above the historical trend line in good years during which excess funds were reported to be used in years when sales tax revenue comes in below the trend line. This allows the City to avoid expending its reserves. As of the end of 2021, the sales tax stabilization reserves totaled \$5,501,000. No draw on the sales tax stabilization reserves was necessary in 2021 or is planned in the 2022 budget.

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

- Each year, an amount up to the excess that actual sales tax receipts exceed the projected sales tax revenue will be set aside in the Sales Tax Stabilization Fund.
 - Additions to the Sales Tax Stabilization Fund will continue until such time as the balance in the fund equals 25 percent of the budgeted revenue for sales taxes. The 2022 sales tax revenue budget is \$54,940,000, thus the maximum growth target is currently \$13,735,000.
 - Funds will be withdrawn from the Sales Tax Stabilization Fund in an amount up to the deficiency, if any, between actual sales tax revenue and the projected sales tax revenue included in the originally adopted General Fund budget or updated sales tax revenue projection at year end. The Sales Tax Stabilization Fund may also be used for expenses related to major emergencies or natural disasters.
- Ongoing expenses are never funded by a non-recurring or one-time revenue source. Future and current funding sources are identified for all new programs, services and expansions.

Budget Process

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

Budget Preparation

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

1. The Savannah City Council meets to set strategic priorities and results for the fiscal year.
2. City of Savannah staff meets to create an implementation plan for each strategic result to ensure that a roadmap exists to achieve those objectives.
3. The Office of Management & Budget prepares the Financial Trend Indicators Report which identifies positive and negative financial trends impacting the City. A five-year financial plan is also prepared. These reports are used as the financial framework for budget preparation.
4. The City Manager and Executive Leadership Team meet to review current staffing levels. Broad-based changes are recommended, vetted, and incorporated into the base budget.
5. The Office of Management & Budget (OMB), with direction and guidance from the City Manager, develops base budget expenditure levels for departments and city-wide revenue projections for the upcoming fiscal year. Strategic Plan Implementation Groups and City Departments submit Service Enhancement Proposals to recommend the enhancement of a current activity, establish a new activity, and/or obtain equipment associated with an activity. These proposals are reviewed and modified as necessary to present a balanced budget to the City Manager.
6. A five-year capital plan is prepared and presented to City Council. The first year of the plan is incorporated into the service program and budget.
7. The City Manager meets with each of the Chief Officers to review proposed work plans, staffing levels, and expenditures for the upcoming year and will make necessary changes. The City Manager also conducts budget meetings with the Senior Director of OMB and the Executive Leadership Team to lead discussions and guide decision-making during the budget process. Feedback gained through all budget discussions is used to prepare the City Manager's proposed budget recommendation to City Council.
8. The Council conducts a series of workshops and public hearings before making a final decision on the City Manager's budget recommendations. After careful and thorough consideration, the Mayor and Aldermen adopt the service program and budget by December 31st annually.

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 to prepare for the next financial year.

Budget Amendment

As conditions change or circumstances are altered, the budget process allows for amendments. Because the Budget is a resolution adopted by the Mayor and Aldermen, the amendment process is similar to that used to amend other resolutions. A majority positive vote by Council is required. The legal level of control is set at the service center level. Budget amendments that exceed service center totals must be approved by City Council.

Budget Preparation Schedule

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

<u>ACTIVITY</u>	<u>DATE</u>
Office of Budget & Management communicates the 2022 budget development procedures to business units. Business units begin by submitting Performance Measures	May 17, 2021 until May 31, 2021
Business units submit operating budget and service enhancement requests; Zero based budgeting analyses begins	May 31, 2021 until June 28, 2021
Outside Agency budget requests are due for consideration	August 16, 2021
City Manager meetings to discuss budget highlights, unresolved issues, and service enhancement requests	September 1, 2021 until October 20, 2021
Public advertisement of 2022 proposed budget hearings	November 7, 2021
Distribution of Savannah's 2022 Proposed Budget documents to City Council and Public	November 15, 2021
City Council Budget Workshop	November 16, 2021
Budget Hearing for public comment #1	November 23, 2021
City Council Budget Workshop	November 30, 2021
Budget Hearing for public comment #2	December 9, 2021

Trend Analysis and Financial Projections

National, Statewide and Local Economic Outlook

The **United States' National Economy**- As the nation's economy recovers from the recession caused in-part by the COVID-19 pandemic, many business establishments reopened for normal operations, schools have returned to in-person sessions and there is an increase in employment growth. In 2021, vaccines produced by Pfizer, Moderna and Johnson and Johnson were authorized by the Food and Drug Administration for emergency use and have been widely distributed to individuals in efforts to curb the deadly effects of the COVID-19 virus. In addition, some social distancing measures, both mandated and voluntary, are still in place to mitigate the transmission of the COVID-19 virus. As a result of the increased vaccinations and social distancing measures, social activities such as sports, festivals and traveling are returning to some level of pre-pandemic normalcy.

On the other hand, many Americans experienced a temporary decline in personal income as the extra federal unemployment aid ended, which should be somewhat offset by the advance payments of the child tax credit, for those who qualify. The temporary decline in personal income should also be offset by the increase in wages and salaries, as employers continue to attract and retain workers in the tight labor market. In 2021, the change in wages and salaries are estimated to increase 4 percent. In addition, many states have increased wages above the minimum federal wage of \$7.25.¹

The Congressional Budget Office projects gross domestic product (GDP) to increase by 7.4 percent and surpasses its potential level by the end of the year. In addition, inflation grew significantly in 2021, whereas it is the highest it has ever been since 2008.²

The **State of Georgia's economy**, recognized as the top state for doing business, continues to face some uncertainty as gradual growth is restored following the COVID-19 induced recession. Unlike many other states, Georgia did not follow the trend to increase wages above the minimum federal wage nor continued the extra federal unemployment aid. In efforts to fill vacancies and reducing unemployment throughout the state, Georgia's elected officials (policymakers) found it necessary to eliminate the extra federal unemployment aid prior to the federal government's official end date. Since then, the unemployment rate has been recorded below the pre-pandemic level at 3.5 percent.³

While some economic trends are irreversible, Georgia continues to experience growth with major economic development projects, whereas more companies are relocating their headquarters to Georgia, due to the state's viable business environment. As a result, 34,000 jobs were created between July 1, 2020, through June 30, 2021. As the state of Georgia's economy continues to rebound, the deadly Delta variant of the COVID-19 continues to produce challenges across regions throughout the state.⁴

The **Savannah area economy** considers three counties, Bryan, Chatham and Effingham, in the overall metropolitan statistical area (MSA) outlook. The economy consists of an assortment of industries and services, including tourism, education, manufacturing, transportation, healthcare, construction, land development and retail. Like the nation and the state, the Savannah area economy continues to recover from the COVID-19 induced recession. According to the Coastal Empire Economic Monitor, in the second quarter of 2021 "tourism indicators skyrocketed along with consumer confidence. Employment growth was steady and sustainable, while port activity and electricity sales contributed more modestly to regional growth."⁵

Although the business index for the metropolitan statistical area increases 3.4 percent, the COVID-19 delta variant is expected to negatively impact the area's growth and recovery.

Overall, the Savannah area economy, although favorable, will remain modest. However, growth in the transportation, tourism and construction industry will help the region to remain stable, as the uncertainty of the COVID-19 delta variant continues to linger and have some effects on the region's economy.

¹ The Kiplinger Letter, (Vol. 98, No. 35), Kiplinger Washington Editors, Inc.

² Congressional Budget Office, July 2021.

³ The Georgia Department of Labor, 2021. *Unemployment Rate Drops Again While Unemployment Georgians Decrease to Pre.Pandemic Level.*

⁴ Georgia Department of Economic Development, 2021. COVID-19 Updates and Information.

⁵ Michael Toma, Ph.D., (Second, Quarter, 2021) Coastal Empire Economic Monitor Georgia Southern University, Center for Business Analytics and Economic Research.

Financial Foundation Principles

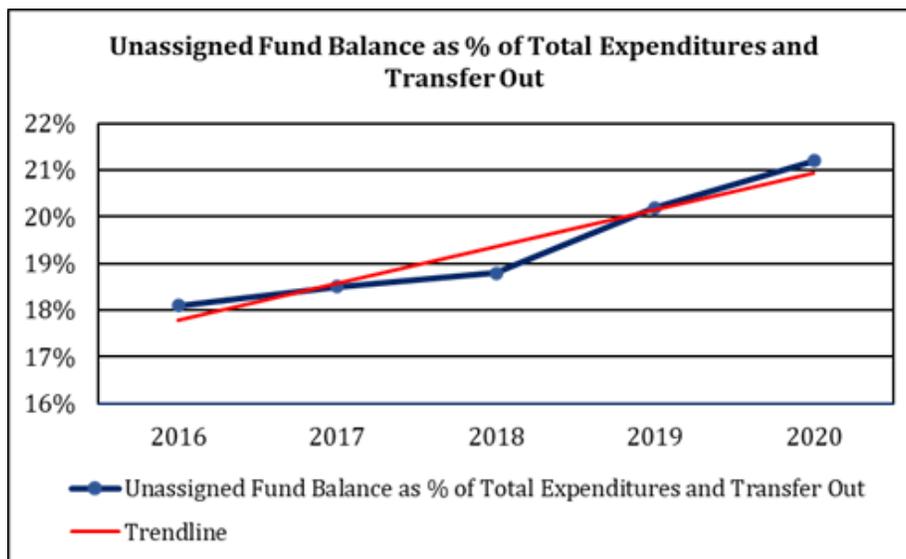
The overall goal of financial planning by the City of Savannah is to establish and maintain effective management of the City's financial resources. This continues to be accomplished through the use of financial policies and processes that guide decision-making.

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

The Office of Management & Budget updates the *Financial Trends & Indicators* report, which considers demographic and financial trends for the City of Savannah. The *Five-Year Forecast* is also updated using a five-year planning period that looks ahead to project future revenues and expenditures. Research conducted by the Selig Center for Economic Growth supports these economic assumptions as published in the 2021 Georgia Economic Outlook.

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

Unassigned Fund Balance



Unallocated fund reserves protect the City against catastrophic revenue losses and major emergency expenditures as well as contribute to the City's favorable bond rating. The amount of the City's fund balance or reserves provides an indication of the ability to withstand financial emergencies. The Government Finance Officers Association (GFOA) recommends, at a minimum, that governments maintain an unrestricted fund balance in the General Fund (GF) of no less than two months of regular General Fund operating revenues or expenditures. For budgetary and planning purposes, the City's financial policy dictates that the unassigned fund balance be maintained between 15% and 20% of total General Fund expenditures and transfers out. The unassigned fund balance for the General Fund at the end of 2020 was \$42,975,684 or 21.2 percent of total General Fund expenditures and transfers out, which exceeds this recommendation. There is no planned draw from unrestricted fund balance in 2021 to cover expenditures nor is there a plan to draw from unrestricted fund balance in the 2022 Budget.

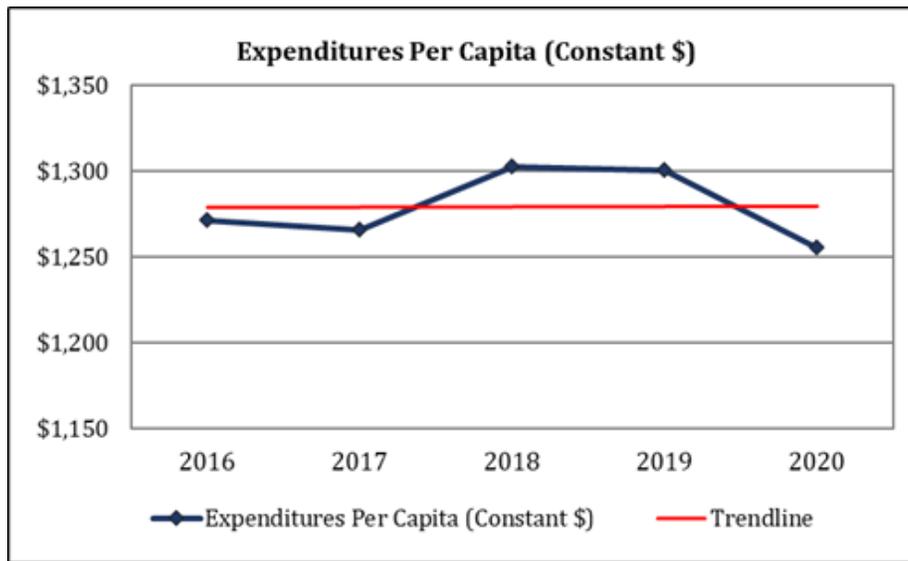
In addition to the unassigned fund balance in the General Fund, the City also maintains Sales Tax Stabilization Fund reserves. These reserves were funded from higher than anticipated local option sales tax revenue in previous years and are used to fund sales tax revenue deficits, if needed. At the end of 2020, reserves totaled \$5,501,000. There is no planned draw from the sales tax stabilization reserves in 2021 to cover expenditures nor is there a plan to draw from the sales tax stabilization reserves to balance the 2022 Budget.

Expenditures Per Capita

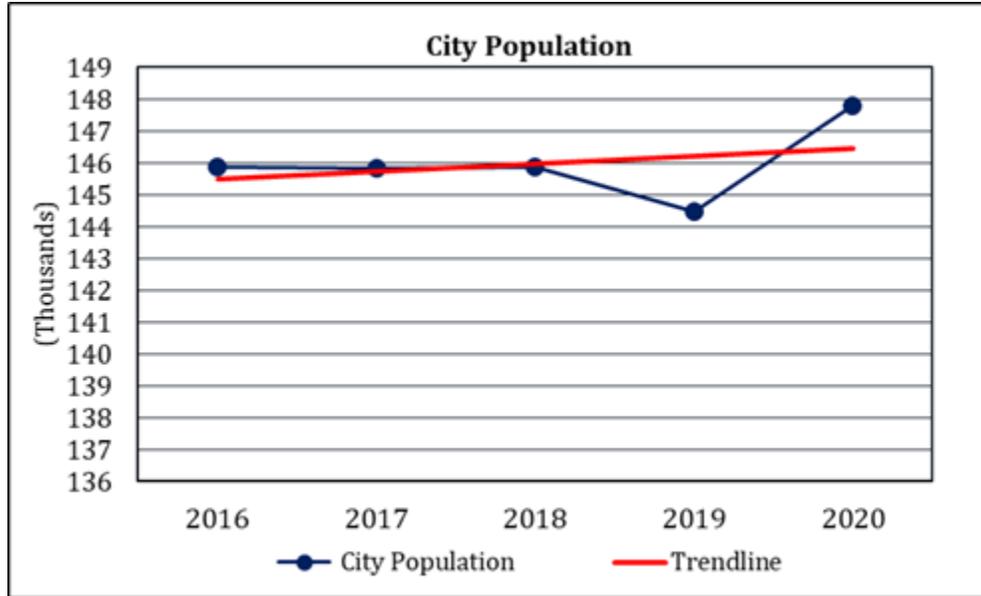
Services provided to meet the needs of City of Savannah residents, businesses and visitors are a top priority. Changes in expenditures are directly impacted by changes in population and service demands, as well as changes in economic conditions. Expenditures per capita on a constant dollar basis shows volatility during the 2016–2020 period.

Expenditures rose in 2018 due to available funds at year-end allowing for increased contributions to the Capital Improvement Program (CIP) as well as additional costs imposed on the City associated with the demerger of the Savannah-Chatham County Police Department. Expenditures for 2020 decreased when compared to 2019, primarily related to some reductions imposed as a result of COVID-19 induced recession.

Population growth and the Consumer Price Index increased during the five-year period. Expenditures generally increase and decrease as revenues increase and decrease. Expenditure growth can, in part, be controlled through the budget process.



City Population



Population change can affect governmental revenues and service demand. According to the U.S. Census Bureau, the City of Savannah's 2020 population estimate was 147,780. Trends during the 2016–2020 period reflect a population increase. Population data show city population increased by 1,897 persons during this time period.

General Fund Financial Outlook

General Fund

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

Property Taxes

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

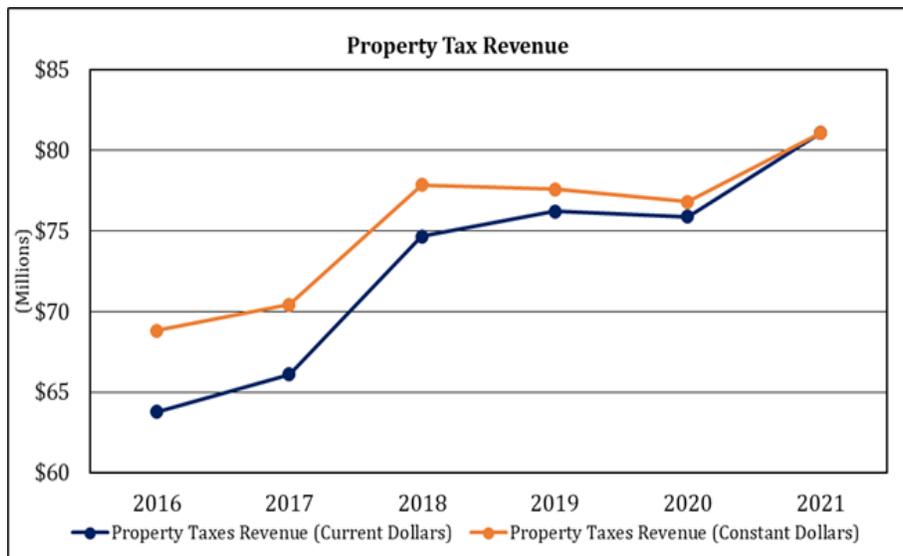
Adjustments to the millage rate are reviewed each year in consideration of the City's ability to remain financially sound and competitive in attracting new residents and retaining current businesses.

Property tax revenues have increased by an average of 4 percent over the past 6 years. In 2016 the City began phasing in the Freeport tax exemption for personal property taxes, which is expected to cause a slight decline in this revenue source. The 2018 revenue was higher, resulting from increased collection rates of current and delinquent real property taxes.

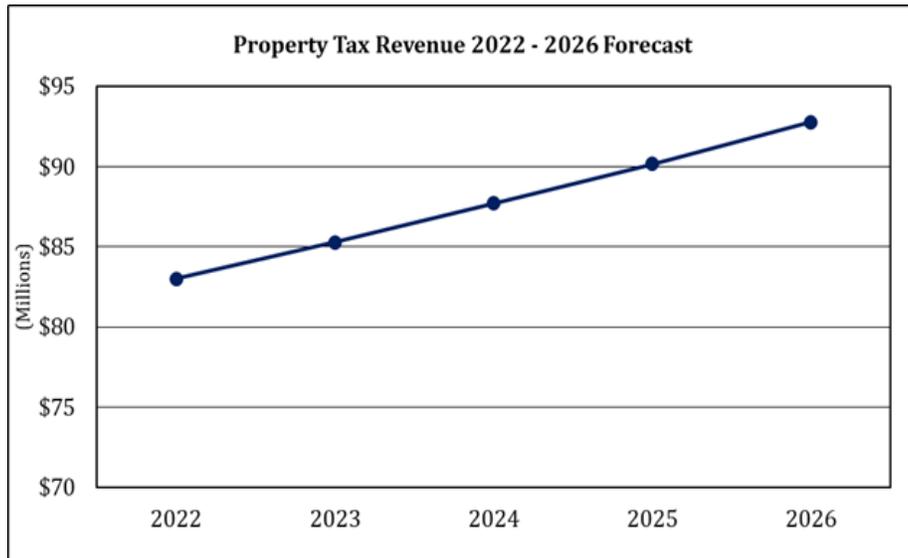
The City's millage rate remained at 12.74 mills during fiscal year 2021. Maintaining the current millage was deemed appropriate by City Council based on the 2021 Tax Digest released by the Chatham County Board of Assessors that indicated a growth rate of 3 percent in property assessments.

As depicted in the following graph, projected revenues for 2021 are expected to increase over last year, by more than 6 percent. This increase is mainly attributed to the rise of collections in delinquent property taxes and an increase in the tax digest assessed value. The millage rate will continue to be a point of discussion as the City develops strategies and policies to diversify its revenue base.

Property tax revenue over the prior six-year period is shown below with projected figures for 2021.



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 within annexed properties. Projections include maintaining the Freeport Tax Exemption.



What Does a Property Owner Pay?

The tax rate, or millage, is set annually by the governing authority of the taxing jurisdiction. A tax rate of one mill represents a tax of one dollar per \$1,000 of assessed value. Property in Georgia is assessed at 40 percent of the fair market value unless otherwise specified by law. The 2022 budget proposes a millage rate of 12.74 mills, which remains the same as the 2021 adopted rate.

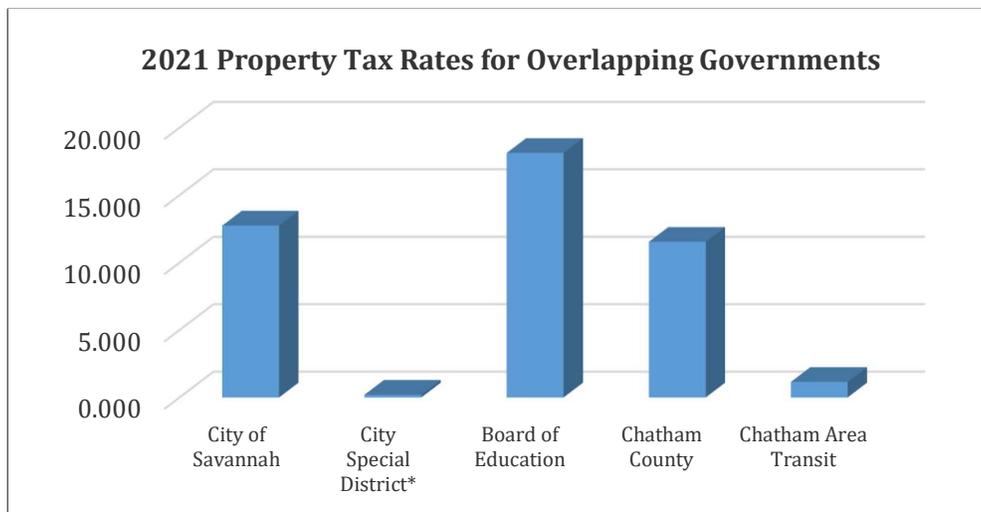
For example, the assessed value of property that is worth \$100,000 is \$40,000. In the City of Savannah where the millage rate is 12.74 mills for year 2022, the property tax would be \$509.60. This is \$12.74 for every \$1,000 of assessed value (or \$12.74 multiplied by 40).



<u>Year</u>	<u>Property Value</u>	<u>Assessed Value</u>	<u>Millage</u>	<u>City Property Tax</u>
2021	\$100,000	\$40,000	\$12.74 per \$1,000	\$509.60
2022	\$100,000	\$40,000	\$12.74 per \$1,000	\$509.60

Property tax revenue derives from the interplay between growth in taxable property valuations and the property tax rate, which is established annually during the City’s budget process. The City Council officially adopted a rollback millage rate for FY22 at the public millage rate hearing in August 2021.

The graph below shows City of Savannah direct and overlapping property tax rates for year 2021. Overlapping rates are those of taxing jurisdictions that apply to property owners within the City of Savannah. These tax categories apply to City of Savannah residents only. There are other tax considerations for residents living within unincorporated Chatham County limits.

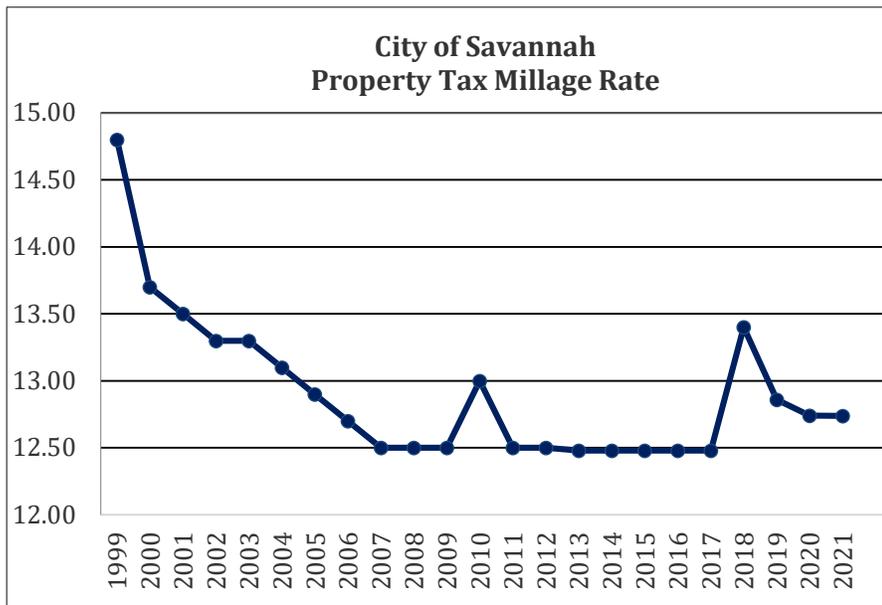


* In 2003, the City of Savannah created a special district called the "Water Transportation District." Only properties located within this district are subject to this millage levy. Source: <https://www.chathamcountyga.gov/OurCounty/PropertyTaxRates>

The tables below show the City of Savannah's adopted millage rates and total assessed property values per the Chatham County Tax Assessor's Office for the years 1998-2021. Property in the county is reassessed annually. The following graphs illustrate the adjustment of the tax rate to provide essential and expanded services within the City.

Property Tax Rates for Overlapping Governments Savannah, Georgia							
2008-2021 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
2019	12.856	0.200	18.881	11.543	1.150	0.000	44.430
2020	12.739	0.200	18.881	11.543	1.150	0.000	44.313
2021	12.739	0.200	18.131	11.543	1.150	0.000	43.563

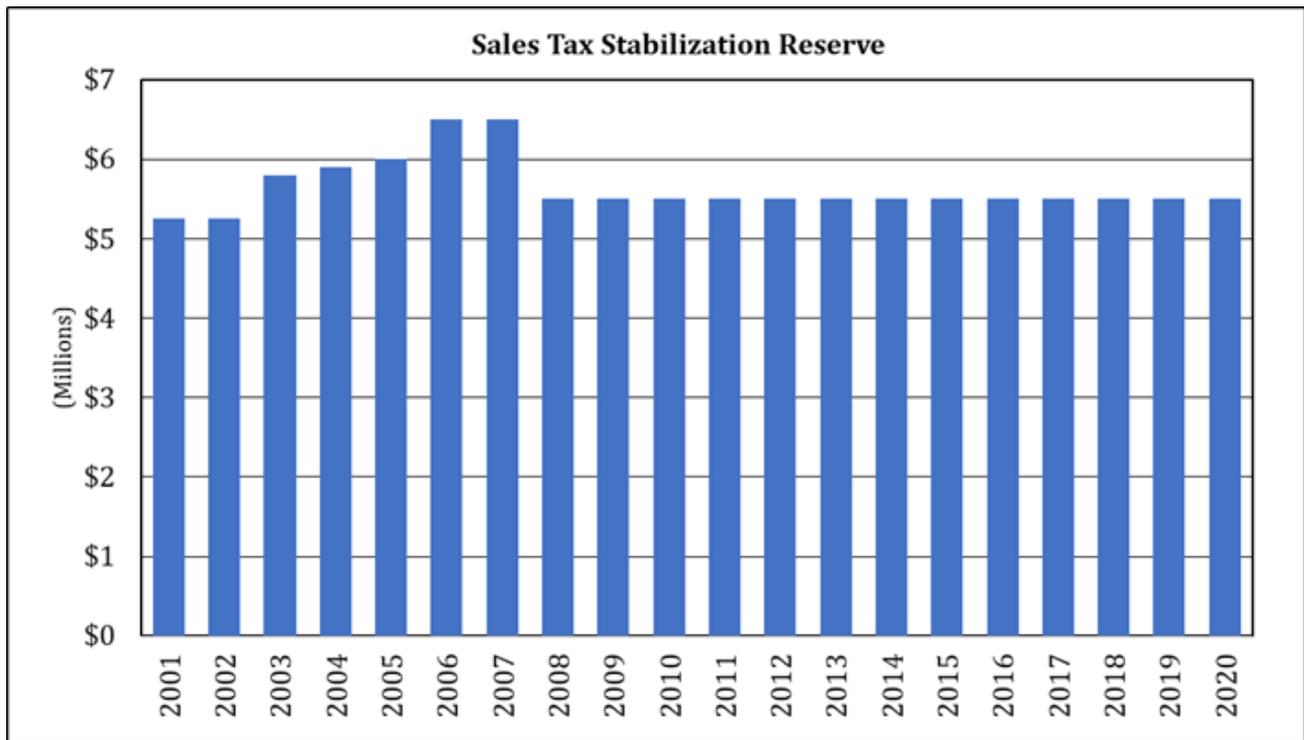
City of Savannah Property Tax Rates & Total Assessed Values			
Year	Tax Rate	Assessed Value (in thousands)	% Change
1998	16.50	2,208,079	6.2%
1999	14.80	2,417,831	9.5%
2000	13.70	2,643,372	9.3%
2001	13.50	2,740,865	3.7%
2002	13.30	2,899,254	5.8%
2003	13.30	3,027,851	4.4%
2004	13.10	3,288,480	8.6%
2005	12.90	3,593,557	9.3%
2006	12.70	4,102,072	14.2%
2007	12.50	4,610,615	12.4%
2008	12.50	4,986,597	8.2%
2009	12.50	5,010,250	0.5%
2010	13.00	4,768,480	-4.8%
2011	12.50	4,539,928	-4.8%
2012	12.50	4,535,627	-0.1%
2013	12.48	4,603,176	1.5%
2014	12.48	4,751,473	3.2%
2015	12.48	5,098,015	7.3%
2016	12.48	5,121,455	0.5%
2017	12.48	5,404,808	5.5%
2018	13.40	5,640,929	4.4%
2019	12.86	5,927,322	5.1%
2020	12.74	6,142,815	3.6%
2021	12.74	6,545,931	6.6%



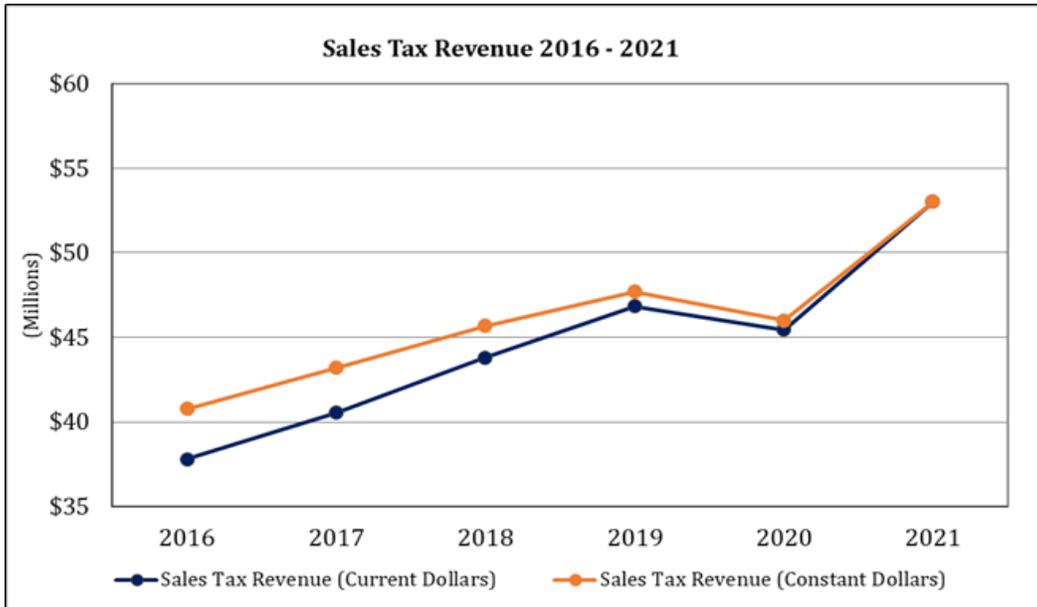
Sales Tax

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

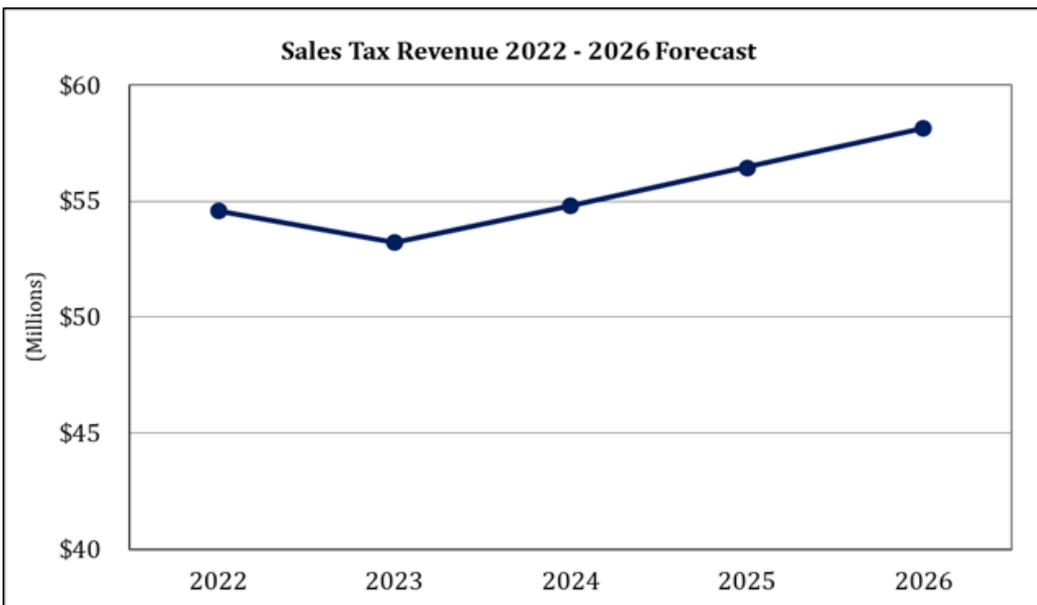
The City also maintains a sales tax stabilization reserve as revenue from sales tax is highly elastic and directly impacted by performance of the economy. The reserve was funded from higher than anticipated local option sales tax revenue in previous years and can be used to fund sales tax revenue deficits. No draw on the sales tax stabilization reserve was necessary in 2021 nor planned in the 2022 budget. As of the end of 2021, the sales tax stabilization reserve is expected to remain stable at \$5,501,000.



Sales tax revenue over a six-year period is shown with projected figures for 2021 in the graph below. The increase in 2021 is primarily due to an increase in consumer spending following the COVID-19 induced recession. During 2020, the Georgia Department of Revenue conducted an audit of sales tax revenue received by the State for years 2015 - 2018 which revealed a coding error resulting in lower allocations of sales tax revenues to cities. As a result, a one-time receipt of \$2 million dollars was contributed in sales tax revenue to the City of Savannah. Consequently, the net unfavorable impact of the two events is roughly \$1.4 million dollars when comparing 2019 to 2020.



The five-year sales tax forecast includes modest growth based on inflation and an economic recovery. Although, 2021 sales tax collections are rebounding from the COVID-19 induced pandemic, one major change to this revenue source is anticipated in the forecast. In 2023, there is an anticipated decrease in the revenues received from the sales tax, primarily due to the possibility of an allotted change in the Local Option Sales Tax levied throughout Chatham County, but sales tax is expected to increase 3 percent thereafter.



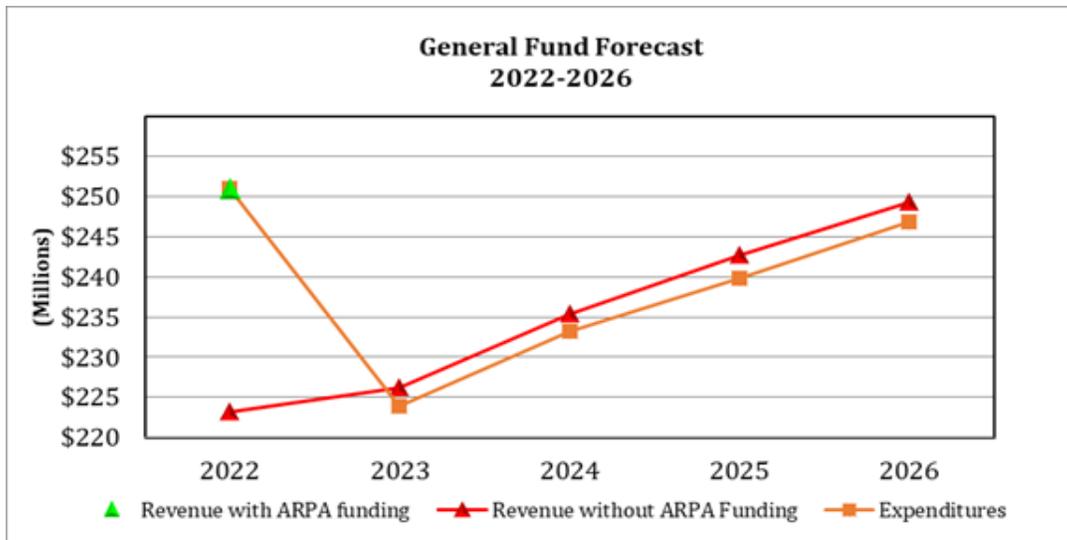
Five-Year Forecast

General Fund revenue grew in 2021 surpassing pre-pandemic levels, primarily due to improving economic conditions. As a result, the improving economic conditions have positively impacted both the property tax digest and sales tax revenue. In 2022, the City of Savannah is scheduled to receive \$27,795,624, the second allotment from the American Rescue Plan Act. This one-time infusion of funding will allow the City to make significant investments throughout the community. On the other hand, General Fund revenues are projected to decline in 2023, with consideration of no anticipated stimulus payments from the federal government; however, revenue is expected to rise at a conservative rate thereafter. In addition, the tourism sector of Savannah’s economy, which affects a variety of revenue sources, is expected to continue with a modest recovery.

Similar to revenue, General Fund expenditures are projected to decline in 2023 and should be closely monitored and managed. Strict spending control of variable costs is essential during/post pandemic as the City is facing great uncertainties which can unfavorably impact revenue collections and therefore expenditures. As this forecast projects favorable revenue over expenditures, it is imperative to note that revenue and expenditures can be significantly impacted by future policies, spending trends, and inflation. Increases in personnel expenditures will have a continued impact as salaries and benefit costs have increased due to establishing a \$15 per hour minimum wage for employees. Expenses for commodities and contractual services are also anticipated to increase as a result of inflation.

While this forecast is based on currently available information and assumes economic conditions will continue to improve, it is worth noting that recessions are a normal part of the business cycle which occur approximately every eight years under normal circumstances. As with the last recession ending in 2009, another downturn is quite possible during this forecast period regardless of the pandemic.

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



	2022	2023	2024	2025	2026
Revenue with ARPA	\$251,006,272	—	—	—	—
Revenue without ARPA	\$223,210,648	\$226,151,342	\$235,375,194	\$242,756,602	\$249,358,367
Expenditures	\$251,006,272	\$223,897,925	\$233,174,659	\$239,881,701	\$246,831,298

Utility Enterprise Rates

Sanitation Rates

Residential refuse rates for 2021 are \$35.88 per month. The recommended rate for 2022 is \$36.60, which is an increase of 2.0 percent or \$8.61 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 \$4.77/cy to \$5.01/cy (5.0%), and that commercial collection rates are raised from an average of \$4.60/cy to \$4.83/cy (5.0%).

Sanitation Rates	2021	2022
Residential Service		
Base Charge (monthly)	\$35.88	\$36.60
Commercial Disposal Fee (per cu. yd.)		
	\$4.77	\$5.01
Commercial Collection Fee (per cu. yd.)		
River Street	\$6.59	\$6.92
Downtown Lanes	\$6.16	\$6.47
2-15 cu. yd.	\$4.18	\$4.39
16-47 cu. yd.	\$3.69	\$3.87
48-95 cu. yd.	\$3.27	\$3.43
96+ cu. yd.	\$2.57	\$2.70

Water Rates

Rates proposed for water for 2022 are increased from 2021. The proposed base charge for 2022 is unchanged from 2021; only the consumption charge is proposed to increase. The recommended increase for the inside city rates is +\$0.06/CCF; and for outside city rates the increase is +\$0.09. Future rate increases for water are projected for each year in the five year plan for 2022 through 2026 and are summarized later in this section. The 2021 and proposed 2022 water rate schedules are as follows:

Water Rates	2021	2022
Water, Inside City (bi-monthly)		
Base Charge	\$11.06	\$11.06
Consumption Charges (per CCF)		
First 15 CCFs (bi-monthly)	\$1.19	\$1.25
Over 15 CCFs	\$1.37	\$1.43
Water, Outside City (bi-monthly)		
Base Charge	\$16.59	\$16.59
Consumption Charges (per CCF)		
First 15 CCFs (bi-monthly)	\$1.78	\$1.87
Over 15 CCFs	\$2.05	\$2.14

Sewer Rates

Rates proposed for sewer service for 2022 are higher than 2021. The proposed base charge for 2022 is unchanged from 2021; only the consumption charge is proposed to increase. The recommended increase for inside city rates is +\$.20/CCF; and for outside city rates the increase is +\$.30/CCF. Future rate increases for sewer are projected for each year in the five year plan for 2022 through 2026 and are summarized later in this section. The 2021 and proposed 2022 sewer rate schedules are as follows:

Sewer Rates	2021	2022
Sewer, Inside City (bi-monthly)		
Base Charge	\$8.80	\$8.80
Consumption Charges (per CCF)		
First 15 CCFs bi-monthly	\$3.88	\$4.08
Over 15 CCFs	\$4.26	\$4.46
Sewer, Outside City (bi-monthly)		
Base Charge	\$13.20	\$13.20
Consumption Charges (per CCF)		
First 15 CCFs bi-monthly	\$5.82	\$6.12
Over 15 CCFs	\$6.39	\$6.69

Future Rates

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

Sanitation Future Rate Projection Table

	2021	2022	2023	2024	2025	2026
Residential Service						
Base Charge (monthly)	\$35.88	\$36.60	\$38.43	\$39.20	\$39.98	\$41.18
Commercial Disposal Fee (per cu. yd.)						
	\$4.77	\$5.01	\$5.11	\$5.21	\$5.32	\$5.47
Commercial Collection Fee (per cu. yd.)						
River Street	\$6.59	\$6.92	\$7.06	\$7.20	\$7.34	\$7.56
Downtown Lanes	\$6.16	\$6.47	\$6.60	\$6.73	\$6.86	\$7.07
2-15 cu. yd.	\$4.18	\$4.39	\$4.48	\$4.57	\$4.66	\$4.80
16-47 cu. yd.	\$3.69	\$3.87	\$3.95	\$4.03	\$4.11	\$4.23
48-95 cu. yd.	\$3.27	\$3.43	\$3.50	\$3.57	\$3.64	\$3.75
96+ cu. yd.	\$2.57	\$2.70	\$2.75	\$2.81	\$2.86	\$2.95

Water and sewer rates are projected five years into the future. Rate increases are projected to be necessary to fund anticipated increases in the operation and maintenance costs of the system, debt service on existing and new debt, and to fund the Water and Sewer System 2022-2026 five year capital improvement/capital maintenance plan. The projected monthly increase (and percentage increases) in combined water and sewer bills (on a monthly basis) for three different usage levels is as follows:

Water and Sewer Future Rate Projection Table

Year	Monthly Increase in Combined Bill			Percent Increase in Combined Bill		
	15CCF ¹	25CCF	35CCF	15CCF	25CCF	35CCF
2012 (actual)	1.50	2.50	3.50	4.44%	4.76%	4.92%
2013 (actual)	1.50	2.50	3.50	4.25%	4.55%	4.69%
2014 (actual)	1.50	2.50	3.50	4.08%	4.35%	4.48%
2015 (actual)	1.50	2.50	3.50	3.92%	4.17%	4.29%
2016 (actual)	1.50	2.50	3.50	3.77%	4.00%	4.11%
2017 (actual)	1.65	2.75	3.85	4.00%	4.23%	4.34%
2018 (actual)	1.12	1.87	2.62	2.62%	2.77%	2.84%
2019 (actual)	1.95	3.25	4.55	4.43%	4.67%	4.78%
2020 (actual)	1.95	3.25	4.55	4.24%	4.46%	4.56%
2021 (actual)	—	—	—	—%	—%	—%
2022	1.95	3.25	4.55	4.07%	4.27%	4.36%
2023	1.95	3.25	4.55	3.91%	4.10%	4.18%
2024	1.95	3.25	4.55	3.76%	3.76%	3.93%
2025	1.95	3.25	4.55	3.79%	3.79%	3.86%
2026	1.95	3.25	4.55	3.50%	3.65%	3.72%
Average (last 5 years)	\$1.34	\$2.23	\$3.12	3.06%	3.23%	3.30%

¹ One Centum Cubic Feet (CCF) equates to 100 cubic feet or 748 gallons of water. 15 CCF is the usage of the system's median customer; meaning half of the customers use more and half use less.

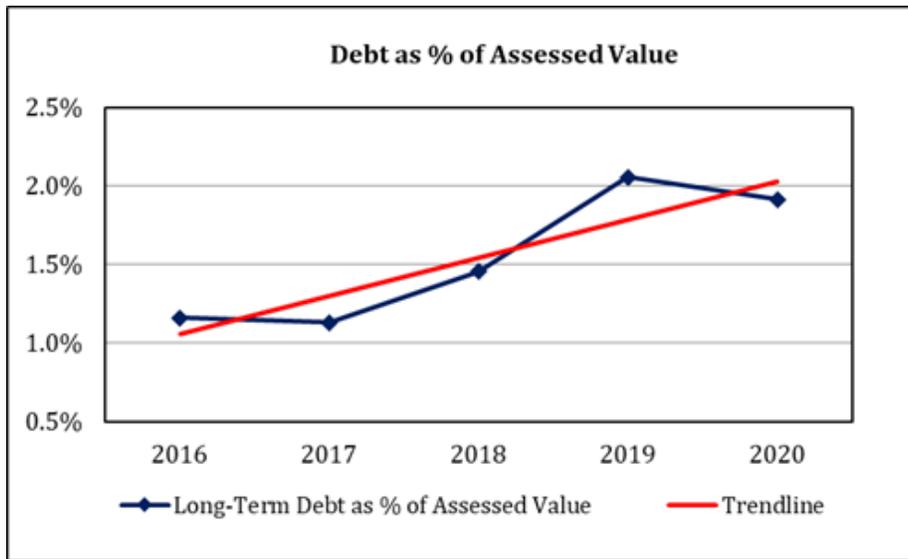
Debt Service

Legal Debt Margin

State statutes limit the amount of general obligation bonded debt a governmental entity may issue to a maximum of 10 percent of its total assessed valuation. The 2020 debt limitation for the City was \$614,281,505. As of December 31, 2020, the City had outstanding general obligation bonded debt totaling \$5,685,000, which is below the 10 percent policy requirement.

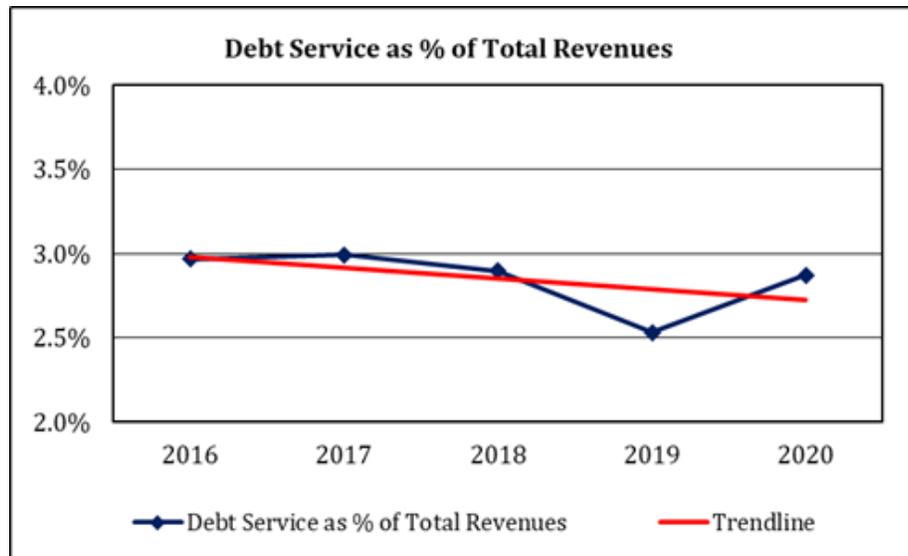
Debt as a Percent of Assessed Value

The chart below illustrates debt incurred as a percentage of total assessed value of taxable property. Included are general obligation bonds and contractual obligations from governmental activities and debt derived from the Civic Center and Sanitation enterprises as they are subsidized by the General Fund. In 2020, the City's long-term debt/contractual obligations were only 1.92 percent of assessed value as measured by this indicator.



Debt Service as a Percent of Total Revenue

This indicator looks at debt service and major contractual payment obligations as a percentage of total General Fund revenues. General Fund debt service as well as debt service for the Civic Center and Sanitation Funds are included as these funds are historically subsidized by the General Fund. During the 2016-2020 period, the percentage remained below 5 percent. Increasing debt service reduces flexibility by adding to expenditure requirements.



Bond Ratings

A bond rating is a measure of a city's ability to repay its debt; as such it is considered a measure of the city's overall financial strength. The city's bond rating is the primary factor in deciding the interest rate that will be paid on debt. The City of Savannah's policy states: Good communication with bond rating agencies will be maintained and full disclosure on every financial report, as well as bond prospectus, will continue.

The City's general obligation bonds ratings are further evidence of its financial strength. Such rankings mean the City's bonds are considered to be of good investment quality. The City's bond ratings as of 2021:

General Obligation Credit Rating:	Rating Score
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

New debt service for 2022 includes \$8.8 million to be issued in 2022 to fund the expansion of the Dean Forest Landfill Facility, renovations to the newly acquired Waste Management facility, and other capital improvement projects. As such, the debt service on this issue will not have an impact on the General Fund in 2021.

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

Summary of Outstanding Debt Issues

Issue ¹	Purpose	Original Amount	Issue Date	Final Maturity	Amount Outstanding at 12/31/2021	2022 Debt Service Requirement
General Fund Supported Obligations						
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	\$3,665,000	\$1,011,600
DSA* Series 2015	TAD district improvements	19,950,000	7/1/2015	8/1/2035	14,835,000	1,424,838
DSA* Series 2016	Streetscape Improvements for downtown corridors	8,000,000	8/30/2016	8/1/2029	6,525,000	892,458
DSA* Series 2017	Road improvements to Gwinnett Street	6,585,000	8/31/2017	8/1/2030	5,995,000	748,281
DSA* Series 2018	West River Street Improvements and Riverwalk Extension	14,095,000	2/22/2018	8/1/2038	12,855,000	1,003,731
DSA* Series 2019	Refunding DSA 2009 Series which funded infrastructure improvements	8,440,000	4/22/2019	8/1/2032	8,390,000	255,725
DSA* Series 2021	Road Improvements on Veterans Parkway	26,720,000	1/26/2021	12/1/2040	26,720,000	885,700
SPLOST 7 Fund Supported Obligations						
General Obligation Series 2016	Streetscape Improvements for downtown corridors	2,000,000	9/8/2016	8/1/2025	1,360,000	356,792
General Obligation Series 2017	Streetscape Improvements for downtown corridors	2,000,000	8/31/2017	8/1/2025	1,615,000	424,716
General Obligation Series 2018	Streetscape Improvements for downtown corridors	2,000,000	8/31/2017	8/1/2025	2,000,000	440,600
Water and Sewer Revenue Obligations						
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	8,060,000	1,151,800
Series 2016	Refund Water and Sewer loans received through GEFA ²	21,255,000	1/6/2016	8/1/2029	10,890,000	1,541,128
Sanitation Fund Supported Obligations						
RRDA***Series 2018	Expand the Dean Forest Landfill Facility	11,085,000	8/2/2018	8/1/2029	9,120,000	1,294,952
Civic Center Fund Supported Obligations						
DSA* Series 2019	Civic Center Arena Construction	45,120,000	12/19/2019	8/1/2049	43,835,000	1,935,933
Parking Service Fund Supported Obligations						
DSA* Series 2015	Whitaker Street Garage	25,055,000	7/1/2015	8/1/2032	21,245,000	2,263,968
DSA* Series 2016	West River Street Garage	33,060,000	11/17/2016	8/1/2046	33,060,000	2,087,755
DSA* Series 2018	Eastern Wharf Garage	30,205,000	9/19/2018	8/1/2039	30,205,000	2,366,229
DSA* Series 2019	West River Street Garage	9,685,000	9/19/2019	8/1/2049	9,685,000	296,695
DSA* Series 2020	Arena Garage	8,605,000	12/9/2020	8/1/2035	8,605,000	182,426
Total		\$ 301,520,000			\$ 258,665,000	\$ 20,565,327

¹ * DSA - Downtown Savannah Authority contractual obligation.

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

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

² Georgia Environmental Finance Authority.

ANNUAL BOND MATURITY AND INTEREST REQUIREMENTS
For Direct General Obligation, Revenue Bonds and Contractual Obligations
2022-2049

As of December 31, 2021

Year	General Obligation Bonds		Revenue Bonds ¹		Tax Supported Contractual Obligations ²		Non Tax Supported Contractual Obligations ³		Total
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2022	\$ 1,100,000	\$ 122,108	\$ 910,000	\$ 241,800	\$ 3,695,000	\$ 2,527,333	\$ 6,520,000	\$ 5,449,087	\$ 20,565,327
2023	1,120,000	96,039	940,000	214,500	3,810,000	2,399,207	7,305,000	5,241,261	21,126,007
2024	1,150,000	69,452	965,000	186,300	5,045,000	2,266,769	7,550,000	5,013,471	22,245,991
2025	1,180,000	42,083	990,000	157,350	5,230,000	2,074,119	8,145,000	4,777,026	22,595,577
2026	425,000	13,940	1,020,000	127,650	5,475,000	1,873,754	8,515,000	4,517,942	21,968,285
2027			1,050,000	97,050	5,625,000	1,686,888	8,900,000	4,264,302	21,623,240
2028			1,075,000	65,550	5,785,000	1,493,934	9,295,000	3,997,557	21,712,041
2029			1,110,000	33,300	5,935,000	1,308,893	9,200,000	3,718,717	21,305,909
2030					5,215,000	1,115,903	7,270,000	3,450,901	17,051,804
2031					4,610,000	934,682	7,535,000	3,219,821	16,299,502
2032					4,740,000	780,131	7,805,000	2,974,879	16,300,009
2033					3,750,000	636,019	5,575,000	2,715,781	12,676,800
2034					3,865,000	516,232	5,760,000	2,532,685	12,673,917
2035					3,995,000	391,145	5,960,000	2,341,508	12,687,653
2036					2,715,000	279,513	5,395,000	2,142,283	10,531,796
2037					2,780,000	213,837	5,585,000	1,951,092	10,529,929
2038					2,850,000	146,488	5,780,000	1,750,485	10,526,973
2039					1,915,000	77,300	5,990,000	1,542,119	9,524,419
2040					1,950,000	39,000	3,840,000	1,325,151	7,154,151
2041							3,975,000	1,191,510	5,166,510
2042							4,110,000	1,053,083	5,163,083
2043							4,260,000	908,880	5,168,880
2044							4,405,000	759,345	5,164,345
2045							4,565,000	604,635	5,169,635
2046							4,720,000	442,913	5,162,913
2047							2,805,000	275,565	3,080,565
2048							2,895,000	186,563	3,081,563
2049							2,985,000	94,710	3,079,710

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 2014, Series 2015, Series 2016, Series 2017, Series, 2018, Series 2019 and Series 2021.

³ Non-tax Supported Contractual Obligations include the Downtown Savannah Authority Revenue Bonds, Series 2015, Series 2016, Series 2018, Series 2019, Series 2020 and the Resource Recovery Development Authority Revenue Refunding Bonds, Series 2018.

All Funds Summary

The tables below provide a summary of 2020 actual, 2021 projected, and 2022 proposed revenues and expenditures.

City-wide proposed revenues for 2022 total \$479,391,561. This is an increase of \$22,069,901 or 4.8 percent above the 2021 projected amount.

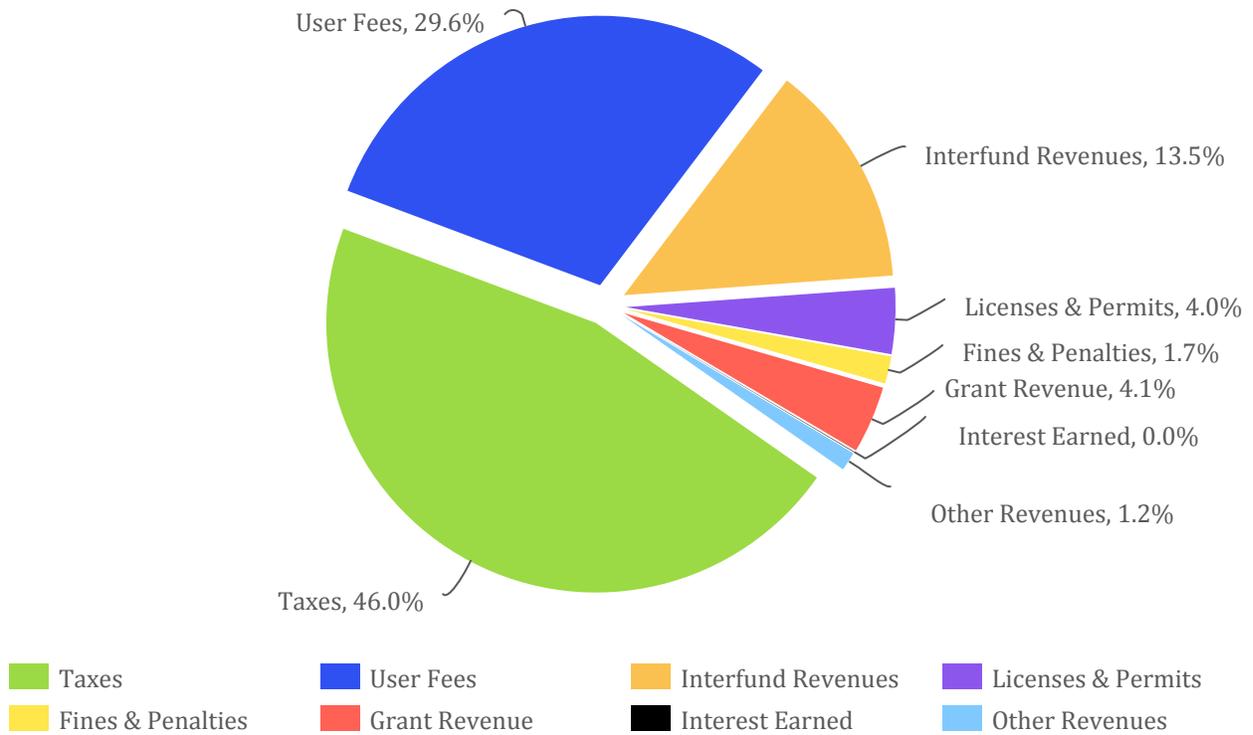
Revenue Source	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Taxes	169,764,999	204,850,708	208,536,466	1.8
User Fees	127,848,135	123,925,803	134,332,227	8.4
Interfund Revenues	52,665,327	49,181,435	61,380,145	24.8
Licenses & Permits	17,472,213	17,489,037	17,962,940	2.7
Fines, Forfeits, & Penalties	5,993,429	7,714,820	7,624,000	(1.2)
Grant Revenues	6,859,286	21,277,735	18,400,866	(13.5)
Interest Earned	982,568	773,327	160,000	(79.3)
Other Revenues	13,208,101	5,360,405	5,235,100	(2.3)
Subtotal \$	\$ 394,794,058	\$ 430,573,270	\$ 453,631,744	5.4
Draw/(Contributions)	1,731,164	(1,047,235)	(2,035,805)	94.4
American Rescue Plan Act		27,795,624	27,795,622	—
Total Revenues	\$396,525,222	\$457,321,659	\$479,391,561	4.8

After adjusting for transfers between funds, total proposed expenses for 2022 are \$479,391,561. This is an increase of \$22,069,901 or 4.8 percent above the 2021 projected expenses.

Expenditures by Type	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Personnel Services	164,991,813	165,052,346	174,426,405	5.7
Outside Services	54,941,126	62,507,141	72,236,415	15.6
Commodities	15,271,035	17,162,909	20,230,370	17.9
Internal Services	40,894,282	48,097,748	51,729,390	7.6
Capital Outlay	9,749,981	5,454,544	9,028,415	65.5
Debt Service	10,423,136	12,344,269	14,622,764	18.5
Interfund Transfers	66,695,318	110,865,680	100,011,773	(9.8)
Other Expenses	34,430,937	35,837,021	37,106,029	3.5
Total Expenditures \$	\$ 397,397,628	\$ 457,321,658	\$ 479,391,561	4.8

All Funds Revenue

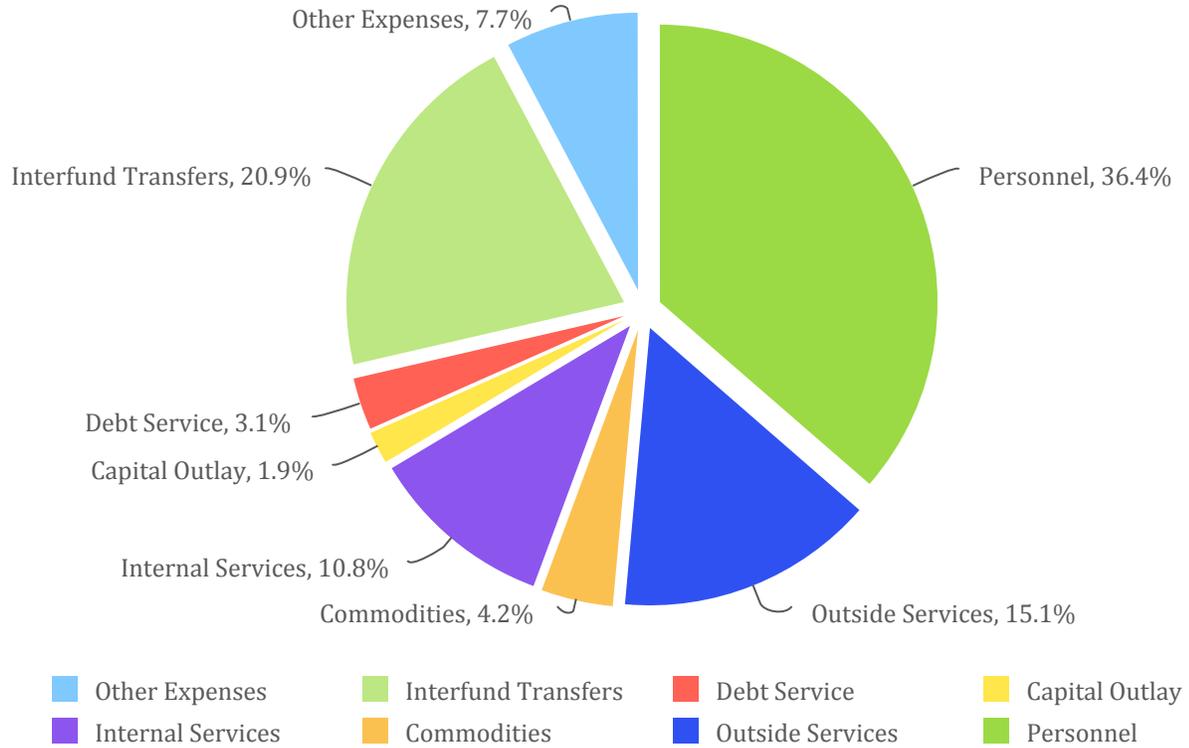
The graph¹ below presents a breakdown by category of total revenues for 2022. **Taxes** include Property, Sales and Other Taxes. **User Fees** are made up of the following: Recreation Service Fees, Development Fees, Fees for Other Services in the General Fund, Haz-Mat Services, Water Services, Sewer Services, Industrial & Domestic (I&D) Water Services, Sanitation Services, Parking Services and Civic Center Services. **Interfund Revenues** include Interfund Services, Internal Service Charges and General Fund Contributions. Contribution to reserve balances are not shown below as these are not true revenues generated through activities in the current year.



¹ Numbers are subject to rounding.

All Funds Expenses

The graph¹ below presents total expenditures by major category for 2022 prior to adjusting for transfers between funds. Within the total funds budgeted, **Personnel Services** is the largest expenditure category. This category supports salaries and a comprehensive benefits program. Funding for **Outside Services**, **Commodities** and **Capital Outlay** are used to provide direct services to citizens.



¹ Numbers are subject to rounding.

Revenue Overview

The City of Savannah is a multi-faceted municipal operation, and its revenue sources reflect the many businesses that make up City operations. City-wide revenue totals \$479,391,561 in 2022, for an increase of \$22,069,902 or 4.8 percent over 2021 projections. City revenue sources are divided into the following categories with major changes highlighted below:

- **Taxes** represent the largest stream of revenue for the City, consisting of 46 percent of total budgeted revenue. This funding source aids in supporting the City's operations, maintenance, and debt service. With a property tax rate of \$12.74 per \$1,000 of valuation, property tax revenue is anticipated at \$81 million. Additional tax revenue includes \$53 million from sales tax, \$25.6 million from hotel/motel occupancy tax and \$45.3 million from taxes assessed on alcoholic beverages, vehicle rentals and other taxes as mandated through state laws and local ordinances.
- **User Fees** are received for specific services provided by the City and represent 29.6 percent of revenue. Nearly three-quarters of user fee revenue is generated by water, sewer, and sanitation services. Civic Center user fees are expected to rebound after a year of program reductions caused by COVID. Increases are planned for water and sewer consumption charges in 2022 to fund much needed infrastructure improvements, yet remain reasonable for consumer affordability.
- **Interfund Revenues** are funds transferred to one City fund from another City fund. This includes funds transferred to the Internal Services Fund for the provision of computer and vehicle services, funds transferred for the provision of other services such as sanitation disposal and General Fund contributions to other funds. Interfund Revenues are estimated to increase 24.8%
- **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 fee, which accounts for approximately half of Licenses and Permits revenue. Total revenue within this category increases 2.7 percent in 2022.
- **Fines, Forfeits, and Penalties** consist primarily of Recorder's Court fines and parking citations. In 2022, fines revenue is forecast to decrease 1.2% overall.
- **Grant Revenues** are derived primarily from federal and state grants. Most grant revenues are accounted for in the Community Development and Grant Funds. Grant awards can vary greatly from year to year.
- **Interest Earned** revenue comes from City investments. Revenue generated from this source is expected to decrease by 79.3%. This funding stream is extremely volatile, thus conservative budgeting practices are implemented when estimating revenues annually.
- **Other Revenues** consist of various revenue sources. It is important to understand that the minor accounts included in the total are heavily influenced by microeconomic and macroeconomic conditions. Projections will be updated as actual amounts are earned throughout the fiscal year.

Revenue Details

Revenue Source ¹	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Property Taxes	75,858,842	81,063,616	83,009,304	2.4
Sales Tax	45,434,873	53,000,000	54,590,000	3.0
Other Taxes	48,471,284	70,787,092	70,937,162	0.2
Taxes Total \$	\$ 169,764,999	\$ 204,850,708	\$ 208,536,466	1.8
<u>User Fees</u>				
Special Events & Recreation Fees	232,142	389,831	461,587	18.4
Inspection Fees	3,375,664	4,244,916	4,380,400	3.2
Fees for Other Svc - General Fund	3,295,711	2,788,000	2,907,000	4.3
Hazardous Material Services	299,175	275,500	283,765	3.0
Water Services	28,811,602	26,675,732	29,217,556	9.5
Sewer Services	46,598,456	42,218,773	45,387,243	7.5
Industrial & Domestic Services	6,924,782	7,194,126	7,917,986	10.1
Sanitation Services	23,832,889	23,002,016	25,100,330	9.1
Transportation Services	12,522,463	15,784,893	16,740,904	6.1
Civic Center	1,012,306	92,554	560,000	505.1
Per Occupied Room	942,945	1,259,462	1,375,456	9.2
User Fees Total \$	\$ 127,848,135	\$ 123,925,803	\$ 134,332,227	8.4
<u>Interfund Revenues</u>				
Interfund Services	33,864,269	30,885,725	38,960,169	26.1
Internal Service Charges	14,572,278	15,971,916	19,405,418	21.5
General Fund Contribution	4,228,781	2,323,794	3,014,558	29.7
Interfund Revenues Total \$	\$ 52,665,328	\$ 49,181,435	\$ 61,380,145	24.8
Licenses & Permits	17,472,213	17,489,037	17,962,940	2.7
Fines, Forfeits, & Penalties	5,993,429	7,714,820	7,624,000	(1.2)
Grant Revenue	6,859,286	21,277,735	18,400,866	(13.5)
Interest Earned	982,568	773,327	160,000	(79.3)
Other Revenues	13,208,100	5,360,405	5,235,100	(2.3)
Subtotal \$	\$ 394,794,058	\$ 430,573,271	\$ 453,631,744	5.4
Draw/(Contributions) ²	\$ 1,731,164	\$ (1,047,235)	\$ (2,035,805)	94.4
American Rescue Plan Act	\$ —	\$ 27,795,624	\$ 27,795,622	—
Total Revenues \$	\$ 396,525,222	\$ 457,321,660	\$ 479,391,561	4.8

¹ Numbers are subject to rounding.

² FY2020 - \$1,731,164 - Draw to balance, FY2021 - (\$1,047,235) 1. (\$4,208,749) Net projected expenditures to be less than adopted budgets in Vehicle Replacement fund due to delaying of procurement schedule, 2. (\$179,995) No radio replacements need to be purchased due to satisfactory level of inventories in Radio Replacement Fund, 3. (\$313,193) Net projected operating expenses in Internal Service fund are less than adopted budgets, 4. \$3,076,714 Due to the bond principal in Parking Service fund, and 5. \$594,807 FY2020 appropriated computer equipment purchases incurred in FY2021 in Computer Replacement fund. FY2022 - (\$2,035,805) 1. (\$2,318,628) Due to delaying of procurement schedule in Vehicle Replacement fund, and 2. Planned draw of \$292,823 related to internal service chargebacks.

Expenditure Overview

City-wide expenditures total \$479,391,561 which is a 4.8 percent increase above 2021 projected expenditures before adjusting for interfund transfers. The table on the next page shows total spending by fund category and expense type. Departmental expenditure increases across the City's General, Internal Service, and Enterprise Funds are primarily a function of base cost drivers such as increased wages and particularly with respect to enterprise departments, of the additional staff needed to address service-driven demand.

Personnel Services represent 36.4 percent of City expenditures and are comprised primarily of funding for salaries and wages for employees and the comprehensive benefits program for employees and their dependents. This category increased \$9,374,058 or 5.7 percent above 2021 projected expenditures. Major changes are described as follows:

The 2022 workforce budget is built on a base of 2,482.94 full-time equivalent (FTE) permanent positions, which funds 39 additional FTE positions than the 2021 workforce.

This budget does not require a post-retirement Med benefit in 2022. includes base wage increases for all employees at a cost of \$129.5 million citywide and contains a comprehensive medical benefits plan to employees, dependents and retirees, with an employer contribution of \$19 million. The lion share of personnel service costs are borne within the General, Sanitation, Water and Sewer Funds.

It does not require a post-retirement medical benefit allocation in 2022, since the 2021 valuation analysis yields the current plan that is fully funded. However, \$11,167,399 will be contributed to the Pension Fund. This represents an increase of \$277,023 or 2.5 percent above the 2021 contribution.

Expenditures from special revenue funds total \$48,226,257, which is a decline of 5.7 percent primarily because the prior year included large anticipated reimbursements from the federal government for COVID-19 related expenditures. Some of which were routed through the Community Development Fund to address housing/ rental assistance and other human service ills within the community. As the City emerges from this crisis, support to the community will continue in 2022 by using various funds available within both the General Operating and Community Development Funds respectively. Finally, this category reflects a 3% increase stemming from projections of economic recovery in Hotel Occupancy Tax receipts.

Enterprise funding increases 8.2% or \$11.3 million to fund significant service enhancements required to address recycling service challenges, litter prevention and control service demands across the City. Vehicle purchases are also impacted by these investments in order to provide additional fleet equipment to maintain residential and commercial refuse collections while standing up additional resources within litter prevention and control areas.

The table on the next page shows total spending by fund category. Total expenditures citywide are increasing by \$22,069,903 or 4.8 percent from the FY 2021 Budget.

Expenditure Details

Expenditures by Fund ¹	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
General Fund	\$ 202,303,199	\$ 245,764,541	\$ 251,006,272	2.1
Special Revenue Funds				
Hazardous Material Services	661,234	547,843	576,096	5.2
Recorder's Court Technology	199,828	90,000	100,000	11.1
Grant	1,314,280	7,172,174	9,014,310	25.7
Community Development	8,374,631	14,847,918	10,010,394	(32.6)
Hotel Motel Tax	13,303,818	25,000,000	25,750,000	3.0
Per Occupied Room	1,032,740	1,259,462	1,375,456	9.2
Motor Vehicle Rental	1,263,052	2,250,000	1,400,000	(37.8)
Special Revenue Fund Total	\$ 26,149,583	\$ 51,167,397	\$ 48,226,257	(5.7)
Enterprise Funds				
Sanitation	30,415,519	32,169,451	37,336,803	16.1
Civic Center	9,170,986	3,671,488	4,138,001	12.7
Water Services	31,334,362	29,467,778	32,627,617	10.7
Sewer Services	45,542,220	43,697,251	47,573,859	8.9
I&D Water	7,118,057	7,430,983	8,166,538	9.9
Transportation Services	21,203,513	21,886,163	19,801,341	(9.5)
Enterprise Fund Total	\$ 144,784,657	\$ 138,323,115	\$ 149,644,159	8.2
Internal Services Funds				
Internal Services	14,581,390	15,658,722	19,675,521	25.7
Computer Purchase	442,298	1,513,257	1,331,100	(12.0)
Vehicle Purchase	9,136,501	4,894,626	9,508,252	94.3
Internal Services Fund Total	\$ 24,160,189	\$ 22,066,605	\$ 30,514,873	38.3
Total Expenditures	\$ 397,397,628	\$ 457,321,658	\$ 479,391,561	4.8

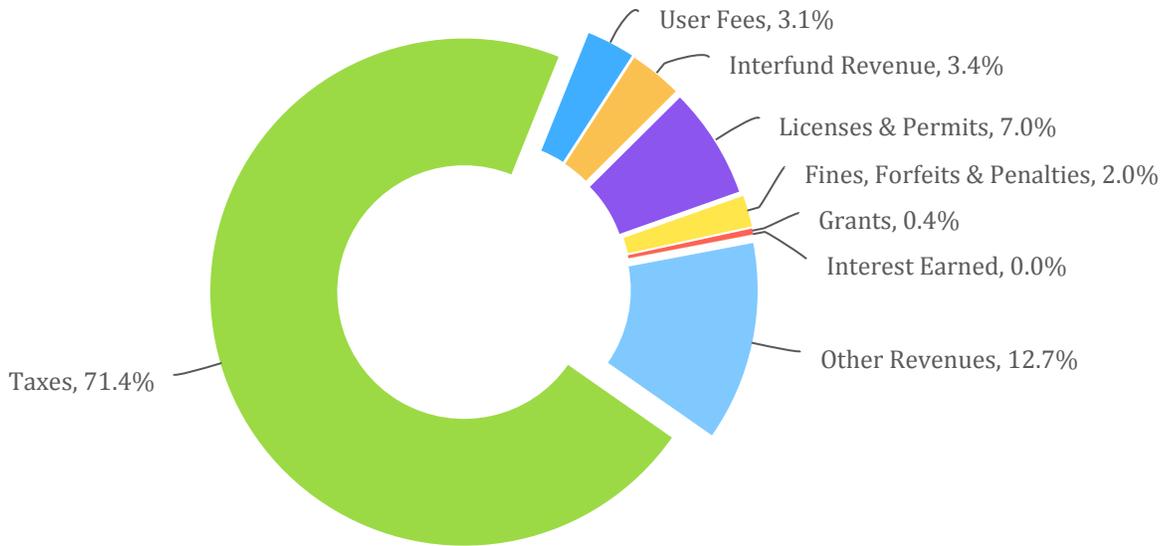
¹ Numbers are subject to rounding.

General Fund Overview

The General Fund is the primary general operating fund for the City of Savannah. This fund accounts for revenues and expenditures for general governmental services. In FY22 the City has proposed revenue appropriations of \$251,006,272. The charts below give a broad overview of the major revenue streams for the City’s operating budget. Taxes account for the most significant sources of revenue within this Fund.

Where the Money Comes From

Taxes	179,134,349	71.4 %
User Fees	7,748,987	3.1 %
Interfund Revenue	8,469,770	3.4 %
Licenses & Permits	17,687,940	7.0 %
Fines, Forfeits & Penalties	5,062,000	2.0 %
Grants	977,504	0.4 %
Interest Earned	55,000	— %
Other Revenues ¹	31,870,722	12.7 %
Total² \$	251,006,272	100 %



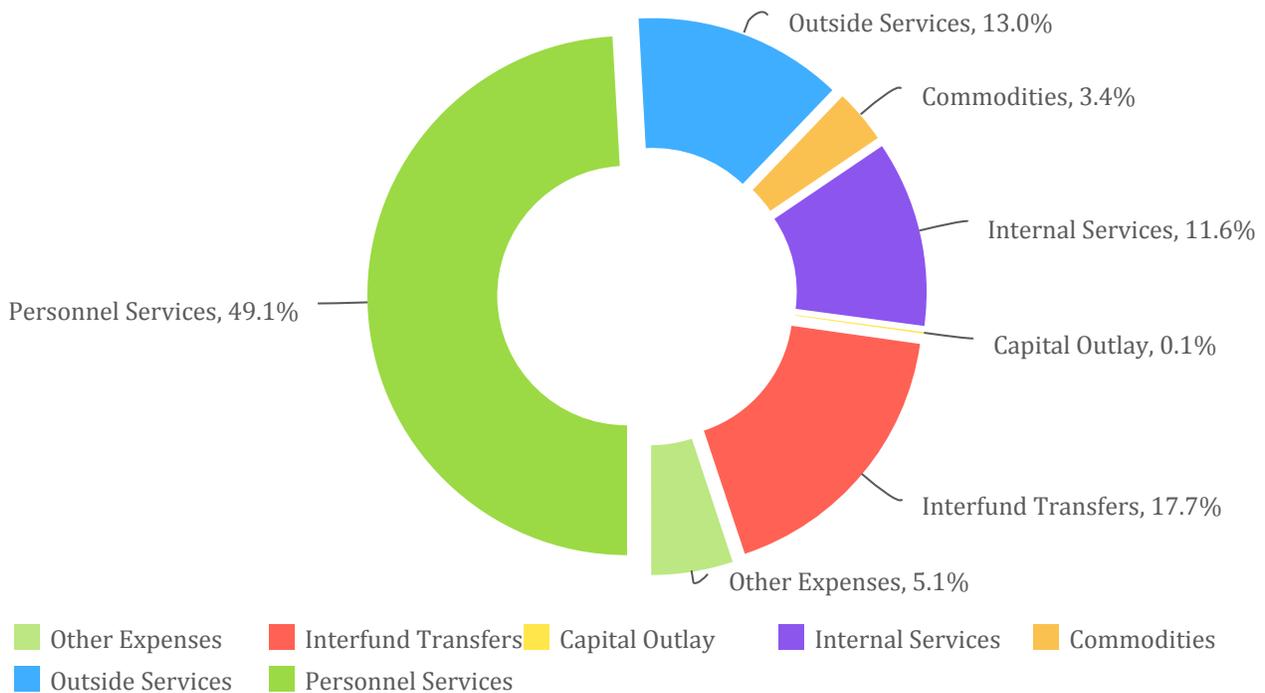
¹ Includes FY22 ARPA.

² Numbers are subject to rounding.

Operating expenses supporting general fund municipal services for FY22 is proposed at a \$251,006,272 funding level. The chart below gives a broad overview of the major expenditures for the City’s operating budget. Personnel Services, which include salary adjustments for employees and comprehensive benefits for City employees, make up the largest portion of these expenditures.

Where the Money Goes

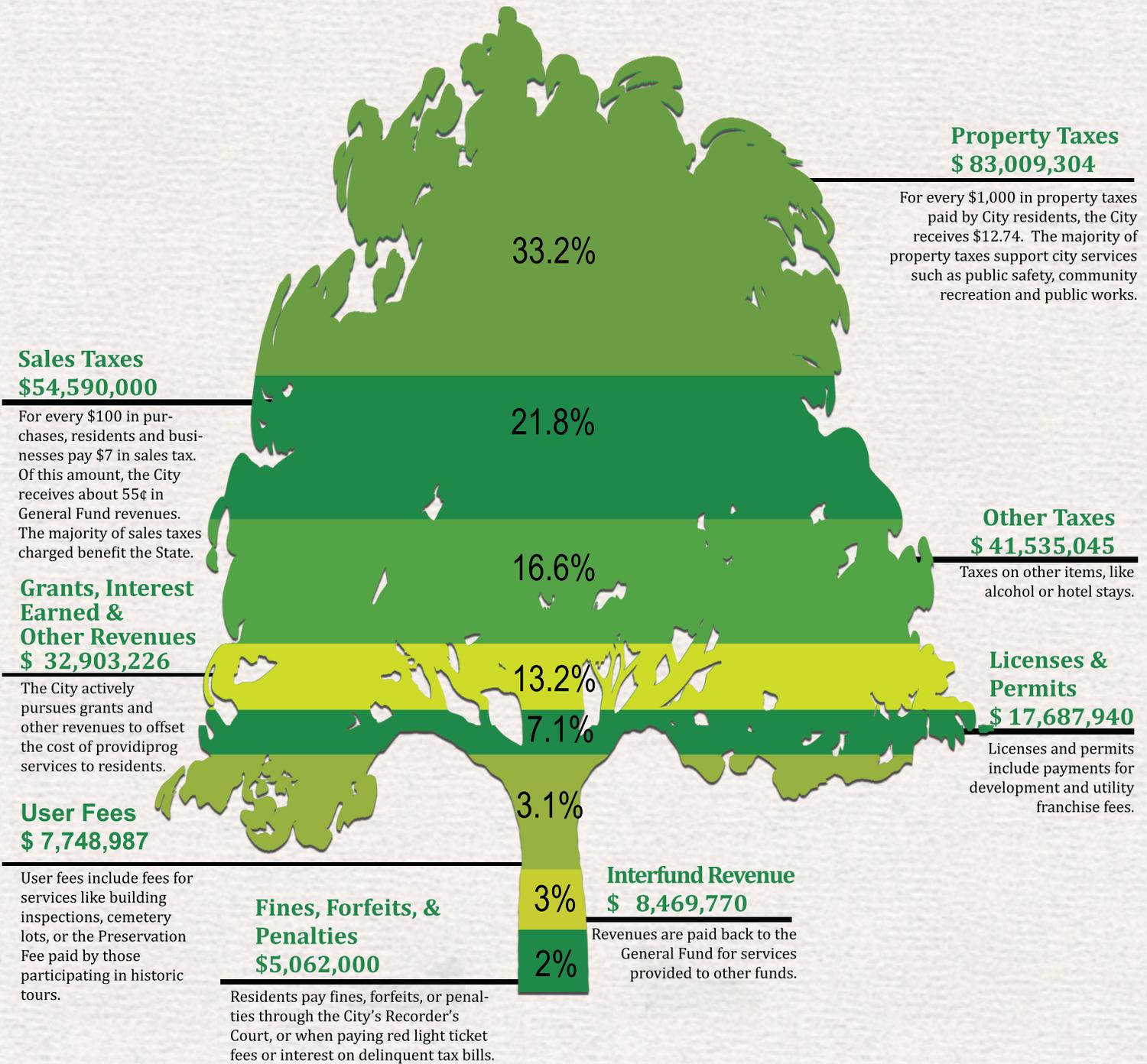
Personnel Services	123,290,349	49.1 %
Outside Services	32,738,270	13.0 %
Commodities	8,461,101	3.4 %
Internal Services	29,117,657	11.6 %
Capital Outlay	282,750	0.1 %
Interfund Transfers	44,351,259	17.7 %
Other Expenses	12,764,886	5.1 %
Total³ \$	251,006,272	100 %



³ Numbers are subject to rounding.

General Fund Revenues

WHERE DO YOUR TAX DOLLARS AND FEE PAYMENTS GO? - The City's General Fund revenue portfolio is quite diversified. About 71% 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 \$251,006,272

General Fund Expenses

PUBLIC SAFETY

Savannah Fire	\$ 35,472,516
Savannah Police	\$ 63,812,757

39.6%

COMMUNITY SERVICES

Office of the CSO	\$ 1,062,314
Human Services	\$ 4,472,491
Neighborhood Safety & Engagment	\$ 1,583,638
Cultural Resources	\$ 1,700,199
Code Compliance	\$ 4,135,868
Recreation & Leisure Services	\$ 10,127,961

9.2%

INFRASTRUCTURE & DEVELOPMENT

Office of the ACM/CIDO	\$ 2,247,141
Transportation Services	\$ 12,598,480
Development Services	\$ 4,069,128
Greenscapes	\$ 15,363,159
Water Resources	\$ 6,591,479
Economic Development	\$ 688,662

16.6%

INTERDEPARTMENTAL

Services to Other Funds	\$ 10,689,226
Transfers to Other Funds	\$ 6,747,454
Transfers to CIP	\$ 23,246,156
Other Expenses	\$ 10,485,813
MPC	\$ 1,750,391
Contingency	\$ 1,500,000

21.7%

8%

MUNICIPAL OPERATIONS

Office of the COO	\$ 3,554,375
Organizational Performance & Acct.	\$ 360,990
Special Events, Film & Tourism	\$ 1,697,905
Real Estate Services	\$ 11,899,026
Recorder's Court	\$ 2,537,260

GOVERNANCE & STRATEGIC SERVICES

Mayor & Council	\$ 955,655
Office of the Clerk of Council	\$ 365,005
Office of the City Attorney	\$ 1,261,645
Office of the City Manager	\$ 1,057,027
Office of Management & Budget	\$ 1,182,871
Office of Human Resources	\$ 2,686,603
Office of Marketing & Communications	\$ 744,459
Office of Financial Services	\$ 4,358,617

5%

Revenues by Source

General Fund revenue is proposed to be budgeted at \$251,006,272 for 2022. Property taxes are the largest and most stable revenue source, comprising 33.1 percent of total General Fund revenue. Sales tax revenue, a significant but highly volatile revenue source, represents projected growth of 3.0% percent or \$1.6 million above estimated 2021 collections.

Highlights consist of the following:

- **Property Taxes** - The revenue forecast includes growth in the tax digest and a millage rate of 12.74 mills.
- **American Rescue Plan Act** - Receipt of \$27,795,624 in FY2021 and anticipation of \$27,795,622 in FY2022

<u>Revenue Source</u>	<u>2020 Actual</u>	<u>2021 Projected</u>	<u>2022 Proposed</u>	<u>% Change 2021-2022</u>
<u>Taxes</u>				
Property Taxes				
Real Property Tax (Current)	59,179,532	61,812,777	65,147,791	5.4
Personal Property Tax (Current)	6,717,180	7,760,526	8,179,234	5.4
Real Property Tax (Delinquent)	4,966,670	6,000,000	5,000,000	(16.7)
Personal Property Tax (Delinquent)	862,911	600,000	500,000	(16.7)
Mobile Home Tax	22,332	23,285	22,167	(4.8)
Industrial Area Tax	362,303	600,000	618,000	3.0
Vehicle Tax	344,436	330,000	268,503	(18.6)
Intangible Tax	1,611,323	2,300,000	1,686,884	(26.7)
Public Utility Tax	2,095,631	2,015,344	2,075,804	3.0
Railroad Equipment Tax	38,866	40,000	40,000	—
Blighted Property Levy Tax	129,858	150,000	154,500	3.0
Ferry SSD Tax	8,062	8,000	8,000	—
TAD Tax from City	(480,263)	(576,316)	(691,579)	20.0
Subtotal	\$ 75,858,841	\$ 81,063,616	\$ 83,009,304	2.4
Sales Tax				
Sales Tax	\$ 45,434,873	\$ 53,000,000	\$ 54,590,000	3.0
Other Taxes				
Beer Tax	1,924,890	2,076,935	2,140,000	3.0
Liquor Tax	514,949	580,000	598,000	3.1
Wine Tax	579,972	640,000	660,000	3.1
Insurance Premium Tax	10,996,086	11,000,000	11,330,000	3.0
Mixed Drink Tax	1,512,954	2,600,000	2,678,000	3.0
Vehicle Title Fees	3,884,841	4,500,000	4,500,000	—
Energy Excise Tax	918,414	1,200,000	1,236,000	3.0
Business Tax	4,481,417	4,400,000	4,532,000	3.0
Professional Licenses	215,082	220,000	220,000	—
Bank License Tax	375,490	472,859	487,045	3.0
Vacation Rental Registration Fees	224,125	270,000	279,000	3.3
Transfer from Hotel/Motel Tax Fund	6,651,909	12,500,000	12,875,000	3.0
Subtotal	\$ 32,280,129	\$ 40,459,794	\$ 41,535,045	2.7
Subtotal-Taxes	\$ 153,573,843	\$ 174,523,410	\$ 179,134,349	2.6

User Fees	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Special Events & Recreation Service Fees				
Paulson Complex Concessions	—	1,000	1,000	—
Grayson Stadium	22,493	25,000	25,000	—
Tennis Fees	109,205	112,394	116,000	3.2
Athletic Fees	3,726	6,000	8,000	33.3
Softball Fees	1,887	—	6,000	—
Athletic Tournament Fees	7,963	15,000	20,000	33.3
Softball Tournament Fees	3,850	9,000	15,000	66.7
Ceramic Fees	—	—	19,000	—
Cultural Arts	9,470	35,000	59,487	70.0
Neighborhood Centers	19,216	30,000	25,000	(16.7)
Golden Age Centers	8,936	5,000	5,000	—
Park & Square Event Fees	6,703	65,000	67,000	3.1
Film Permit Fees	28,944	65,457	68,000	3.9
Coffee Bluff Marina	9,750	3,000	3,000	—
After-School Program	—	5,730	3,000	(47.6)
Cultural Arts Theater Rent	—	12,250	15,250	24.5
Cultural Arts Performing Arts	—	—	5,850	—
Subtotal \$	\$ 232,142	\$ 389,831	\$ 461,587	18.4
Inspection Fees				
Inspection Administrative Fees	24,911	20,000	20,400	2.0
Sign Inspection Fees	23,584	25,816	26,000	0.7
Zoning Hearing Fees	53,547	60,000	70,000	16.7
Building Inspection Fees	2,471,332	3,400,000	3,502,000	3.0
Electrical Inspection Fees	71,601	40,000	42,000	5.0
Plumbing Inspection Fees	39,704	35,000	37,000	5.7
Existing Building Inspection Fees	1,110	—	—	—
Traffic Engineering Fees	135,909	120,000	120,000	—
Expedited Plan Review Fees	—	3,000	3,000	—
Private Development Fees	477,041	462,100	476,000	3.0
Fuel Storage Tank Inspection Fees	280	—	—	—
Mechanical Inspection Fees	52,228	46,000	50,000	8.7
Fire Inspection Fees	24,416	33,000	34,000	3.0
Subtotal \$	\$ 3,375,664	\$ 4,244,916	\$ 4,380,400	3.2
Fees for Other Services				
Chatham County Police Reimbursement	1,704,599	1,350,000	1,391,000	3.0
Cemetery Tours & Special Event Fees	40,988	80,000	80,000	—
Burial Fees	438,714	500,000	515,000	3.0
Public Information Fees	2,088	1,000	1,000	—
Fell Street Box-County Share	92,466	—	—	—
Alarm Registration	54,895	62,000	62,000	—
Off-Duty Police Fees	182,255	160,000	200,000	25.0
Accident Reporting Fees	67,196	70,000	75,000	7.1
Fire Protection Fees	217,177	200,000	200,000	—
Building Demolition Fees	34,849	60,000	50,000	(16.7)
Building Boarding-Up Fees	90,396	100,000	70,000	(30.0)

Fees for Other Services (continued)	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Fire Incident Report Fees	380	1,000	1,000	—
Preservation Fees	113,558	—	—	—
Misc Code Enforcement Citations	44,239	45,000	45,000	—
Fire Equipment User Fees	2,097	2,000	2,000	—
Lot Clearing Fees	81,232	100,000	80,000	(20.0)
Tour Bus Rents	32,775	20,000	25,000	25.0
Motor Coach Fees	12,580	2,000	15,000	650.0
Equine Sanitation Fees	45,703	—	55,000	—
Tourism Management Fees	37,525	35,000	40,000	14.3
Subtotal \$	\$ 3,295,712	\$ 2,788,000	\$ 2,907,000	4.3
Subtotal-User Fees \$	\$ 6,903,517	\$ 7,422,747	\$ 7,748,987	4.4

Interfund Revenues

Services to Haz-Mat Fund	19,569	19,569	26,388	34.8
Services to Coastal Workforce	—	200,852	246,277	22.6
Services to Community Dev Fund	395,502	419,090	321,226	(23.4)
Services to Sanitation Fund	800,579	903,043	1,015,026	12.4
Services to Water & Sewer Funds	2,795,213	2,910,518	3,025,576	4.0
Services to I & D Water Fund	215,164	224,901	250,192	11.2
Services to Civic Center Fund	380,526	332,791	510,409	53.4
Services to Parking Services Fund	1,723,423	1,521,437	1,577,752	3.7
Services to Internal Services Fund	637,916	668,694	808,924	21.0
From Sanitation Fund	680,489	667,000	688,000	3.1
Subtotal \$	\$ 7,648,382	\$ 7,867,895	\$ 8,469,770	7.6

Licenses & Permits

Business Application/Transfer Fees	31,950	47,000	48,410	3.0
Telecom Franchise Fees	358,820	70,000	60,000	(14.3)
Water & Sewer Franchise Fees	3,340,025	3,100,000	3,250,000	4.8
Electric Franchise Fees	8,383,601	8,800,000	8,976,000	2.0
Telephone Franchise Fees	240,276	182,754	155,400	(15.0)
Gas Franchise Fees	684,922	700,000	721,000	3.0
Cable Franchise Fees	1,576,346	1,632,073	1,682,000	3.1
Insurance Business Licenses	129,569	125,000	125,000	—
Alcoholic Beverage Licenses	2,234,215	2,300,000	2,369,000	3.0
Parking Franchise Fee	236,569	282,210	301,130	6.7
Subtotal \$	\$ 17,216,293	\$ 17,239,037	\$ 17,687,940	2.6

Fine, Forfeits & Penalties

Execution Fees	344,812	600,000	400,000	(33.3)
Interest on Delinquent Taxes	310,608	350,000	361,000	3.1
Recorder's Court Fines	2,645,722	3,700,000	3,811,000	3.0
Red Light Camera Fines	448,291	500,000	490,000	(2.0)
Subtotal \$	\$ 3,749,433	\$ 5,150,000	\$ 5,062,000	(1.7)

Grant Revenues	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
CDBG Contribution	—	256,256	226,256	(11.7)
Adult Daycare	44,915	—	60,000	—
State Grant/Elderly	109,703	150,000	100,000	(33.3)
State Grant/CRDC	272,329	258,038	258,038	—
State Grant/Title B-Elderly	54,649	192,343	100,000	(48.0)
Poverty Reduction Initiative	148,252	212,379	233,210	9.8
Subtotal \$	\$ 629,848	\$ 1,069,016	\$ 977,504	(8.6)

Interest Earned

General Investments	455,565	35,000	50,000	42.9
Cemetery	43,444	5,000	5,000	—
Subtotal \$	\$ 499,008	\$ 40,000	\$ 55,000	37.5

Other Revenues

Cemetery Lot Sales	220,088	300,000	309,000	3.0
Miscellaneous Rents	635,997	1,000,000	800,000	(20.0)
Donations from Private	4,120	2,000	2,000	—
Advertising Fees	1,280	2,000	1,000	(50.0)
Cashier Over/Short	(99)	100	100	—
Discounts	325,377	550,000	300,000	(45.5)
Miscellaneous Revenue	424,566	500,000	400,000	(20.0)
Witness Fees Reimbursement	5,180	5,000	5,000	—
Payment in Lieu of Taxes	2,359,067	2,305,200	2,250,000	(2.4)
Homeowner Tx Relief/Forest	7,582	7,513	8,000	6.5
Uncollected Reserve	(693,901)	(50,000)	(50,000)	—
Sale of Surplus Property	631,411	35,000	50,000	42.9
From Hurricane Matthew Fun	(717)	—	—	—
St. Patrick's Day Shuttle	(750)	—	—	—
From COVID-19 Relief Fund	7,562,356	—	—	—
From Property Sale Proceeds	1,731,164	—	—	—
From American Rescue Plan Act	—	27,795,624	27,795,622	—
Subtotal \$	\$ 13,212,722	\$ 32,452,437	\$ 31,870,722	(1.8)

Total General Fund Revenues \$ 203,433,045 \$ 245,764,542 \$ 251,006,272 2.1

Expenditures by Type

The 2022 General Fund proposed expenditure budget is \$251,006,272. Personnel services are the highest expenditure area, accounting for 49.1% of the total General Fund budget.

Highlights include:

- **Personnel Services** – Minimum wage to \$15.00 per hour with prorated cost of living adjustments throughout the city (excepting Aldermen, Mayor, and Recorder's Court Judges) is included for fiscal year 2022. The changes will be implemented in two phases; phase 1 effective January 1, 2022, and phase 2 effective July 3, 2022. Public Safety employees remain on their own pay structure.
- **Outside Services** – Increased contract labor and security guard service costs are significant drivers of the 18.3 percent increase in fiscal year 2022 Outside Services expenses.
- **Commodities** - \$4.4 million dollar increase primarily to provide Grants to support homelessness and family support initiatives, in addition to establishing partnerships within our new Neighborhood Safety and Engagement Services office. Public Safety Uniform & Clothing costs also increase 71.3 percent due to vendor contractual rate hikes.
- **Interfund Transfers** - General funds available for Capital Improvement investment increased significantly due to American Rescue Plan Act (ARPA) revenue replacement funds. A portion of the expenditures will be offset by fiscal year 2021 ARPA revenue replacement, which will be transferred from the Interfund Transfers account.

<u>Expenditure Area</u>	<u>2020 Actual</u>	<u>2021 Projected</u>	<u>2022 Proposed</u>	<u>% Change 2021-2022</u>
Personnel Services	121,342,460	121,499,660	123,290,349	1.5
Outside Services	25,647,236	27,683,793	32,738,270	18.3
Commodities	5,598,174	5,858,380	8,461,101	44.4
Internal Services	22,387,756	28,421,855	29,117,657	2.4
Capital Outlay	240,421	318,642	282,750	(11.3)
Interfund Transfers	11,944,479	52,378,848	44,351,259	(15.3)
Other Expenses	15,142,673	9,603,364	12,764,886	32.9
Total \$	202,303,199 \$	245,764,542 \$	251,006,272	2.1

Expenditures by Service Center

<u>Governance</u>	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Mayor and Aldermen	598,677	841,993	955,655	13.5
Clerk of Council	317,760	384,292	365,005	(5.0)
City Attorney	889,419	1,045,672	1,261,645	20.7
Governance Subtotal	\$ 1,805,856	\$ 2,271,957	\$ 2,582,305	13.7
<u>Strategic Services</u>				
Office of the City Manager ⁴	1,151,855	869,240	1,057,027	21.6
Office of Management & Budget	906,483	1,006,233	1,182,871	17.6
Office of Human Resources	2,351,485	2,418,689	2,686,603	11.1
Accounting Services	1,594,742	1,328,076	1,380,193	3.9
Purchasing	759,504	698,116	970,573	39.0
Revenue	2,226,010	2,217,226	2,007,851	(9.4)
Office of Marketing & Comms	614,955	625,626	744,459	19.0
Strategic Services Subtotal	\$ 9,605,034	\$ 9,163,206	\$ 10,029,577	9.5
<u>Municipal Operations</u>				
Office of the COO	240,233	356,503	385,742	8.2
Municipal Archives	343,141	372,463	339,645	(8.8)
Risk Management	1,163,851	1,343,112	2,423,964	80.5
Org Perf & Accountability	367,409	369,792	360,990	(2.4)
Special Events, Film & Tourism	833,665	867,030	1,697,905	95.8
311 Action Center	497,982	335,902	405,024	20.6
Real Estate Administration ⁵	2,933,230	3,195,403	3,090,271	(3.3)
Property Acq, Disposition & Mgt	3,206,140	3,152,888	3,496,176	10.9
Facility Maint & Operations	2,664,793	2,612,419	2,701,289	3.4
City Cemeteries	2,113,047	2,317,761	2,477,586	6.9
River Street Hospitality Center	125,538	122,691	133,704	9.0
Recorder's Court	2,437,046	2,401,069	2,537,260	5.7
Municipal Operations Subtotal	\$ 16,926,075	\$ 17,447,033	\$ 20,049,556	14.9
<u>Infrastructure & Development</u>				
Office of the ACM/ CIDO	993,060	666,347	632,789	(5.0)
Capital Projects Management	—	875,948	954,163	8.9
Planning & Urban Design	628,264	653,481	660,189	1.0
Mobility Services	10,992,920	11,657,247	12,598,480	8.1
Stormwater Management	5,146,517	5,344,033	6,591,479	23.3
Development Services	3,436,431	3,773,437	4,069,128	7.8
Greenscapes Administration	971,818	952,766	921,836	(3.2)
Parks Maintenance	5,231,254	5,165,234	5,761,694	11.5
Urban Forestry	2,639,558	2,949,355	4,293,541	45.6
Right of Way Maintenance	3,744,641	3,790,116	4,386,088	15.7
Economic Development ⁶	2,532,770	612,656	688,662	12.4
Infrastructure & Development Subtotal	\$ 36,317,233	\$ 36,440,620	\$ 41,558,049	14.0

⁴ FY20 includes residual actuals from discontinued Arena District operating unit.

⁵ FY21 & FY22 include new Central Services unit public works complex building operation expenses.

⁶ FY20 includes \$2M CARES Act funding pass-through to SBAC.

	2020	2021	2022	% Change
<u>Community Services</u>	Actual	Projected	Proposed	2021-2022
Office of the CSO ⁷	557,589	528,296	1,062,314	101.1
Neighborhood Safety & Engmnt	—	—	1,583,638	—
Cultural Arts	1,247,181	1,606,401	1,700,199	5.8
Code Compliance Admin	575,586	581,110	579,953	(0.2)
Code Enforcement	3,378,787	3,434,950	3,555,915	3.5
Human Services Admin	4,599,450	1,401,299	2,397,491	71.1
Family and Community Services ⁸	—	664,266	621,232	(6.5)
Moses Jackson Advancement Ctr ⁸	94	327,117	500,536	53.0
Pennsylvania Ave Resource Ctr ⁸	—	703,409	720,022	2.4
Step-up Program	148,252	212,379	233,210	9.8
Recreation & Leisure Svc Admin ⁹	658,962	641,802	634,870	(1.1)
Recreation Services	3,115,463	3,450,239	4,365,393	26.5
Athletic Services	956,876	793,743	1,041,305	31.2
Senior Services	2,193,263	2,042,264	2,413,085	18.2
Therapeutic Recreation	295,659	285,251	315,221	10.5
Recreation Maintenance	1,056,579	1,168,494	1,358,087	16.2
Community Services Subtotal	\$ 18,783,741	\$ 17,841,020	\$ 23,082,471	29.4
<u>Public Safety</u>				
Office of the Police Chief	1,370,022	1,629,234	1,706,412	4.7
Patrol	32,333,125	30,555,959	33,510,899	9.7
Criminal Investigations	10,094,187	9,714,142	9,928,987	2.2
SARIC	1,428,515	979,620	975,907	(0.4)
Traffic	2,624,699	2,524,637	2,626,967	4.1
Mounted Patrol	721,503	623,798	675,730	8.3
Canine	880,163	749,782	778,882	3.9
Support Services	1,822,698	1,722,687	2,052,778	19.2
Training & Recruitment	2,223,318	1,779,610	1,959,961	10.1
Information Management	1,759,580	1,601,716	1,736,556	8.4
Counter Narcotics Team	1,704,876	1,843,071	1,514,931	(17.8)
Professional Standards & Trng	861,688	808,368	799,580	(1.1)
Strategic Investigations	2,936,871	3,424,205	3,688,818	7.7
Management Services	1,395,623	1,136,032	1,135,230	(0.1)
Savannah Impact	—	—	721,119	0.0
Office of the Fire Chief	7,523,939	5,483,317	6,893,500	25.7
Emergency Planning	231,786	254,479	247,460	(2.8)
Fire Operations	26,722,810	27,552,249	28,331,557	2.8
Crime Stoppers	329	—	—	0.0
Public Safety Subtotal	\$ 96,635,732	\$ 92,382,906	\$ 99,285,274	7.5

⁷ FY22 includes \$500K grant provision for Homeless Support Services using ARPA revenue replacement allocation .

⁸ Family & Community Services, Moses Jackson Advancement Center and Pennsylvania Avenue Resource Center divisions moved to the General Fund in FY21.

⁹ FY20 includes residual actuals from discontinued Coffee Bluff Marina operating unit.

Interdepartmental	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Services From Civic Center Fund	135,000	135,000	135,000	0.0
Services From Sanitation Fund	6,201,986	7,525,503	10,554,226	40.2
Other Dues and Memberships	286,674	262,274	270,000	2.9
Other Expenses	2,696,580	37,073,975	8,736,698	(76.4)
Other Community Promotion	428,643	750,500	1,479,115	97.1
Convention & Visitors Bureau	8,062	—	—	0.0
Metro Planning Commission	1,535,758	1,784,030	1,750,391	(1.9)
Contingencies	—	1,000,000	1,500,000	50.0
Trans to Haz-Mat Fund	309,175	210,343	230,331	9.5
Trans to CDBG	2,070,547	374,917	739,607	97.3
Trans to CIP Fund	2,211,552	15,359,836	23,246,156	51.3
Trans to Debt Service Fund	2,056,263	2,644,203	2,644,469	0.0
Trans to Civic Center Fund	1,530,000	367,568	1,190,884	224.0
Trans to TAD Fund	2,759,288	2,729,651	1,942,163	(28.8)
Interdepartmental Subtotal	\$ 22,229,528	\$ 70,217,800	\$ 54,419,040	(22.5)
Total Expenses	\$ 202,303,199	\$ 245,764,542	\$ 251,006,272	2.1

2022 Permanent Authorized Positions

The FY22 operating budget includes funding for 2,477.94 full-time equivalent positions. A summary of the personnel changes by service center are shown on the following pages.

BUSINESS UNITS	2020 Permanent¹	2021 Permanent²	2022 Permanent³	Change 2021-2022
GOVERNANCE				
Mayor & Aldermen	12.00	12.00	12.00	—
Clerk of Council	3.00	3.00	3.00	—
City Attorney	5.00	5.00	5.00	—
Governance Total	20.00	20.00	20.00	—
STRATEGIC SERVICES				
Office of the City Manager	6.00	6.00	6.00	—
Human Resources	22.00	22.00	23.00	1.00
Management & Budget	11.00	11.00	12.00	1.00
Marketing & Communications	6.00	6.00	6.00	—
Subtotal	45.00	45.00	47.00	2.00
Office of Financial Services				
Accounting Services	14.00	14.00	14.00	—
Purchasing	11.00	11.00	12.00	1.00
Revenue Administration	22.00	22.00	23.00	1.00
Utility Services	34.00	36.00	41.00	5.00
Subtotal	81.00	83.00	90.00	7.00
Strategic Services Total	126.00	128.00	137.00	9.00
PUBLIC SAFETY				
Savannah Police Department				
Office of the Police Chief	9.13	16.13	13.13	(3.00)
Canine	7.00	7.00	7.00	—
COPS Grant ⁴	15.00	15.00	15.00	—
Counter Narcotics Team (CNT)	30.00	15.00	15.00	—
Criminal Investigations	104.25	98.25	98.25	—
HEAT Grant Division ¹	3.00	3.00	3.00	—
Information Management	27.00	26.00	26.00	—
Management Services	15.00	8.00	7.00	(1.00)
Mounted Patrol	5.00	6.00	6.00	—
Patrol and Special Operations	303.24	321.24	324.24	3.00

¹ Totals as of January 2020 in the reference column for this section.

² Totals as of January 2021 in the reference column for this section.

³ Proposed totals are as of October 2022 in the reference column for this section.

⁴ Police grant-funded positions.

BUSINESS UNITS	2020 Permanent	2021 Permanent	2022 Permanent	Change 2021-2022
Savannah Police Department (continued)				
Professional Standards & Training	9.00	8.00	8.00	—
SARIC	19.00	12.00	10.00	(2.00)
Savannah Impact	—	—	7.00	7.00
Strategic Investigative	32.00	43.00	38.00	(5.00)
Support Services	11.00	9.00	9.00	—
Training & Recruitment	14.00	16.00	15.00	(1.00)
Traffic	24.00	25.00	25.00	—
Subtotal	627.62	628.62	626.62	(2.00)
Savannah Fire Department				
Office of the Fire Chief	23.00	23.00	23.00	—
Emergency Planning	2.00	2.00	2.00	—
Fire Operations	309.00	309.00	309.00	—
Hazardous Material	4.00	4.00	4.00	—
Subtotal	338.00	338.00	338.00	—
Public Safety Total	965.62	966.62	964.62	(2.00)
MUNICIPAL OPERATIONS				
Office of the COO	3.00	3.00	3.00	—
311 Action Center Unit	5.00	5.00	5.00	—
Municipal Archives	3.00	3.00	3.00	—
Risk Management	6.00	6.00	6.00	—
Subtotal	17.00	17.00	17.00	—
Special Events, Film & Tourism Department	9.00	9.00	15.00	6.00
Fleet Services Department				
Fleet Administration	5.00	5.00	5.00	—
Fleet Maintenance	38.00	38.00	38.00	—
Subtotal	43.00	43.00	43.00	—
Real Estate Services Department				
Real Estate Administration	2.00	2.00	4.00	2.00
Property Acquisition, Disposition & Management	9.00	9.00	7.00	(2.00)
Facility Maintenance & Operations	22.00	22.00	23.00	1.00
Civic Center Operations	15.00	14.00	7.00	(7.00)
Civic Center Concessions	2.00	2.00	—	(2.00)
Cemeteries	23.63	23.63	23.63	—
River Street Hospitality Center	2.25	2.25	2.25	—
Subtotal	75.88	74.88	66.88	(8.00)

<u>MUNICIPAL OPERATIONS</u> (continued)	2020 Permanent	2021 Permanent	2022 Permanent	Change 2021-2022
Recorder's Court Department	28.00	28.00	29.00	1.00
Innovation & Technology Services	37.60	39.60	37.60	(2.00)
Organizational Performance & Accountability Department	3.00	3.00	3.00	—
Municipal Operations Total	213.48	214.48	211.48	(3.00)
<u>INFRASTRUCTURE & DEVELOPMENT</u>				
Office of the ACM/CIDO	5.00	5.00	5.00	—
Planning & Urban Design	6.00	6.00	6.00	—
Capital Projects Management	9.00	9.00	9.00	—
Subtotal	20.00	20.00	20.00	—
Transportation Services Department				
Parking Management	31.00	31.00	33.00	2.00
Parking Facilities	33.70	33.70	33.70	—
Mobility Services	12.00	12.00	12.00	—
Signals & Street Lights / Signs & Markings	22.00	22.00	22.00	—
Streets Maintenance	30.00	30.00	31.00	1.00
Subtotal	128.70	128.70	131.70	3.00
Water Resources Department				
Water Resources Administration	5.00	6.00	6.00	—
Stormwater Management	50.00	50.00	50.00	—
Water Resources Planning & Engineering	18.00	18.00	21.00	3.00
Water Supply & Treatment	26.00	26.00	25.00	(1.00)
Water Distribution & Conveyance	54.00	54.00	51.00	(3.00)
Sewer Maintenance	31.00	31.00	35.00	4.00
Lift Station Maintenance Unit	29.00	29.00	29.00	—
President Street Plant	65.00	66.00	63.00	(3.00)
Regional Plants	14.00	16.00	16.00	—
I&D Water Plant	41.00	41.00	41.00	—
Subtotal	333.00	337.00	337.00	—

<u>INFRASTRUCTURE & DEVELOPMENT (continued)</u>	2020 Permanent	2021 Permanent	2022 Permanent	Change 2021-2022
Greenscapes Department				
Greenscapes Administration	5.00	5.00	6.00	1.00
Parks Maintenance	71.00	72.00	71.00	(1.00)
Urban Forestry	25.00	25.00	24.00	(1.00)
Right of Way Maintenance	29.00	28.00	28.00	—
Subtotal	130.00	130.00	129.00	(1.00)
Development Services Department				
	43.00	43.00	44.00	1.00
Economic Development Department⁵				
	6.00	18.00	19.00	1.00
Infrastructure & Development Total	660.70	676.70	680.70	4.00
<u>COMMUNITY SERVICES</u>				
Office of the CSO	6.00	6.00	5.00	(1.00)
Neighborhood Safety & Engagement Services	—	—	3.00	3.00
Cultural Resources Department	11.50	11.50	11.50	—
Code Compliance Department				
Code Compliance Administration	5.00	5.00	5.00	—
Code Enforcement	40.00	40.00	36.00	(4.00)
Subtotal	45.00	45.00	41.00	(4.00)
Human Services Department				
Human Services Administration	5.00	4.00	7.00	3.00
Grants & Contracts	4.00	5.00	5.00	—
Family & Community Services	8.00	9.00	7.00	(2.00)
Pennsylvania Ave. Resource Center (PARC)	8.00	8.13	8.13	—
Moses Jackson Advancement Center	4.00	4.00	4.00	—
Youthbuild ⁶	2.00	—	—	—
Subtotal ⁷	31.00	30.13	31.13	1.00
Housing & Neighborhood Services Department				
Housing & Neighborhood Services Administration	12.00	12.00	15.00	3.00
Neighborhood Services	9.00	9.00	9.00	—
Subtotal	21.00	21.00	24.00	3.00

⁵ WorkSource Coastal was reinstated as a division under the Economic Development Department in FY21

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

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

COMMUNITY SERVICES (continued)	2020 Permanent	2021 Permanent	2022 Permanent	Change 2021-2022
Recreation & Leisure Services Department				
Recreation & Leisure Services Administration	5.50	6.50	6.50	—
Athletic Services	10.75	10.75	10.75	—
Recreation Maintenance	16.50	16.50	16.50	—
Recreation Services	60.31	59.82	59.82	—
Senior Services	28.36	26.74	26.74	—
Therapeutic Recreation	4.20	4.20	4.20	—
Subtotal	125.62	124.51	124.51	—
Sanitation Department				
Commercial Refuse	17.00	17.00	17.00	—
Residential Refuse	101.00	101.00	105.00	4.00
Refuse Disposal	14.00	14.00	14.00	—
Recycling & Litter Services	33.00	33.00	58.00	25.00
Sanitation Administration	8.00	8.00	8.00	—
Street Cleaning	22.00	22.00	22.00	—
Subtotal	195.00	195.00	224.00	29.00
Community Services Total	435.12	433.14	464.14	31.00
City-Wide Total⁸	2,420.92	2,438.94	2,477.94	39.00

⁸ Totals do not include 5 additional FTEs for Landbank and Step-Up Savannah funded by the City as an interagency contribution.

Governance

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



Service Center Overview

The [Mayor and Council](#) set policies and enact ordinances that govern various City functions and activities. The Mayor and City Council facilitate communication among the public, City staff, and committees as well as federal and state agencies.

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

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

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	1,805,855	2,271,957	2,582,305
Total Revenue	\$ 1,805,855	\$ 2,271,957	\$ 2,582,305

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	1,060,891	1,474,503	1,743,117
Outside Services	637,993	615,289	691,970
Commodities	28,261	23,775	35,100
Internal Services	78,721	158,390	112,118
Other Expense	(11)	\$0.00	\$0.00
Total Expenditures	\$ 1,805,855	\$ 2,271,957	\$ 2,582,305

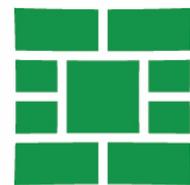
Expenditure by Office	2020 Actuals	2021 Projected	2022 Proposed
Mayor and Council	598,677	841,993	955,655
Clerk of Council	317,759	384,292	365,005
City Attorney	889,419	1,045,672	1,261,645
Total Expenditures	\$ 1,805,855	\$ 2,271,957	\$ 2,582,305

Authorized Positions

Governance	2021 FTE	2022 FTE	2021-22 Difference
Mayor and Council	12.00	12.00	—
Office of the Clerk of Council	3.00	3.00	—
Office of the City Attorney	5.00	5.00	—
Total Full Time Equivalent	20.00	20.00	—

¹ Numbers are subject to rounding.

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Strategic Services

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



Service Center Overview

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

Within the City Manager’s office is the Office of Management & Budget, Office of Human Resources, Office of Financial Services, and the Office of Marketing & Communications.

The Public Safety, Municipal Operations, Community Services, and Infrastructure & Development Service Center chiefs report directly to the City Manager. Strategic Services, working with the governing body, City staff, and the community to implement the policy decisions of City Council.

Linkage to Strategic Priorities and Results

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

Key Business Services

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

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	9,605,034	9,163,206	10,029,576
Water & Sewer Fund	2,629,384	2,444,767	3,558,856
Total Revenue	\$ 12,234,418	\$ 11,607,972	\$ 13,588,433

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	8,666,933	8,902,400	9,886,211
Outside Services	1,381,582	1,530,805	2,195,456
Commodities	394,414	414,923	485,090
Internal Services	1,910,190	835,822	988,036
Other Expenses	(118,701)	(75,978)	33,640
Total Expenditures	\$ 12,234,418	\$ 11,607,972	\$ 13,588,433

Expenditure by Department	2020 Actuals	2021 Projected	2022 Proposed
Office of the City Manager	1,151,854	869,240	1,057,027
Office of Financial Services	7,209,640	6,688,185	7,917,473
Office of Human Resources	2,351,485	2,418,689	2,686,603
Office of Management & Budget	906,483	1,006,233	1,182,871
Office of Marketing & Communications	614,955	625,625	744,459
Total Expenditures	\$ 12,234,418	\$ 11,607,972	\$ 13,588,433

Authorized Positions

Strategic Services	2021 FTE	2022 FTE	2021-22 Difference
Office of the City Manager	6.00	6.00	—
Office of Marketing & Communications	6.00	6.00	—
Office of Management and Budget	11.00	12.00	1.00
Office of Human Resources	22.00	23.00	1.00
Office of Financial Services	83.00	90.00	7.00
Total Full-Time Equivalents	128.00	137.00	9.00

¹ Numbers are subject to rounding.

The logo for the Office of Human Resources features a green arch at the top and a green smile-like curve at the bottom, framing the text. The text "Office of Human Resources" is centered in a blue, sans-serif font.

Office of Human Resources

Overview

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

Linkage to Strategic Priorities and Results

- Good Government

Key Business Services

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

Core Responsibilities

- Develop administrative policies to implement City Council guidelines; ensure compliance within the Civil Service Act, personnel, federal, state, and local regulations as they relate to human resources. The Office of Human Resources will assist the City Manager with personnel-related matters; advise, counsel and direct all City employees on personnel matters; while overseeing validation of recruitment and testing procedures.
- Automate and manage competitive recruitment to attract diverse and exceptionally well-qualified workforce which will represent the City of Savannah.
- Prepare, recommend, and manage personnel regulations; recommend qualified candidates for appointment to classified service employment; administer appointments, transfers, demotions, promotions, suspensions, lay-offs, re-employments, resignations, dismissals, and other personnel matters.
- 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; investigates and responds to all EEOC official complaints; negotiates and administers last chance agreements; advise on problems and conflict resolution; administers the grievance/arbitration process; conducts city-wide investigations related to employee misconduct and/or allegations of discriminatory practices, harassment, hostility, or disparate treatment.
- Provide employee wellness programs that benefit the physical and mental well-being of the overall organization.
- Office of Human Resources serves as a retirement administrator to the City of Savannah's Employee Retirement Plan and Retirement Board.

- Train and educate employees by enhancing their knowledge, skills, and abilities in order to serve customers effectively, efficiently and courteously.
- Establish and maintain City of Savannah employee roster who are covered by the Classified Service and Unclassified Service according to the annual adopted budget.
- Process payroll and leave/attendance for all city employees; maintain official personnel files; serve as point of contact for employment verification, conduct exit interviews, and train payroll coordinators throughout the City.
- Coordinate with the Senior Director of Financial Services and the Senior Budget Director on matters related to the development and administration of the annual budget.

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	2,351,485	2,418,689	2,686,603
Total Revenue	\$ 2,351,485	\$ 2,418,689	\$ 2,686,603

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	1,639,115	1,727,874	1,826,209
Outside Services	439,996	513,311	650,096
Commodities	26,219	22,250	27,700
Internal Services	246,072	155,104	177,226
Other Expenses	82	150	5,371
Total Expenditures	\$ 2,351,485	\$ 2,418,689	\$ 2,686,603

Authorized Positions

Human Resources	2022 FTE	Grade
Assistant Director, Human Resources	1.00	305
Class Compensation & Data Specialist	1.00	115
EEO Coordinator	1.00	113
Employee Health Coordinator	1.00	113
Human Resources Analyst	2.00	114
Human Resources Assistant	1.00	105
Human Resources Business Partner	4.00	115
Human Resources Manager	3.00	120
Human Resources Technician	4.00	107
Learning & Development Coordinator	2.00	113
Project Manager	1.00	117
Senior Administrative Assistant	1.00	110
Senior Director, Human Resources	1.00	313
Total Full-Time Equivalents	23.00	

¹ Numbers are subject to rounding.



Overview

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

Linkage to Strategic Priorities and Results

- Good Government

Key Business Services

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

Core Responsibilities

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

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	906,483	1,006,233	1,182,871
Total Revenue	\$ 906,483	\$ 1,006,233	\$ 1,182,871

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	805,718	895,087	1,063,896
Outside Services	20,153	26,389	35,890
Commodities	17,828	20,000	24,100
Internal Services	62,785	64,757	58,985
Total Expenditures	\$ 906,483	\$ 1,006,233	\$ 1,182,871

Authorized Positions

Management & Budget	2022 FTE	Grade
Assistant Director, Budget	1.00	305
Budget Analyst	2.00	114
Lead Fiscal Analyst	1.00	118
Principal Budget Analyst	2.00	117
Project Manager	1.00	117
Senior Budget Analyst	3.00	115
Senior Administrative Assistant	1.00	110
Senior Director, Budget	1.00	313
Total Full-Time Equivalents	12.00	

¹ Numbers are subject to rounding.



Overview

The [Office of Financial Services](#), under the supervision of the Senior Director of Financial Services provides financial expertise and support to city operating departments. The department prepares monthly interim financial reports and the annual audited Comprehensive Annual Financial Report. Financial Services also disburses city funds through its payroll and accounts payable functions, issues checks to city pensioners, and oversees all of the City’s investing and borrowing activities. The office includes the divisions of Accounting Services, Purchasing and Revenue.

Linkage to Strategic Priorities and Results

- Good Government
- Infrastructure
- Neighborhood Revitalization

Key Business Services

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

Core Responsibilities

- 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. Conform to the Governmental Accounting Standards Board (GASB) principles in managing accounting records and systems.
- Responsible for the collection, receipt, custody, deposit, investment, accounting, and disbursement of fees, taxes and other funds of the City; which shall be deposited in the City Treasury.
- Invest City monies with the goal of receiving maximum return on such investments.
- 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, investments, and custodial activity; prepare financial reports and assist pension board members.
- Assist the Office of Management & Budget in preparing and executing the City's budget and capital program.
- Submit filing with the City Council of all reports of the City's external auditors to include audited financial reports, special reports, operational audit reports, grant compliance audit reports and letters of comment, and recommendation.
- Present to City Council annually and when required, a detailed statement of the financial condition of the City, which include all receipts and expenditures of various departments; a detailed statement of City debt, the purpose for which it was incurred; and an inventory of all City property, supplies, and equipment with both cost and estimated current value.
- Establish a policy and procedure for determining and handling uncollectible accounts owed to the City. The Senior Director shall submit, as part of the annual budget, an allowance for bad debts to cover the estimated amount of charges that are uncollectible during the fiscal year. The Senior Director shall report the total amount of bad debt write-offs to the City Manager annually.
- Establish and maintain a tracking system of all departments and offices within the city, and adhering to the laws of the state.
- Reconcile all invoices and travel reimbursements prior to payment to determine authorization for merchandise, materials, articles or services enumerated have been received or rendered.
- Upon approval from Human Resources, payroll and payments of all city claims or charges are processed.
- Approve all petty cash and change funds requests.
- Supervise the procurement of supplies and services through solicitation, vendor selection, and negotiation.
- Establish and maintain programs for development, contract administration and inspection and acceptance, in cooperation with City agencies, and ensure compliance with federal, state and City law.
- Manage procurement actions which generate broad participation and competition among potential suppliers or contractors; work with the Office of Business Opportunity to ensure equal opportunity to all qualified vendors to ensure small disadvantaged businesses have maximum opportunity to participate in City contracts; monitor vendor performance.
- Upon authorization from City Council, sell, or dispose of any surplus, obsolete or unused supplies, materials and equipment.
- 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.

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	4,580,256	4,243,419	4,358,617
Water & Sewer Fund	2,629,384	2,444,767	3,558,856
Total Revenue	\$ 7,209,640	\$ 6,688,185	\$ 7,917,473

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	4,774,384	5,071,083	5,730,093
Outside Services	711,169	854,065	1,130,470
Commodities	342,511	321,048	395,990
Internal Services	1,504,186	522,960	637,494
Other Expenses	(122,609)	(80,971)	23,426
Total Expenditures	\$ 7,209,640	\$ 6,688,185	\$ 7,917,473

Expenditure by Division	2020 Actuals	2021 Projected	2022 Proposed
Accounting Services	1,594,742	1,328,076	1,380,193
Purchasing	759,504	698,116	970,573
Revenue Administration	2,226,010	2,217,226	2,007,851
Utility Revenue Administration	2,629,384	2,444,767	3,558,856
Total Expenditures	\$ 7,209,640	\$ 6,688,185	\$ 7,917,473

¹ Numbers are subject to rounding.

Authorized Positions

Financial Services	2022 FTE	Grade
Accountant	5.00	112
Accounting Clerk	2.00	103
Assistant Director, Financial Services	1.00	305
Assistant Director, Purchasing	1.00	304
Billing Technician	1.00	108
Business Analyst	1.00	118
Cashier	3.00	102
Customer Service Representative	11.00	103
Director, Purchasing	1.00	306
Inventory Control Supervisor	1.00	113
Lead Water Service Representative	1.00	107
Public Communications Coordinator	1.00	111
Purchasing Specialist	4.00	109
Purchasing Technician	2.00	106
Revenue Compliance Analyst	1.00	111
Revenue Coordinator	1.00	114
Revenue Investigator	1.00	108
Revenue Manager	3.00	119
Revenue Specialist	7.00	108
Revenue Supervisor	5.00	110
Senior Accountant	2.00	114
Senior Accounting Clerk	10.00	105
Senior Administrative Assistant	1.00	109
Senior Director, Financial Services	1.00	313
Senior Director, Revenue	1.00	310
Supply Clerk	2.00	103
Surplus Inventory Technician	1.00	106
Utilities Revenue Manager	1.00	120
Utility Billing Lead	3.00	108
Water Meter Reader	15.00	102
Total Full-Time Equivalents	90.00	

The logo for the Office of Marketing & Communications features a green arch above the text and a green smile-like curve below it. The text is in a bold, blue, sans-serif font.

Office of Marketing & Communications

Overview

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

Linkage to Strategic Priorities and Results

- Good Government

Key Business Services

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

Core Responsibilities

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

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	614,955	625,625	744,459
Total Revenue	\$ 614,955	\$ 625,625	\$ 744,459

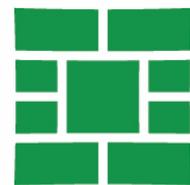
Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	500,723	494,919	514,538
Outside Services	56,891	54,955	136,950
Commodities	2,175	33,525	20,450
Internal Services	55,166	42,077	72,371
Other Expenses	—	150	150
Total Expenditures	\$ 614,955	\$ 625,625	\$ 744,459

Authorized Positions

Marketing & Communications	2022 FTE	Grade
Marketing & Communications Specialist	3	113
Senior Director, Marketing & Communications	1	308
Senior Marketing & Communications Specialist	1	115
Television & Video Manager	1	118
Total Full-Time Equivalents	6.00	

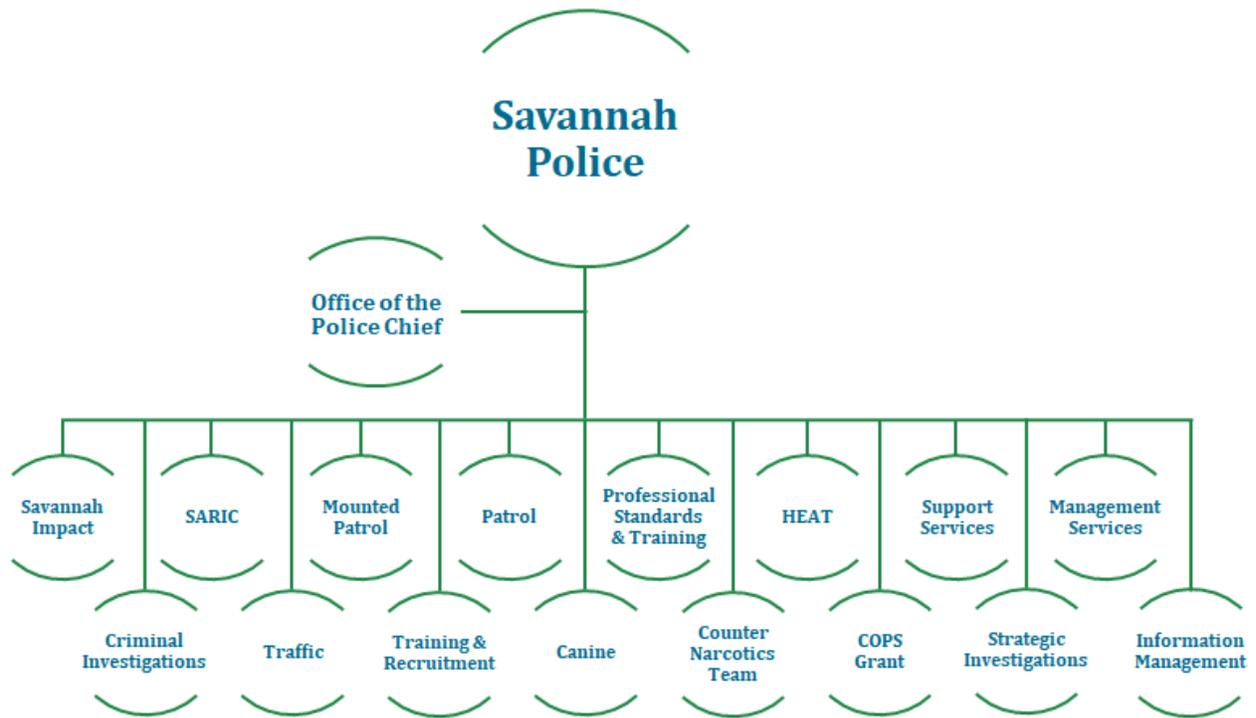
¹ Numbers are subject to rounding.

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Public Safety

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



Overview

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

Linkage to Strategic Priorities and Results

- Good Government
- Neighborhood Revitalization
- Public Safety

Key Business Services

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

Core Responsibilities

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

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	62,157,198	59,092,860	63,812,758
Grant Fund	706,517	1,876,198	1,457,143
Total Revenue	\$ 62,863,715	\$ 60,969,058	\$ 65,269,901

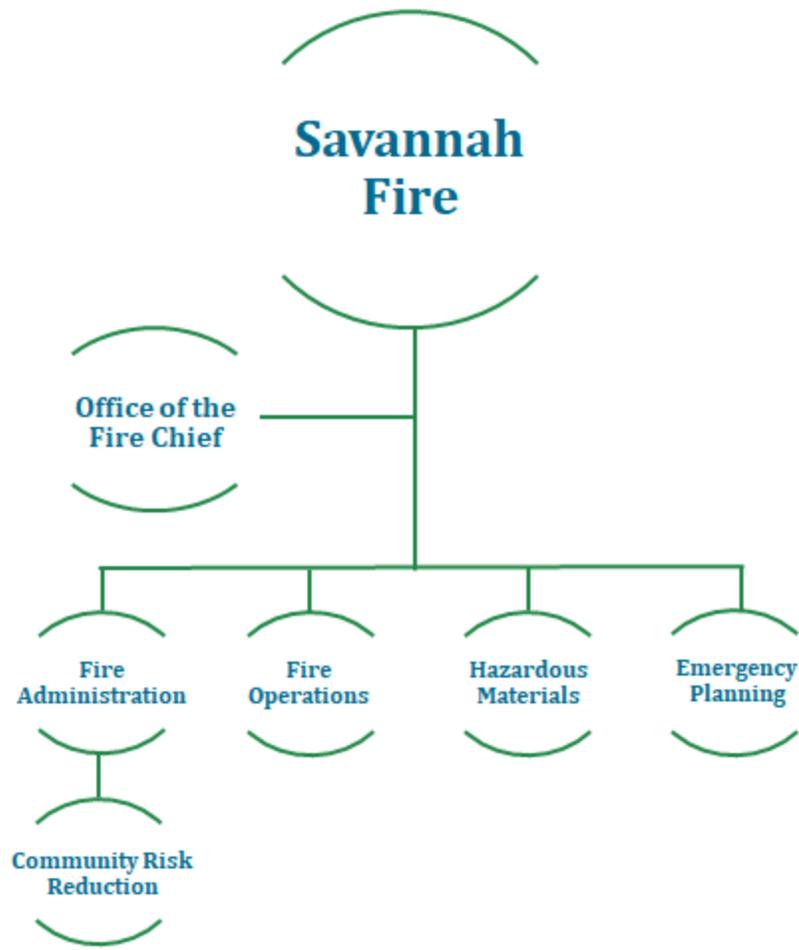
Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	48,854,541	46,863,139	50,039,824
Outside Services	3,195,131	3,484,350	3,712,705
Commodities	2,152,494	2,081,387	2,268,025
Internal Services	5,613,457	6,210,765	6,526,921
Capital Outlay	102,903	19,000	49,000
Interfund Transfers	109,630	69,630	—
Other Expenses	2,835,558	2,240,787	2,673,425
Total Expenditures	\$ 62,863,715	\$ 60,969,058	\$ 65,269,901

Expenditure by Division	2020 Actuals	2021 Projected	2022 Proposed
Canine	880,163	749,781	778,882
COP Grant	581,958	1,632,102	1,170,525
Counter Narcotics Team (CNT)	1,704,876	1,843,071	1,514,932
Crime Stoppers	329	—	—
Criminal Investigations	10,094,187	9,714,142	9,928,987
HEAT Grant	124,559	244,096	286,618
Information Management	1,759,580	1,601,716	1,736,556
Management Services	1,395,623	1,136,032	1,135,230
Mounted Patrol	721,503	623,798	675,730
Office of the Police Chief	1,370,022	1,629,234	1,706,412
Patrol	32,333,125	30,555,959	33,510,899
Professional Standards and Training	861,688	808,368	799,580
SARIC	1,428,515	979,620	975,907
Savannah Impact	—	—	721,119
Strategic Investigative	2,936,871	3,424,205	3,688,818
Support Services	1,822,698	1,722,687	2,052,778
Traffic	2,624,699	2,524,637	2,626,967
Training and Recruitment	2,223,318	1,779,610	1,959,961
Total Expenditures	\$ 62,863,715	\$ 60,969,058	\$ 65,269,901

¹ Numbers are subject to rounding.

Authorized Positions

Savannah Police	2022 FTE	Grade
Accounting Technician	1.00	105
Accreditation & Compliance Specialist	1.00	113
Administrative Assistant	4.00	106
Administrative Clerk	3.00	102
Administrative Secretary	12.00	105
Assistant Police Chief	1.00	514
Board of Education Officer	2.24	504
Cold Case Investigator	2.25	504
Crime Analyst	8.00	111
Crime Analyst Assistant	1.00	105
Crime Analyst Supervisor	1.00	116
Criminal Investigations Assistant	1.00	105
Customer Service Representative	5.00	103
Executive Assistant	1.00	112
Groom	1.00	105
Inventory Coordinator	1.00	113
Open Records Request Specialist	1.00	105
Open Records Request Supervisor	1.00	111
Outside Employment Specialist	1.00	105
Police Captain	10.00	511
Police Chief	1.00	317
Police Corporal	145.00	505
Police Forensic Technician	2.00	111
Police Lieutenant	21.00	509
Police Major	3.00	512
Police Officer	289.00	504
Police Property Coordinator	1.00	109
Police Public Information Coordinator	2.00	111
Police Sergeant	67.00	507
Police Training Coordinator	1.00	111
Principal Accounting Clerk	1.00	105
Principal Crime Analyst	2.00	113
Property & Evidence Supervisor	1.00	111
Property & Evidence Technician	5.00	107
Records Division Supervisor	1.00	113
Records Supervisor	4.00	106
Records Technician	14.00	105
Recruiting Assistant	1.00	105
Reserve Police Officer Manager	0.13	110
Revenue Investigator	2.00	108
Senior Accountant	1.00	114
Senior Crime Analyst	1.00	112
Teletype Supervisor	1.00	108
Teletype Technician	2.00	105
Total Full-Time Equivalents	626.62	



Overview

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

Emergency Planning focuses on city-wide emergency management preparedness, mitigation, response, and recovery operations during our community's high-risk events. Fire Operation's services include fire suppression and technical rescue supported by 330 firefighters assigned to one of three shifts, working in 15 stations. Beginning December, 2020, the Fire Operations unit started providing emergency medical service response, as a result, SFD is able to educate citizen on first aid and CPR skills, stop-the-bleed practices, medical alert devices, environmental/climate illness prevention, and in-home trip/fall hazard prevention. All members of SFD are trained to be emergency medical responders, with 145 emergency medical technicians and nine paramedics. Fire Logistics is responsible for directing the Fire Prevention Office, Training Division, Safety & Wellness, Fire Investigations, Support Services, Fleet, Facility maintenance, and SFD's budget. Special Operations includes the Hazardous Materials (Haz-Mat) and Marine Response Divisions. The Hazardous Materials Response Team meets all requirements of a FEMA Type II Haz-Mat Entry Team and includes on-duty firefighters certified as technicians and specialists. The Marine Unit responds to fires within city limits to include those involving boats, docks, marinas, industrial facilities, and alarms on the riverfront. Additionally, the unit will respond to many other types of water incidents.

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

Linkage to Strategic Priorities and Results

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

Key Business Services

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

Core Responsibilities

- Provide emergency medical to citizenry and visitors of Savannah.
- Research and implement risk reduction initiatives to promote an increased quality of life for internal and external customers.
- Use community risk reduction data to focus greater attention on integrating risk management in fire prevention and develop community education programs to reduce risk.
- Educate the community to reduce injuries, loss of life, and property damage from fires and other accidents; investigate fire cause and provide regulatory enforcement through enforcement.
- Minimize loss of life and property from fires and hazardous materials releases; provide inspections and code plan review services to the business community and residents in the City's service area.
- Create partnerships throughout the City to increase outreach.
- Ensure firefighters' health and safety by promoting the Cancer Reduction Initiative's standards outline and the National Fire Protection Association (NFPA).
- Maintain fire stations and equipment to ensure prompt and effective response times to all emergency calls within the City and unincorporated service areas in which the City is required to provide service by law or intergovernmental agreement.
- Conduct comprehensive all-hazardous emergency planning and activity coordination regarding the City's preparation for and responses to natural, technological and man-made disasters.
- Provide Technical Rescue, Hazardous Materials and Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) responses to terrorism.
- Conduct fire and safety code enforcement activities through building examination plans and on-site inspections.

- Investigate suspected arson cases from the onset of the crime through arrest, apprehension, and suspects' prosecution.
- Provide information to the public and the news media regarding department activities and events through multiple media outlets.
- Provide direction and communication when achieving department goals, objectives, and policies required for administrative functions, aligning with the City's strategic plan.
- Provide initial and continuing training to promote higher efficiency, discipline, and morale in fire prevention, fire suppression, and emergency rescue.
- Recover costs associated with the mitigation of hazardous materials incidents, including cleanup and disposal expenses.

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	34,478,535	33,290,045	35,472,516
Haz-Mat Fund	661,234	547,843	576,096
Total Revenue	\$ 35,139,769	\$ 33,837,887	\$ 36,048,613

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	28,990,891	29,168,106	29,008,731
Outside Services	671,539	571,101	792,389
Commodities	676,111	652,879	1,020,558
Internal Services	2,375,632	2,378,012	2,981,700
Capital Outlay	8,692	50,750	110,750
Interfund Transfers	81,926	—	—
Other Expenses	2,334,978	1,017,039	2,134,485
Total Expenditures	\$ 35,139,769	\$ 33,837,887	\$ 36,048,613

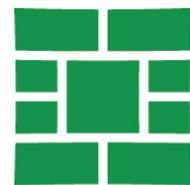
Expenditure by Division	2020 Actuals	2021 Projected	2022 Proposed
Emergency Planning	231,786	254,478	247,460
Fire Operations	26,722,809	27,552,249	28,331,557
Hazardous Materials Team	661,234	547,843	576,096
Office of the Fire Chief	7,523,939	5,483,317	6,893,500
Total Expenditures	\$ 35,139,769	\$ 33,837,887	\$ 36,048,613

¹ Numbers are subject to rounding.

Authorized Positions

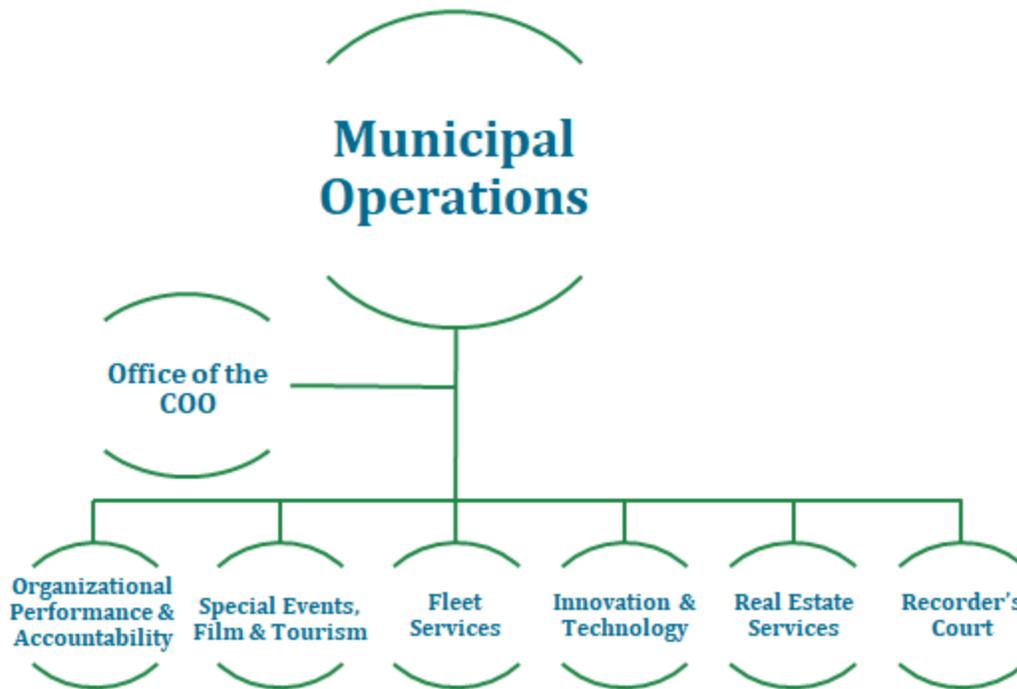
Savannah Fire	2022 FTE	Grade
Administrative Assistant	2.00	106
Administrative Secretary	3.00	105
Assistant Fire Chief	2.00	513
Chief Fire Investigator	1.00	508
Director, Emergency Management	1.00	306
Executive Assistant	1.00	112
Fire Battalion Chief	13.00	510
Fire Captain	73.00	508
Fire Chief	1.00	317
Fire Engineer	76.00	506
Fire Investigator	1.00	506
Fire Marshall	1.00	510
Fire Prevention Inspector	5.00	506
Fire Public Information Coordinator	1.00	111
Firefighter, Advanced	155.00	504
Inventory Specialist	1.00	110
Senior Management Analyst	1.00	114
Total Full-Time Equivalents	338.00	

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Municipal Operations

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



Service Center Overview

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

Linkage to Strategic Priorities and Results

- Infrastructure
- Good Government
- Neighborhood Revitalization
- Public Safety

Key Business Services

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

Core Responsibilities

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

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	16,926,075	17,447,034	20,049,556
Civic Center Fund	9,170,986	3,671,488	4,138,001
Internal Service Fund	14,579,104	15,658,723	19,675,521
Total Revenue	\$ 40,676,165	\$ 36,777,245	\$ 43,863,078

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	13,924,415	13,901,510	15,406,017
Outside Services	14,392,155	15,445,641	19,145,121
Commodities	2,504,786	2,136,069	2,559,004
Internal Services	2,705,510	2,722,792	3,351,346
Capital Outlay	142,815	98,041	30,000
Debt Service	836,266	1,970,893	1,968,382
Interfund Transfers	5,066,433	(600,000)	—
Other Expenses	1,103,783	1,102,299	1,403,208
Total Expenditures	\$ 40,676,165	\$ 36,777,245	\$ 43,863,078

Expenditure by Department	2020 Actuals	2021 Projected	2022 Proposed
Office of the Chief Operating Officer ²	2,245,208	2,407,981	3,554,375
Special Events, Film & Tourism	833,665	867,030	1,697,905
Recorder's Court	2,437,046	2,401,069	2,537,260
Org. Performance & Accountability	367,409	369,792	360,990
Fleet Services	5,892,910	5,846,120	6,703,300
Innovation & Technology Services	8,686,194	9,812,603	12,972,221
Real Estate Services	20,213,733	15,072,650	16,037,027
Total Expenditures	\$ 40,676,165	\$ 36,777,245	\$ 43,863,078

¹ Numbers are subject to rounding.

² Totals include 311 Action Center, Risk Management, Municipal Archives

Authorized Positions

Municipal Operations	2021 FTE	2022 FTE	2021-22 Difference
Office of the Chief Operating Officer ³	17.00	17.00	—
Organizational Performance & Accountability	3.00	3.00	—
Recorder's Court	28.00	29.00	1.00
Special Events, Film, & Tourism	9.00	15.00	6.00
Fleet Services	43.00	43.00	—
Innovation & Technology Services	39.60	37.60	(2.00)
Real Estate Services ⁴	74.88	66.88	(8.00)
Total Full-Time Equivalents	214.48	211.48	(3.00)

³ Totals include 311 Action Center, Municipal Archives, and Risk Management

⁴ Real Estate variance primarily due to funding for Civic Center vacant positions being reallocated to cover costs of outside management contract



Organizational Performance & Accountability

Overview

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

Linkage to Strategic Priorities and Results

- Good Government

Key Business Services

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

Core Responsibilities

- Conduct internal, operational, investigative, performance, compliance, and financial audits of departments, offices, boards, activities, and agencies funded by the City in accordance with generally accepted auditing standards.
- Submits by December 1st of each calendar year, an annual audit plan for the upcoming fiscal year to the City Manager which includes the departments, offices, boards, activities, and programs scheduled for audit during the year.
- Monitor follow-up on reported findings to assure corrective action is taken.
- Support the completion of the City's external audit.
- Assist the City Manager, Service Center Chiefs, and Department Directors in identifying and recommending improvements to management controls and procedures of the City government. Also provides 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, while reviewing the adequacy of policies and procedures relating to financial controls.

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	367,409	369,792	360,990
Total Revenue	\$ 367,409	\$ 369,792	\$ 360,990

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	315,613	321,863	330,715
Outside Services	32,085	27,131	7,290
Commodities	3,845	1,015	1,625
Internal Services	15,866	19,783	21,360
Total Expenditures	\$ 367,409	\$ 369,792	\$ 360,990

Authorized Positions

Organizational Performance & Accountability	2022 FTE	Grade
Principal Internal Auditor	2.00	117
Senior Director, Org. Performance & Accountability	1.00	308
Total Full-Time Equivalents	3.00	

¹ Numbers are subject to rounding.



Special Events, Film & Tourism

Overview

The [Office of Special Events, Film, & Tourism](#) was created to streamline services offered by the City of Savannah for these related industries by providing a unified resource for individuals and organizations to plan their events and gain necessary permitting. The department is also responsible for regulatory enforcement for tour permits for motor coaches, horse-drawn carriage tours, pedicab and food vendors.

Linkage to Strategic Priorities and Results

- Economic Development
- Good Government

Key Business Services

- Permitting for Film and Media Projects
- Managing Tourism-Related Improvements and Complaints
- Downtown Code Enforcement

Core Responsibilities

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

FY22 Resources¹

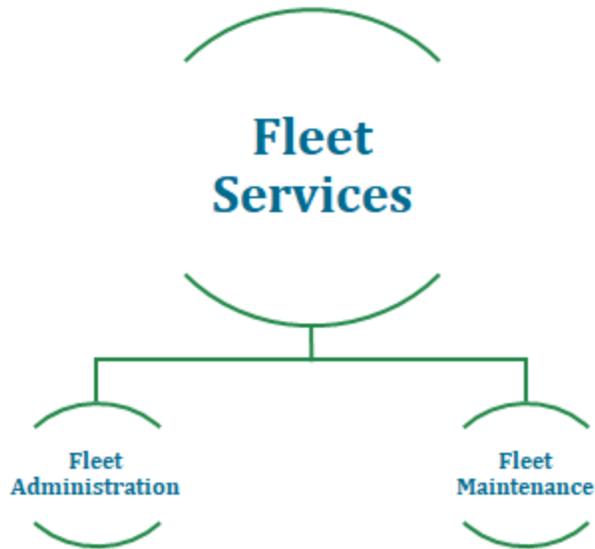
Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	833,665	867,030	1,697,905
Total Revenue	\$ 833,665	\$ 867,030	\$ 1,697,905

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	664,047	696,362	1,089,052
Outside Services	120,089	84,309	292,900
Commodities	10,040	13,808	178,750
Internal Services	39,489	59,978	130,089
Other	\$0	12,573	7,114
Total Expenditures	\$ 833,665	\$ 867,030	\$ 1,697,905

Authorized Positions

Special Events, Film & Tourism	2022 FTE	Grade
Code and Permit Officer	2.00	108
Code and Permit Supervisor	1.00	110
Customer Service Representative	1.00	103
Film Services Coordinator	1.00	112
Program Coordinator	1.00	111
Project Coordinator	1.00	111
Special Events, Film & Tour Manager	1.00	120
Senior Administrative Assistant	1.00	109
Senior Director, Special, Events, Film, Tourism	1.00	310
Tourism Compliance Officer	4.00	108
Tourism Management Coordinator	1.00	111
Total Full-Time Equivalents	15.00	

¹ Numbers are subject to rounding.



Overview

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

Linkage to Strategic Priorities and Results

- Good Government
- Public Safety

Key Business Services

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

Core Responsibilities

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

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
Internal Service Fund	5,892,910	5,846,120	6,703,300
Total Revenue	\$ 5,892,910	\$ 5,846,120	\$ 6,703,300

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	2,397,133	2,527,319	2,981,745
Outside Services	1,346,493	1,221,082	1,239,207
Commodities	1,466,152	1,313,906	1,509,034
Internal Services	594,509	709,837	920,734
Capital Outlay	48,950	32,918	25,000
Interfund Transfers	3,660	—	—
Other Expenses	36,012	41,058	27,580
Total Expenditures	\$ 5,892,910	\$ 5,846,120	\$ 6,703,300

Expenditure by Division	2020 Actuals	2021 Projected	2022 Proposed
Fleet Administration	511,512	596,355	618,756
Fleet Maintenance	5,381,397	5,249,764	6,084,544
Total Expenditures	\$ 5,892,910	\$ 5,846,120	\$ 6,703,300

¹ Numbers are subject to rounding.

Authorized Positions

Fleet Services	2022 FTE	Grade
Accounting Technician	1.00	105
Assistant Director, Fleet Services	1.00	304
Auto Parts Buyer	1.00	108
Emergency Vehicle Mechanic	2.00	112
Emergency Vehicle Technician	1.00	112
Equipment Maintenance Supervisor	1.00	117
Equipment Mechanic	9.00	109
Inventory Coordinator	1.00	113
Lead Equipment Mechanic	3.00	114
Management Analyst	1.00	111
Master Equipment Mechanic	2.00	112
Principal Equipment Mechanic	7.00	111
Senior Equipment Mechanic	8.00	110
Senior Director, Fleet Services	1.00	310
Supply Clerk	2.00	103
Vehicle Maintenance Contracts Coordinator	1.00	112
Vehicle Maintenance Coordinator	1.00	107
Total Full-Time Equivalents	43.00	



Innovation & Technology



Overview

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

Linkage to Strategic Priorities and Results

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

Key Business Services

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

Core Responsibilities

- Provide ongoing development and support of departmental and enterprise-wide application systems and databases for the City.
- Provide consultation services and project management activities to include hosting the Technology Governance Committee and budgetary planning for technology purchases.
- Plan, implement, and provide adequate information technology resources and services throughout the City.
- Provide telephone service and equipment, which includes: design, installation (adds, moves, and changes), repair, restoration service, and contract administration.
- Acquire core computer hardware and software to support City service centers.
- Perform troubleshooting and problem resolution on City standard computer hardware, operating systems, and utility programs.
- Operate a 24-hour a day, 7 days a week computer operations center.
- Install, configure, and maintain computer hardware and software systems and related equipment.

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

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
Internal Service Fund	8,688,480	9,812,603	12,972,221
Total Revenue	\$ 8,688,480	\$ 9,812,603	\$ 12,972,221

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	3,106,094	3,107,631	3,253,040
Outside Services	3,897,082	5,097,283	7,560,305
Commodities	286,985	127,588	321,800
Internal Services	426,585	532,688	528,396
Capital Outlay	—	13,000	—
Interfund Transfer	86,043	—	—
Other Expenses	885,690	934,413	1,308,680
Total Expenditures	\$ 8,688,480	\$ 9,812,603	\$ 12,972,221

¹ Numbers are subject to rounding.

Authorized Positions

Innovation & Technology Services	2022 FTE	Grade
Administrative Assistant	1.00	106
Administrative Clerk	0.60	102
Applications Support Analyst	2.00	117
Assistant Director, Innovation & Technology	1.00	307
Business Analyst	3.00	118
Contract Coordinator	1.00	111
Help Desk Technician I	2.00	109
Help Desk Technician II	6.00	115
Information Technology Manager	4.00	121
IT Project Manager	2.00	119
Radio Systems Technician I	1.00	110
Radio Systems Technician II	2.00	111
Security Engineer	1.00	119
Senior Applications Support Analyst	2.00	118
Senior Network Technician	4.00	116
Senior Administrative Assistant	1.00	110
Senior Director, Innovation & Technology	1.00	313
Systems Engineer	3.00	119
Total Full-Time Equivalents	37.60	



Overview

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

Linkage to Strategic Priorities and Results

- Public Safety
- Infrastructure
- Neighborhood Revitalization
- Good Government

Key Business Services

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

Core Responsibilities

- Perform work order repairs, minor renovations, and preventative maintenance services at more than 100 City facilities.
- Conduct all real property transactions for the City of Savannah, portfolio inventory management and reporting, property management (including janitorial and pest control oversight), property research and monitoring, and related functions.
- Sell interment rights, perpetual care agreements, and manage the property conditions at five municipal cemeteries.
- Operate and manage the Civic Center, which includes the Martin Luther King Jr. Arena, Johnny Mercer Theater, a ballroom and several meeting venues. In conjunction with managing operations at the River Street Hospitality Center, the Real Estate Department maintains the MLK Visitor Center and the Tricentennial Park with managing partners.

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	11,042,747	11,401,163	11,899,026
Civic Center Fund	9,170,986	3,671,488	4,138,001
Total Revenue	\$ 20,213,733	\$ 15,072,650	\$ 16,037,027

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	4,489,091	4,144,321	4,446,508
Outside Services	8,017,750	7,897,778	7,732,874
Commodities	662,545	479,909	473,945
Internal Services	1,006,637	1,066,553	1,355,559
Capital Outlay	43,865	—	—
Debt Service	836,266	1,970,893	1,968,382
Interfund Transfers	4,976,730	(600,000)	—
Other Expenses	180,848	113,197	59,759
Total Expenditures	\$ 20,213,733	\$ 15,072,650	\$ 16,037,027

Expenditure by Division	2020 Actuals	2021 Projected	2022 Proposed
Real Estate Administration ²	2,933,230	3,195,403	3,090,271
Property Acquisition, Disposition & Management	3,206,140	3,152,888	3,496,176
Facility Maintenance & Operations	2,664,793	2,612,419	2,701,289
Civic Center	9,170,986	3,671,488	4,138,001
City Cemeteries	2,113,047	2,317,761	2,477,586
River Street Hospitality Center	125,538	122,691	133,704
Total Expenditures	\$ 20,213,733	\$ 15,072,650	\$ 16,037,027

¹ Numbers are subject to rounding.

² Totals include Central Services unit.

Authorized Positions

Real Estate Services	2022 FTE	Grade
Administrative Assistant	4.00	106
Building/Electrical Maintenance Supervisor	3.00	112
Building Maintenance Technician I	8.00	107
Cemetery Conservation Coordinator	1.00	113
Cemetery Conservation Technician	1.00	107
Cemetery Events Coordinator	1.00	109
Cemetery Services Coordinator	2.00	113
Director, Cemetery Operations	1.00	306
Director, Facilities	1.00	306
Electrician	2.00	108
Event Planner	1.00	110
Facilities Service Worker	5.25	102
HVAC Technician	5.00	109
Lead Medium Equipment Operator	1.00	106
Maintenance Crew Chief	4.00	110
Maintenance Electrician	1.00	105
Maintenance Superintendent	1.00	117
Maintenance Supervisor	1.00	113
Maintenance Worker	5.63	102
Medium Equipment Operator	2.00	105
Painter	1.00	103
Production Operations Coordinator	1.00	114
Real Estate Manager	1.00	119
Real Estate Specialist	6.00	115
Right-of-Way Manager	1.00	118
Senior Maintenance Worker	4.00	103
Senior Administrative Assistant	1.00	109
Senior Director, Real Estate Services	1.00	310
Total Full-Time Equivalents	66.88	

The logo for the Recorder's Court features a green arch at the top and a green smile-like curve at the bottom, framing the text "Recorder's Court" in a blue, serif font.

Recorder's Court

Overview

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

Linkage to Strategic Priorities and Results

- Good Government
- Public Safety

Key Business Services

- Judicial Case Flow Management
- Fiscal Administration
- Records Management

Core Responsibilities

- Responsible for the administration of the planning, direction, and supervision of non-judicial functions of the Recorder's Court. Responsibilities include case flow, records, and budgetary management. The courts manage statistical and computer system analysis, court technology, grant oversight, and public relations. The Court manages internal personnel 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. Arranging court appearances and updating records by entering conditions of sentence for each offense.
- Provides administrative support to the Recorder's Court Judges.
- Manage the dockets of the court, assign cases to judges, schedule hearings, assign court resources, and staff to ensure effective and efficient administration of justice in the court.
- Coordinate and consult with City and county information technology departments to ensure court information systems are maintained and operated efficiently.
- Develop and publish court operating policies and procedures consistent with local and state court rules of procedure, City and county employment policies, and local and state law.
- Ensure that court records, including traffic court, criminal court, and local ordinance filings are managed and maintained in compliance with local court standards and state law.
- Provide oversight of the fiduciary operations of the court, ensuring compliance with City, county, and state policies and procedures for financial management and internal control.

- Prepare monthly, quarterly, and annual reports as needed or required by the judges of the court the city and county managers and the state administrative office of the courts.
- Develop and maintain a cooperative working relationship with other courts in the criminal justice system, the district attorney's office police, agencies, and other stakeholders to ensure that the rights and due process of defendants and crime victims is assured.
- Pursue and collect fines and fees assessed by the Courts.

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	2,437,046	2,401,069	2,537,260
Total Revenue	\$ 2,437,046	\$ 2,401,069	\$ 2,537,260

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	1,852,491	1,904,387	2,023,610
Outside Services	209,981	272,117	274,024
Commodities	52,857	54,125	55,200
Internal Services	321,342	170,440	184,426
Other	375	—	—
Total Expenditures	\$ 2,437,046	\$ 2,401,069	\$ 2,537,260

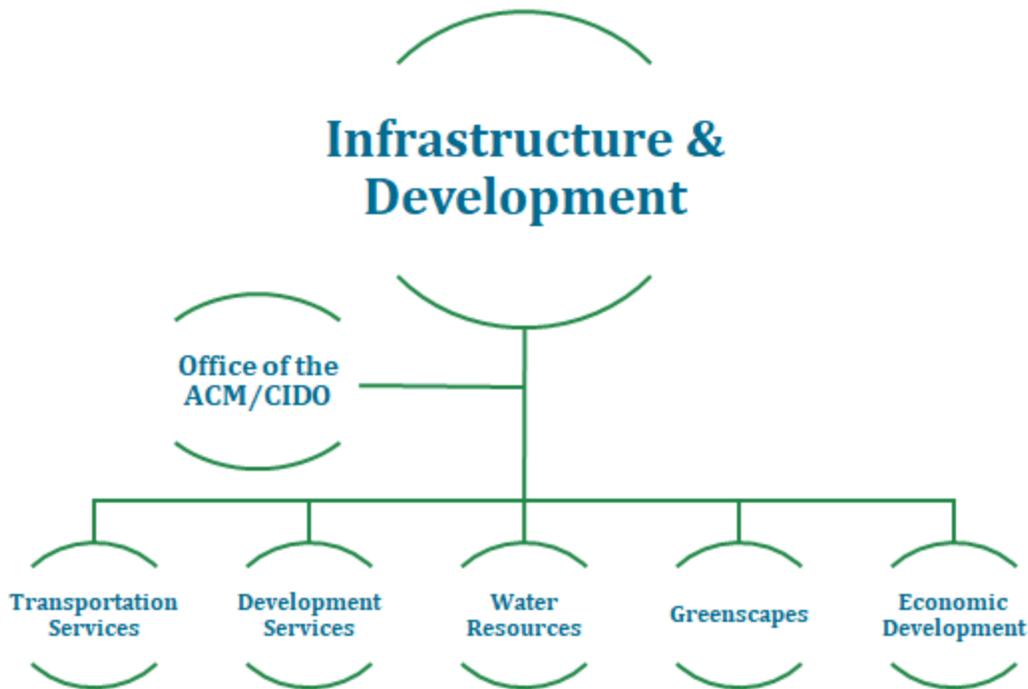
Authorized Positions

Recorder's Court	2022 FTE	Grade
Case Disposition Clerk	3.00	102
Case Management Supervisor	1.00	110
Cashier	3.00	102
Chief Deputy Court Clerk	1.00	121
Court Services Specialist	2.00	107
Court Services Supervisor	1.00	110
Court Services Technician	2.00	103
Customer Service Representative	2.00	103
Deputy Court Clerk	6.00	106
Judicial Secretary	3.00	107
Recorder's Court Judge	2.00	99
Senior Deputy Court Clerk	1.00	107
Senior Administrative Assistant	1.00	109
Senior Director, Recorder's Court	1.00	308
Total Full-Time Equivalents	29.00	

¹ Numbers are subject to rounding.

Infrastructure & Development

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



Service Center Overview

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

In addition to leading the Infrastructure & Development departments, the Office of the Chief Infrastructure & Development Officer (ACM/CIDO) also directly oversees the efforts of the Capital Projects Management and Planning & Urban Design divisions, as well as the Director of Environmental Sustainability. The 2022 budget includes contractual increases in support of the 100% Clean Renewable Energy resolution approved in March of 2020 with a goal of all electricity consumption within the City of Savannah (City operations and community) coming from clean, renewable energy sources by 2035 and all other energy sources within the City to be clean and renewable by 2050.

Linkage to Strategic Priorities and Results

- Public Safety
- Infrastructure
- Neighborhood Revitalization
- Good Government

Key Business Services

- Executive Leadership
- Capital Projects Program Management
- Infrastructure Maintenance, Planning and Engineering
- Environmental Compliance and Sustainability Programming
- Parking Facilities Management and Parking Enforcement
- Transportation Services and Mobility Planning
- Traffic and Traffic Safety Management
- Water, Sewer, and Stormwater Operations
- Green Space Management

- Public and Private Development Planning
- Zoning, Planning, and Enforcement
- Economic and Small Business Development Management

Core Responsibilities

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

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	36,317,233	36,440,620	41,558,049
Per Occupied Room (POR) Fee Fund	268,011	311,173	362,831
Water & Sewer Fund	74,247,198	70,720,263	76,642,620
Industrial & Domestic Water Fund	7,118,057	7,430,983	8,166,538
Parking Fund	21,203,513	21,886,163	19,801,341
Grant Fund	39,031	3,401,018	7,267,167
Total Revenues	\$ 139,193,044	\$ 140,190,220	\$ 153,798,545

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	38,883,576	39,822,785	46,131,718
Outside Services	23,505,817	26,627,022	30,262,644
Commodities	7,359,320	7,629,794	8,655,713
Internal Services	15,045,547	16,887,272	19,123,630
Capital Outlay	218,358	160,450	386,785
Debt Service	8,198,267	9,078,972	10,956,329
Interfund Transfers	36,112,797	32,715,006	32,850,753
Other Expenditures	9,869,361	7,268,919	5,430,973
Total Expenditures	\$ 139,193,044	\$ 140,190,220	\$ 153,798,545

Expenditure by Department ²	2020 Actuals	2021 Projected	2022 Proposed
Office of the ACM/CIDO ³	1,621,324	2,195,776	2,247,141
Transportation Services	32,196,434	33,543,410	32,399,820
Development Services	3,436,431	3,773,437	4,069,128
Water Resources	86,511,773	83,495,280	91,400,637
Greenscapes	12,855,282	13,168,644	15,725,989
Economic Development ^{4,5}	2,571,801	4,013,674	7,955,829
Total Expenditures	\$ 139,193,044	\$ 140,190,220	\$ 153,798,545

¹Numbers are subject to rounding.

²Transportation Services and Water Resources numbers include interdepartmental non-operating divisions.

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

⁴\$2M CARES Act Phase I funding pass-through expense to SBAC in 2020.

⁵Totals include Worksource Coastal Division

Authorized Positions

Infrastructure & Development	2021 FTE	2022 FTE	2021-22 Difference
Office of the ACM/CIDO	20.00	20.00	—
Development Services ⁶	43.00	44.00	1.00
Transportation Services ⁷	128.70	131.70	3.00
Water Resources	337.00	337.00	—
Greenscapes ⁸	130.00	129.00	(1.00)
Economic Development ⁹	18.00	19.00	1.00
Total Full-Time Equivalents	676.70	680.70	4.00

⁶One Senior GIS Analyst transferred to Development Services from Innovation & Technology Services.

⁷Addition of a service enhancement for one Street Maintenance Superintendent, and also two Transportation Compliance Officers transfer to Transportation Services from Code Compliance.

⁸Combination of two positions to fund one new Superintendent position.

⁹Addition of a service enhancement for one Program Coordinator.



Overview

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

Linkage to Strategic Priorities and Results

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

Key Business Services

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

Core Responsibilities

- Manage and oversee on-street parking, parking meters and citation collection, including red light camera citation processing and collection.
- Issue permits for parking meter bags, street blocking, construction parking and construction dumpster and storage container placement on public rights-of-way to minimize impacts to traffic flow and on-street parking.
- Operate and maintain parking facilities that provide clean, safe and affordable parking options.
- Regulate an interconnected transportation system that includes all ground transportation service providers, as well as water ferries and recreational docks along the Savannah Riverfront.

- Create, operate and maintain a multi-modal transportation system which offers alternative forms of mobility within the City and connects neighborhoods to key recreational, educational, entertainment, health care, and employment centers.
- Plan and design City transportation facilities including sidewalks, greenways, trails, and streets.
- Conduct right-of way use, neighborhood traffic and traffic calming studies and modelling, conduct inspections and apply findings to facility and long-range planning.
- Coordinate with other City departments, Georgia Department of Transportation, Chatham County and the Metropolitan Planning Organization on various issues to include the planning and completion of transportation projects to improve traffic flow and the safety of pedestrians, bicyclists, and motorists.
- Safely and efficiently move vehicular, pedestrian and, bicycle traffic throughout the City.
- Manage significant capital transportation infrastructure projects including street repaving, using road condition assessments to prioritize work plans and combining SPLOST VII allocation with annual Local Maintenance Improvement Grant (LMIG) funding to advance a 20-year repaving goal that would ensure equitable investment in the infrastructure throughout the City.

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	10,992,920	11,657,247	12,598,480
Parking Fund	21,203,513	21,886,163	19,801,341
Total Revenue	\$ 32,196,434	\$ 33,543,410	\$ 32,399,820

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	6,785,641	7,259,689	8,273,846
Outside Services	8,425,819	9,581,341	10,699,968
Commodities	1,024,743	1,130,783	1,196,034
Internal Services	3,118,682	3,126,735	3,725,095
Capital Outlay	62,085	92,289	73,000
Debt Service	4,806,447	5,033,224	7,196,434
Interfund Transfers	7,399,688	6,639,863	518,600
Other Expenditures	573,328	679,486	716,844
Total Expenditures	\$ 32,196,434	\$ 33,543,410	\$ 32,399,820

Expenditure by Division	2020 Actuals	2021 Projected	2022 Proposed
Parking Services	11,956,755	13,447,077	17,093,669
Parking Services Interdepartmental ²	9,246,758	8,439,086	2,707,672
Mobility Services	10,992,920	11,657,247	12,598,480
Total Expenditures	\$ 32,196,434	\$ 33,543,410	\$ 32,399,820

¹ Numbers are subject to rounding.

² This is a non-operating division.

Authorized Positions

Transportation Services	2022 FTE	Grade
Administrative Assistant	3.00	106
Administrative Clerk	3.00	102
Cashier	3.00	102
Civil Engineer	1.00	116
Construction Inspector	3.00	111
Construction Site Safety Worker	2.00	104
Customer Service Representative	1.00	103
Director, Mobility Services	1.00	308
Director, Parking Services	1.00	308
Electrician	2.00	108
Engineering Technician	1.00	108
Heavy Construct Equipment Operator	1.00	108
Heavy Equipment Operator	2.00	107
Maintenance Crew Chief	5.00	110
Maintenance Superintendent	1.00	117
Maintenance Supervisor	4.00	113
Maintenance Worker	9.50	102
Medium Equipment Operator	5.00	105
Mobility & Parking Services Analyst	1.00	111
Mobility & Parking Services Coordinator	1.00	110
Mobility Services Manager	1.00	120
Operations & Maintenance Manager	1.00	120
Parking Facilities Attendant	24.20	102
Parking Facilities Shift Supervisor	2.00	107
Parking Manager	1.00	118
Parking Meter Technician	2.00	105
Parking Services Officer	9.00	103
Parking Services Supervisor	4.00	111
Planner	1.00	112
Revenue Investigator	5.00	108
Senior Civil Engineer	1.00	120
Senior Maintenance Worker	5.00	103
Senior Maintenance Worker II	7.00	104
Sign Specialist	1.00	104
Senior Administrative Assistant	1.00	109
Senior Director, Transportation Services	1.00	310
Senior Parking Meter Technician	1.00	106
Senior Parking Services Officer	1.00	104
Traffic Engineer Superintendent	1.00	117
Traffic Engineering Coordinator	1.00	115
Traffic Engineering Technician	7.00	109
Traffic Maintenance Specialist	1.00	107
Traffic System Coordinator	1.00	115
Transportation Compliance Officer	2.00	108
Total Full-Time Equivalents	131.70	



Overview

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

Linkage to Strategic Priorities and Results

- Public Safety
- Infrastructure
- Neighborhood Revitalization
- Good Government

Key Business Services

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

Core Responsibilities

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

FY22 Resources¹

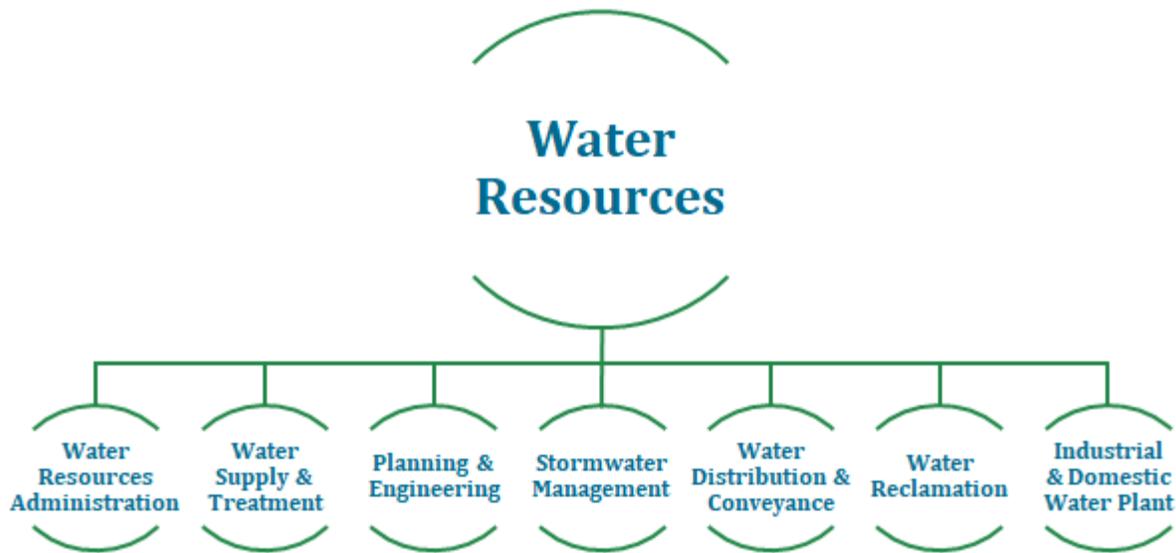
Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	3,436,431	3,773,437	4,069,128
Total Revenue	\$ 3,436,431	\$ 3,773,437	\$ 4,069,128

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	2,992,752	3,109,356	3,370,317
Outside Services	119,364	241,506	211,984
Commodities	45,602	51,529	71,900
Internal Services	246,828	343,277	389,284
Other Expenditures	31,885	27,769	25,643
Total Expenditures	\$ 3,436,431	\$ 3,773,437	\$ 4,069,128

¹ Numbers are subject to rounding.

Authorized Positions

Development Services	2022 FTE	Grade
Building Inspector	4.00	112
Building Official	1.00	308
Building Plans Examiner	2.00	113
City Surveyor	1.00	114
Construction Inspector	2.00	111
Customer Service Representative	2.00	103
Deputy Building Official	1.00	119
Development Liaison Manager	1.00	119
Electrical Inspector	3.00	112
Electrical Plans Examiner	1.00	114
GIS Analyst	2.00	113
Management Analyst	1.00	111
Mechanical Inspector	3.00	112
Mechanical Plans Examiner	1.00	114
Permit Center Supervisor	1.00	108
Permit Services Manager	1.00	119
Permit Services Technician	1.00	108
Permit Specialist	4.00	103
Permitting & Floodplain Manager	1.00	117
Plumbing Inspector	3.00	112
Plumbing Plans Examiner	1.00	114
Principal GIS Analyst	1.00	118
Senior GIS Analyst	1.00	115
Site Development Coordinator	1.00	111
Site Development Technician	1.00	108
Senior Administrative Assistant	1.00	110
Senior Director, Development Services	1.00	313
Surveying Technician	1.00	107
Total Full-Time Equivalents	44.00	



Overview

The [Water Resources Department](#) promotes public safety and health by designing, building and maintaining infrastructure that produces, treats, and conveys safe drinking water and waste water. The department oversees infrastructure and operations that minimize the potential for flooding while protecting our natural environment.

Linkage to Strategic Priorities and Results

- Infrastructure
- Neighborhood Revitalization
- Good Government

Key Business Services

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

Core Responsibilities

- Provide the City with efficiently maintained infrastructure and systems that are fully functional, hazard-free and aesthetically pleasing, while meeting current service requirements and identifying future needs.
- Maintain and repair the open and closed drainage system, ensuring compliance with the National Pollutant Discharge Elimination System (NPDES) permit; review private development plans to ensure compliance with pertinent City ordinances; and manage the flood reduction capital improvement program.
- Inspect and maintain the public stormwater drainage system which includes seven stormwater pump stations, more than 390 miles of storm sewers, over 160 miles of drainage ditches and canals, as well as detention ponds, inlets and manholes.
- Review and approve all water and sewer construction plans and specifications to ensure compliance with federal, state, and local rules, regulations, and ordinances as an enforcement service center for the Georgia Environmental Protection Division (EPD Delegation Authority).
- Manage water and sewer capital improvement projects, conduct utility plan reviews, plan and develop in-house water and wastewater projects, and collect connection fees, including tap-in fees.

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

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	5,146,517	5,344,033	6,591,479
Water & Sewer Fund	74,247,198	70,720,263	76,642,620
Industrial & Domestic Water Fund	7,118,057	7,430,983	8,166,538
Total Revenue	\$ 86,511,773	\$ 83,495,280	\$ 91,400,637

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	20,529,422	19,607,649	23,572,098
Outside Services	11,172,560	12,291,351	13,637,474
Commodities	5,743,749	5,642,660	6,593,306
Internal Services	10,266,469	11,605,549	12,655,303
Debt Service	3,391,820	4,045,748	3,759,895
Capital Outlay	119,260	23,681	268,785
Interfund Transfers	28,713,110	24,064,367	26,563,268
Other Expenditures	6,575,384	6,214,275	4,350,507
Total Expenditures	\$ 86,511,773	\$ 83,495,280	\$ 91,400,637

Expenditure by Division	2020 Actuals	2021 Projected	2022 Proposed
Water Resources Administration ²	565,867	630,452	1,196,147
Water Supply & Treatment	5,668,844	6,184,994	6,424,723
Water Resources Planning & Engineering	1,501,297	1,536,200	1,955,778
Stormwater Management	5,146,517	5,344,033	6,591,479
Water Distribution & Sewer Conveyance	14,386,666	13,601,956	15,025,883
Water Reclamation	9,079,772	10,375,732	12,323,123
Water Interdepartmental ³	15,338,256	13,540,888	13,990,839
Sewer Interdepartmental ³	27,706,497	24,850,041	25,726,128
I&D Water Plant	7,118,057	7,430,983	8,166,538
Total Expenditures	\$ 86,511,773	\$ 83,495,280	\$ 91,400,637

¹ Numbers are subject to rounding.

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

³ Water and Sewer Interdepartmental are non-operating divisions of the Water Resources Department, primarily comprised of the annual allocation to Water & Sewer capital improvements.

Authorized Positions

Water Resources	2022 FTE	Grade
Administrative Assistant	7.00	106
Administrative Clerk	1.00	102
Administrative Secretary	1.00	105
Administrator, Water & Sewer Operations	1.00	310
Asset Management Coordinator	2.00	113
Carpenter	1.00	107
Chemist	1.00	115
Civil Engineer	2.00	116
Construction Inspector	14.00	111
Contract Coordinator	1.00	111
Customer Service Representative	6.00	103
Director, Stormwater Operator	1.00	308
Director, Supply & Treatment	1.00	308
Director, Water & Sewer Convey & Distribution	1.00	308
Director, Water & Sewer Planning	1.00	308
Director, Water Reclamation	1.00	308
Electronic Control Technician Supervisor	2.00	115
Electrician	2.00	108
Electronic Control Technician	11.00	111
Engineering Technician	2.00	108
Environmental Affairs Manager	1.00	115
GIS Analyst	2.00	113
GIS Technician	1.00	110
Health and Safety Information Coordinator	1.00	111
Heavy Construct Equipment Operator	8.00	108
Heavy Equipment Operator	21.00	107
Industrial Pretreatment Coordinator	1.00	111
Industrial Pretreatment Technician	2.00	109
Laboratory Manager	2.00	119
Laboratory Supervisor	2.00	112
Laboratory Technician	7.00	107
Maintenance Crew Chief	18.00	110
Maintenance Superintendent	3.00	117
Maintenance Supervisor	14.00	113
Maintenance Worker	23.00	102
Medium Equipment Operator	6.00	105
Microbiologist	1.00	115
Painter	2.00	103

Water Resources (continued)	2022 FTE	Grade
Permit Specialist	1	103
Plant Operator	33	109
Principal Plant Operator	3	111
SCADA Analyst	1	113
SCADA Manager	1	120
SCADA Technician	1	110
Senior Carpenter	1	108
Senior Civil Engineer	1	117
Senior Civil Engineer	7	120
Senior Laboratory Technician	3	109
Senior Maintenance Worker	17	103
Senior Maintenance Worker II	4	104
Senior Plant Operator	5	110
Senior Administrative Assistant	1	110
Senior Water & Sewer Maintenance Mechanic	16	110
Senior Water & Sewer Television Inspector	3	110
Senior Director, Water Resources	1	313
Stormwater Development & Environment Manager	1	306
Stormwater Maintenance Mechanic	1	109
Stormwater Management Manager	1	120
Supply Clerk	2	103
Television Inspection Technician	3	106
Water & Sewer Building Maintenance Supervisor	1	112
Water Meter Reader	5	102
Water & Sewer Locator Technician	3	107
Water & Sewer Maintenance Mechanic	12	107
Water & Sewer Manager	6	120
Water & Sewer Modeling Technician	1	111
Water & Sewer Project Coordinator	1	115
Water & Sewer Superintendent	6	117
Water & Sewer Supervisor	13	113
Water Meter Technician	7	105
Water Services Supervisor	1	113
Total Full-Time Equivalents	337.00	



Overview

The [Greenscapes Department](#) maintains the greenways, landscaping, public rights-of-way, urban forest, squares, and monuments to improve safety, mobility and neighborhood connectivity while preserving and restoring the unique character and appearance of the City.

The FY22 budget includes increased contractual allocations to clear and maintain open and closed lanes City-wide, in conjunction with a capital allocation to secure closed lanes. Additional allocations have also been programmed in the Urban Forestry Division to support an enhanced cycle-pruning schedule.

Linkage to Strategic Priorities and Results

- Infrastructure
- Neighborhood Revitalization

Key Business Services

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

Core Responsibilities

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

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	12,587,271	12,857,471	15,363,159
Per Occupied Room (POR) Fee Fund	268,011	311,173	362,831
Total Revenue	\$ 12,855,282	\$ 13,168,644	\$ 15,725,989

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	6,969,886	6,828,673	7,658,949
Outside Services	3,412,887	3,952,590	5,194,864
Commodities	532,320	704,398	713,686
Internal Services	1,224,611	1,315,496	1,815,484
Capital Outlay	37,013	44,480	45,000
Other Expenditures	678,564	323,005	298,006
Total Expenditures	\$ 12,855,282	\$ 13,168,644	\$ 15,725,989

Expenditure by Division ²	2020 Actuals	2021 Projected	2022 Proposed
Greenscapes Administration	971,818	952,766	921,836
Parks Maintenance	5,499,265	5,476,407	6,124,525
Urban Forestry	2,639,558	2,949,355	4,293,540
Right-of-Way Mowing	3,744,641	3,790,116	4,386,088
Total Expenditures	\$ 12,855,282	\$ 13,168,644	\$ 15,725,989

¹ Numbers are subject to rounding.

² Divisions created from single accounting unit mid-year in 2019. 2020 is the first full year of division expenses.

Authorized Positions

Greenscapes	2022 FTE	Grade
Administrative Secretary	3.00	105
Aerial Lift Specialist	7.00	108
Aerial Lift Specialist/Climber	1.00	109
Customer Service Representative	1.00	103
Forestry Inspector	2.00	111
Forestry Operations Crew Chief	2.00	110
Greenscapes Manager	1.00	120
Ground Operations Specialist	5.00	105
Grounds Equipment Maintenance Specialist	2.00	107
Heavy Equipment Operator	1.00	107
Landscape Architect	1.00	117
Landscape Manager	1.00	120
Landscape Specialist	2.00	105
Maintenance Crew Chief	14.00	110
Maintenance Specialist	5.00	105
Maintenance Superintendent	2.00	117
Maintenance Supervisor	9.00	113
Maintenance Worker	31.00	102
Medium Equipment Operator	12.00	105
Park & Tree Manager	2.00	120
Pruning Specialist	2.00	106
Senior Maintenance Worker	21.00	103
Senior Administrative Assistant	1.00	109
Senior Director, Greenscapes	1.00	310
Total Full-Time Equivalents	129.00	



Overview

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

Linkage to Strategic Priorities and Results

- Neighborhood Revitalization
- Economic Strength and Poverty Reduction

Key Business Services

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

Core Responsibilities

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

FY22 Resources^{1,2}

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	2,532,770	612,657	688,662
Grant Fund	39,031	3,401,018	7,267,167
Total Revenues	\$ 2,571,801	\$ 4,013,674	\$ 7,955,829

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	472,116	1,255,966	1,429,594
Outside Services	62,054	318,544	327,297
Commodities	1,471	72,208	59,787
Internal Services	36,160	350,180	348,398
Interfund Transfers		2,010,776	5,768,885
Other Expenditures ³	2,000,000	6,000	21,869
Total Expenditures	\$ 2,571,801	\$ 4,013,674	\$ 7,955,829

Expenditure by Division	2020 Actuals	2021 Projected	2022 Proposed
Economic Development Department	2,532,770	612,657	688,662
Worksource Coastal	39,031	3,401,018	7,267,167
Total Expenditures	\$ 2,571,801	\$ 4,013,674	\$ 7,955,829

Authorized Positions

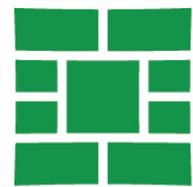
Economic Development	2022 FTE	Grade
Accounting Clerk	1.00	103
Accounting Technician	1.00	105
Administrative Assistant	1.00	106
Administrative Coordinator	1.00	112
Assistant Director, Coastal Worksource	1.00	304
Economic Development Manager	1.00	119
Community Projects Technician	1.00	105
Coastal Worksource Finance Manager	1.00	119
Director, Coastal Worksource	1.00	306
Military Services Coordinator	1.00	112
Program Coordinator	3.00	111
Senior Work Plan Program Specialist	1.00	113
Senior Director, Economic Development	1.00	308
Workforce Planner	1.00	110
Workforce Program Specialist	3.00	112
Total Full-Time Equivalents	19.00	

¹ Numbers are subject to rounding.

² Worksource Coastal was reinstated as a division under the Economic Development Department in FY2021 with services limited by the Covid-19 pandemic. The division is budgeted for a return to full services in FY2022.

³ FY2020 includes \$2M pass-through of CARES Act funding to the SBAC to manage the disbursement to local small businesses for economic recovery assistance.

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Community Services

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



Service Center Overview

[Community Services](#) works to improve the quality of life in Savannah through activities that involve planning and development, neighborhood revitalization, parks and recreation, youth and family services, housing rehabilitation and financing, and a safe and sanitary community.

Linkage to Strategic Priorities and Results

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

Key Business Services

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

Core Responsibilities

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

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	18,783,742	17,841,020	23,082,471
Community Development Fund	3,392,157	3,197,021	3,589,013
Grant Fund	116,730	—	—
Sanitation Fund	30,415,520	32,169,451	37,336,803
Total Revenue	\$ 52,708,148	\$ 53,207,492	\$ 64,008,287

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	24,434,210	24,287,339	29,440,905
Outside Services	6,060,261	7,451,845	8,834,941
Commodities	1,723,866	2,100,913	3,997,279
Internal Services	5,545,204	5,858,337	6,953,931
Capital Outlay	105,850	135,000	160,514
Debt Service	1,286,153	1,294,404	1,698,053
Interfund Transfers	5,243,738	5,202,966	5,498,075
Other Expenses	8,308,866	6,876,688	7,424,589
Total Expenditures	\$ 52,708,148	\$ 53,207,492	\$ 64,008,287

Expenditure by Department	2020 Actuals	2021 Projected	2022 Proposed
Office of the Chief Community Services Officer	557,589	528,296	1,062,314
Neighborhood Safety & Engagement	—	—	1,583,638
Cultural Resources	1,247,181	1,606,401	1,700,199
Code Compliance	3,954,373	4,016,060	4,135,868
Human Services	6,664,952	5,035,646	6,077,195
Housing & Neighborhood Services	1,591,731	1,469,846	1,984,309
Recreation & Leisure Services	8,276,803	8,381,793	10,127,961
Sanitation	30,415,519	32,169,451	37,336,803
Total Expenditures	\$ 52,708,148	\$ 53,207,492	\$ 64,008,287

¹ Numbers are subject to rounding.

Authorized Positions

Community Services	2021 FTE	2022 FTE	2021-22 Difference
Office of the Chief Community Services Officer ²	6.00	5.00	(1.00)
Neighborhood Safety & Engagement Services ³	—	3.00	3.00
Cultural Resources	11.50	11.50	—
Human Services ⁴	30.13	31.13	1.00
Code Compliance ⁵	45.00	41.00	(4.00)
Housing & Neighborhood Services ⁶	21.00	24.00	3.00
Recreation & Leisure Services	124.51	124.51	—
Sanitation ⁷	195.00	224.00	29.00
Total Full Time Equivalent	433.14	464.14	31.00

² Two 1K-in-10 FTEs moved to Housing and one Policy Advisor was added.

³ Two FTEs were transferred from the Police Chief's Office for End Gun Violence and a Coordinator position was added.

⁴ Grants Analyst was added.

⁵ Four FTEs move to Special Events, Film & Tourism and two Field Training Officers were added.

⁶ Includes two 1K-in-10 FTEs from Office of Community Services, one of which was phased out, and two new CHSA FTEs.

⁷ Twenty-five FTEs added for Recycling and Litter Crews and four FTEs added to Residential Refuse.



Neighborhood Safety & Engagement

Overview

The Office of Neighborhood Safety & Engagement is the City's permanent mechanism to enhance public participation in government decision-making. The department will curate opportunities for dialogue, information sharing, partnership, and other interactions between City government and the neighborhoods' residents.

Linkage to Strategic Priorities and Results

- Good Government
- Neighborhood Revitalization
- Public Safety

Key Business Services

- Violence Intervention & Interruption
- Community Mentorship
- Neighborhood Engagement
- Grant Development and Management

Core Responsibilities

- Work across sectors and communities to better support youth and households with the goal to keep young people alive, out of jail, and at home.
- Develop youth advocacy programs to deter adolescents from entering into or participating in gang and violent crime activities.
- Act as the non-law enforcement entity that holistically interrupts and supports those individuals who participate in crime related activities within the City.
- Develop and initiate mentorship programs that assist individuals and families that are at most risk of gang participation.
- Interrupt the cyclical nature of repeat offenders who commit violent crimes.
- Seek and administer grant funding, cultivate community partnerships, and leverage resources to increase public safety and the number of residents feeling safe in their neighborhoods.

FY22 Resources^{1,2}

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	—	—	1,583,638
Total Revenue	\$ —	\$ —	1,583,638

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	—	—	224,551
Outside Services	—	—	351,400
Commodities	—	—	1,003,475
Internal Services	—	—	4,212
Total Expenditures	\$ —	\$ —	1,583,638

Authorized Positions

Neighborhood Safety & Engagement Services	2022 FTE	Grade
End Gun Violence Director	1.00	121
End Gun Violence Program Coordinator	2.00	111
Total Full-Time Equivalents	3.00	

¹ Numbers are subject to rounding.

² Department proposed for FY22.



Overview

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

Linkage to Strategic Priorities and Results

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

Key Business Services

- Contracts and Grants Management
- Arts and Cultural Programming

Core Responsibilities

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

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	1,247,181	1,606,401	1,700,199
Total Revenue	\$ 1,247,181	\$ 1,606,401	\$ 1,700,199

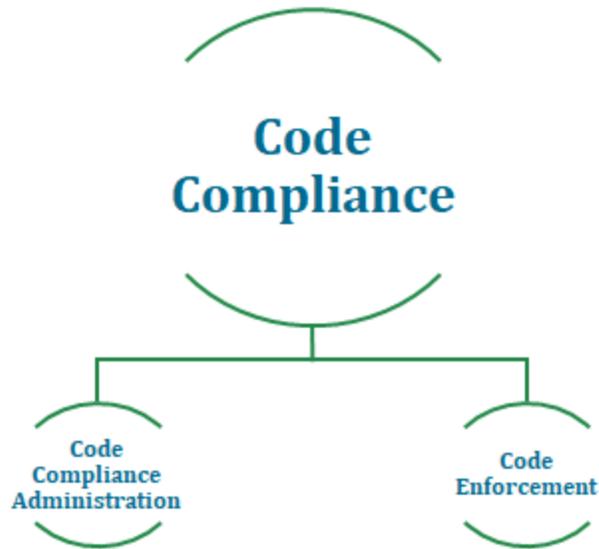
Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	655,932	735,586	765,274
Outside Services	51,540	62,295	123,952
Commodities	40,912	48,396	64,613
Internal Services	51,698	79,724	88,360
Other Expenses ²	447,100	680,400	658,000
Total Expenditures	\$ 1,247,181	\$ 1,606,401	\$ 1,700,199

Authorized Positions

Cultural Resources	2022 FTE	Grade
Audio/Video Production Specialist	1.00	110
Cultural Services Contract Coordinator	1.00	112
Customer Service Representative	1.50	103
Marketing Coordinator	1.00	112
Performing Arts Program Coordinator	1.00	114
Performing Arts Specialist	1.00	105
Senior Program Coordinator	1.00	115
Senior Administrative Assistant	1.00	109
Senior Director, Cultural Resources	1.00	308
Visual Arts Specialist	2.00	105
Total Full-Time Equivalents	11.50	

¹ Numbers are subject to rounding.

² Technical Assistance funding of \$22,400 has been reallocated to Outside Services in FY2022.



Overview

The [Code Compliance Department](#) enforces housing, property maintenance, sanitation, and zoning codes to promote a safe, clean, and healthy environment. Oversight includes open or structurally unsound vacant structures, overgrown lots with litter and debris, derelict or abandoned vehicles and unsafe occupied residential dwellings. Code Compliance utilizes the Recorder’s Court of Chatham County in the code enforcement process as required and contracts for the elimination of unsafe and unsanitary conditions resulting from code violations. The department educates the public on code compliance requirements and ordinances. This department is also responsible for regulatory enforcement of short-term vacation rentals.

Linkage to Strategic Priorities and Results

- Good Government
- Neighborhood Revitalization
- Public Safety

Key Business Services

- City Code Enforcement
- Property Maintenance Standards
- Public Nuisance Violation Enforcement
- Unsecured Vacant Buildings
- 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 the Short-Term Vacation Rental Ordinance.
- Ensure that vacant houses and buildings meet minimum standards for property maintenance and preservation efforts.

- Prepare and issue violation notices to property owners and tenants; issue summons to code violators; and provide testimony in Recorder’s Court.
- Inspect and enforce nuisance violations on commercial or residential properties.
- Inspect and enforce sanitation violations that occur at restaurants, bars, and all other commercial businesses.
- Inspect and track vacant properties to ensure that owners are complying with City ordinances applicable to the minimum standards required for vacant structures.
- Investigate complaints in regards to violations of the City ordinances as it pertains to property maintenance, sanitation, and zoning codes.
- Educate residents, property owners, and businesses on their responsibilities pertaining to the Savannah Code of Ordinances.
- Aggressively address issues of blight throughout the City.

FY22 Resources^{1,2}

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	3,954,373	4,016,060	4,135,868
Total Revenue	\$ 3,954,373	\$ 4,016,060	\$ 4,135,868

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	2,724,491	2,754,548	2,793,303
Outside Services	638,555	604,278	650,590
Commodities	124,515	130,454	128,360
Internal Services	340,330	460,061	434,326
Interfund Transfers ³	—	—	61,600
Other Expenses	126,482	66,719	67,689
Total Expenditures	\$ 3,954,373	\$ 4,016,060	\$ 4,135,868

Expenditure by Division	2020 Actuals	2021 Projected	2022 Proposed
Code Compliance Administration	575,586	581,110	579,953
Code Enforcement	3,378,787	3,434,950	3,555,915
Total Expenditures	\$ 3,954,373	\$ 4,016,060	\$ 4,135,868

¹ Numbers are subject to rounding.

² FY22 proposed includes a service enhancement for 2 Field Training Officers.

³ FY22 includes funding for new vehicles assigned to the new Field Training Officers.

Authorized Positions

Code Compliance	2022 FTE	Grade
Code Compliance Manager	2.00	120
Code Compliance Officer	5.00	109
Code Compliance Supervisor	6.00	112
Code Compliance Technician	2.00	106
Customer Service Representative	3.00	103
Field Training Officer	2.00	111
Paralegal	1.00	110
Senior Code Compliance Officer	17.00	110
Senior Administrative Assistant	1.00	109
Senior Director, Code Compliance	1.00	310
Zoning Inspector	1.00	110
Total Full-Time Equivalent	41.00	



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 manages the operation of community resource centers, provides workforce programs, and administers federally-funded community development.

Linkage to Strategic Priorities and Results

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

Key Business Services

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

Core Responsibilities

- Undertake human services, referral services, and family assistance activities that collectively assist youth, individuals, elderly and families from low and moderate income households.
- 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 and provide oversight of community partnership agreements including proposal review, contract negotiation, and performance outcomes development.
- Operate resource centers offering residents access to programs including community-based services which include intake assessment and connection or referral to various comprehensive services that assist families and individuals in achieving self-sufficiency.
- Coordinate with federal, state, county, and public and private non-profit and for-profit organizations in the provision of comprehensive community-based support services for residents and apply for federal and state assistance to augment funding for department activities.
- Provide youth, unemployed, underemployed, and dislocated workers with workforce training and employment assistance.
- Support poverty-reduction initiatives of Step Up Savannah and fund administrative costs and some program costs through the competitive award process for the Community Partnerships Program.

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund ²	4,747,797	3,308,471	4,472,491
Grant Fund ^{3,4}	116,729	—	—
Community Development Fund	1,800,426	1,957,695	1,835,224
Total Revenue	\$ 6,664,952	\$ 5,035,646	\$ 6,077,195

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	2,093,427	1,940,746	2,259,977
Outside Services	145,298	220,628	531,551
Commodities	27,779	78,316	172,796
Internal Services	369,722	532,708	398,075
Other Expenses	4,028,725	2,263,248	2,714,796
Total Expenditures	\$ 6,664,952	\$ 5,035,646	\$ 6,077,195

Expenditure by Division	2020 Actuals	2021 Projected	2022 Proposed
Step Up Savannah	148,252	212,379	233,210
Human Services – Administration ⁵	4,599,450	1,401,299	2,397,491
Grants & Contracts ^{6,7}	452,552	1,727,175	1,604,704
Family & Community Services	578,124	664,266	621,232
Moses Jackson Advancement Center	269,778	327,117	500,536
Pennsylvania Avenue Resource Center	500,067	703,409	720,022
Youthbuild	116,729	—	—
Total Expenditures	\$ 6,664,952	\$ 5,035,646	\$ 6,077,195

¹ Numbers are subject to rounding.

² Family & Community Services, Moses Jackson Advancement Center and Pennsylvania Avenue Resource Center divisions moved to the General Fund in FY21.

³ The City of Savannah relinquished its role as the Workforce Innovation and Act Opportunity Grant Recipient, Fiscal Agent, CEO and Administrative Entity for the Region 12 Coastal Workforce Development Board, effective Dec. 31, 2019. This role has been reinstated in FY21 and the program is administered as a division of Economic Development.

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

⁵ Includes HUD CARES Act funding.

⁶ Includes some Continuum of Care administrative expenses.

⁷ Includes HUD CARES funding in FY21 and FY22.

Authorized Positions

Human Services	2022 FTE	Grade
Administrative Assistant	2.00	106
Administrative Clerk	1.00	102
Assistant Director, Human Services	1.00	305
Community Outreach Coordinator	5.00	110
Community Program Specialist	1.00	107
Community Programs Activity Coordinator	1.00	108
Community Programs Leader	3.13	106
Educational Specialist	1.00	110
Grants Analyst	1.00	111
Grants Manager	2.00	119
Principal Grants Analyst	1.00	113
Program Analyst	3.00	111
Program Coordinator	2.00	111
Recreation Services Supervisor	1.00	108
Resource Center Manager	2.00	118
Senior Grants Analyst	2.00	112
Senior Administrative Assistant	1.00	109
Senior Director, Human Services	1.00	308
Total Full-Time Equivalents	31.13	



Overview

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

Linkage to Strategic Priorities and Results

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

Key Business Services

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

Core Responsibilities

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

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
Community Development Fund	1,591,731	1,469,846	1,984,309
Total Revenue	\$ 1,591,731	\$ 1,469,846	\$ 1,984,309

Expenditure by Type	2020 Actual	2021 Projected	2022 Proposed
Personnel Services	1,194,596	1,004,529	1,507,199
Outside Services	81,569	104,922	127,187
Commodities	21,740	28,275	33,903
Internal Services	287,493	324,293	308,193
Other Expenses	6,333	7,827	7,827
Total Expenditures	\$ 1,591,731	\$ 1,469,846	\$ 1,984,309

Expenditure by Division	2020 Actuals	2021 Projected	2022 Proposed
Housing Services	936,604	779,277	1,204,647
Neighborhood Services ²	655,127	690,569	779,662
Total Expenditures	\$ 1,591,731	\$ 1,469,846	\$ 1,984,309

Authorized Positions

Housing & Neighborhood Services	2022 FTE	Grade
Administrative Assistant	1.00	106
Administrative Coordinator	1.00	112
Community Housing Services Director ³	1.00	119
Construction & Rehabilitation Inspector	4.00	111
Housing Coordinator	1.00	114
Housing Development Inspector	2.00	112
Housing Manager	3.00	119
Legal & Regulatory Affairs Officer	1.00	308
Lending Coordinator	1.00	114
Loan Officer	5.00	108
Real Estate Specialist	1.00	115
Senior Planner	1.00	114
Senior Administrative Assistant	1.00	109
Senior Director, Housing & Neighborhood Services	1.00	308
Total Full-Time Equivalents	24.00	

¹ Numbers are subject to rounding.

² Includes some Land Bank Authority administrative expenses.

³ Outside agency business partner.



Overview

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

Linkage to Strategic Priorities and Results

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

Key Business Units/Core Services

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

Core Responsibilities

- Provide high quality recreational services at City park facilities and community centers.
- Enforce rules and regulations relating to the use of City recreation and leisure services and facilities.
- Plan, administer, and coordinate City recreation and leisure service educational programming.
- Coordinate activities with other agencies while actively seeking funding for recreation and leisure services.
- Develop and provide affordable, convenient opportunities for recreational activities that enrich the quality of life for residents of Savannah.

- Coordinate youth and adult league play in baseball, basketball, cheerleading, football, softball, and tennis.
- Operate after-school and summer camp activities for youth.
- Offer therapeutic recreation services for challenged youth and adults, including: Special Olympic skills, team sport participation, and summer camps for youth and adults with diverse challenges.

FY22 Resources¹

Revenue Source	2020 Actuals	2021 Projected	2022 Proposed
General Fund	8,276,803	8,381,793	10,127,961
Total Revenue	\$ 8,276,803	\$ 8,381,793	\$ 10,127,961

Expenditure by Type	2020 Actuals	2021 Projected	2022 Proposed
Personnel Services	6,094,383	6,212,645	7,542,018
Outside Services	932,517	1,043,604	1,126,005
Commodities	278,487	337,235	419,385
Internal Services	822,495	682,585	1,004,087
Interfund Transfers	7,953	—	—
Capital Outlay	91,125	60,000	—
Other Expenses	49,843	45,724	36,466
Total Expenditures	\$ 8,276,803	\$ 8,381,793	\$ 10,127,961

Expenditure by Division	2020 Actuals	2021 Projected	2022 Proposed
Recreation & Leisure Administration	658,962	641,802	634,871
Athletic Services	956,876	793,743	1,041,305
Recreation Maintenance	1,056,579	1,168,494	1,358,087
Therapeutic Recreation	295,659	285,251	315,221
Recreation Services	3,115,463	3,450,239	4,365,393
Senior Services	2,193,263	2,042,264	2,413,085
Total Expenditures	\$ 8,276,803	\$ 8,381,793	\$ 10,127,961

¹ Numbers are subject to rounding.

Authorized Positions

Administrative Assistant	2022 FTE	Grade
Administrative Assistant	2.00	106
Administrative Clerk	1.00	102
Administrative Secretary	1.26	105
Asst. Dir, Parks & Recreation	1.00	305
Athletics Manager	1.00	119
Clubhouse Attendant	2.00	102
Computer Services Specialist	1.00	108
Landscape Specialist	1.00	105
Lifeguard	6.99	102
Maintenance Crew Chief	3.00	110
Maintenance Superintendent	1.00	117
Maintenance Worker	6.50	102
Management Analyst	1.00	111
Medium Equipment Operator	1.00	105
Program Coordinator	8.00	111
Rec Services Activity Coordinator	21.23	108
Recreation Services Leader	51.21	106
Recreation Services Manager	1.00	110
Senior Lifeguard	2.85	103
Senior Maintenance Worker	4.00	103
Senior Administrative Assistant	1.00	110
Senior Director, Parks & Recreation	1.00	313
Swimming Pool Supervisor	1.00	108
Therapeutic Specialist	1.20	107
Van Driver	2.25	102
Total Full-Time Equivalents	124.51	



Overview

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

Linkage to Strategic Priorities and Results

- Infrastructure
- Neighborhood Revitalization
- Good Government

Key Business Services

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

Core Responsibilities

- Provide environmental compliance by supporting and monitoring solid waste collection and disposal operations.
- Ensure sanitation services are planned and executed on schedule.
- Provide education and outreach services to the public.
- Collect residential refuse, yard waste, bulk items and deceased animal removal throughout the City.
- Handle and dispose of non-hazardous solid waste collected within the City in accordance with all applicable State and Federal environmental standards.
- Operate Dean Forest Road Landfill (DFRL), the Bacon Park Transfer Station (BPTS) and ancillary programs such as yard waste processing and scrap tire and metal recycling.

- Maintain an acceptable level of cleanliness on all curbed and paved streets throughout the City through street sweeping, citation writing, front-end loader operation (cleaning areas that are inaccessible to street sweepers) and sign maintenance.
- Collect refuse from commercial and institutional establishments.
- Collect and dispose of construction and demolition waste.
- Maintain a container repair facility that ensures all containers meet standards for cleanliness, safety and health regulations.
- Provide residential curbside recycling, community and commercial drop-off recycling, special event recycling and litter control throughout the City.

FY22 Resources^{1,2}

Revenue Source		2020 Actuals		2021 Projected		2022 Proposed
Sanitation Fund	\$	30,415,519	\$	32,169,451	\$	37,336,803
Total Revenue	\$	30,415,519	\$	32,169,451	\$	37,336,803

Expenditure by Type		2020 Actuals		2021 Projected		2022 Proposed
Personnel Services		11,009,958		11,002,247		13,711,566
Outside Services		4,358,586		5,561,990		6,064,475
Commodities		1,213,362		1,467,206		1,668,107
Internal Services		3,646,589		3,752,890		4,663,572
Capital Outlay		14,724		75,000		160,514
Debt Services		1,286,153		1,294,404		1,698,053
Interfund Transfers		5,235,785		5,202,966		5,436,475
Other Expenses		3,650,362		3,812,748		3,934,042
Total Expenditures	\$	30,415,519	\$	32,169,451	\$	37,336,803

Expenditure by Division		2020 Actuals		2021 Projected		2022 Proposed
Commercial Refuse		1,744,159		1,981,352		2,153,549
Recycling & Litter Services		3,876,987		4,523,002		7,379,193
Refuse Disposal		5,742,137		6,040,815		8,071,317
Residential Refuse		8,601,609		8,865,322		9,425,938
Sanitation Administration		811,670		1,161,638		1,208,454
Sanitation Interdepartmental ³		6,688,010		6,619,822		5,833,596
Street Cleaning		2,950,947		2,977,500		3,264,756
Total Expenditures	\$	30,415,519	\$	32,169,451	\$	37,336,803

¹ Numbers are subject to rounding.

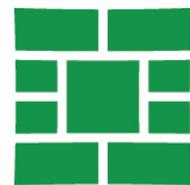
² FY22 include service enhancements consisting of 2 Sanitation Supervisors, 2 Heavy Equipment Operators, 7 Refuse Truck Operators, 9 Sanitation Workers, and 9 Senior Sanitation Workers, along with funding allocation for equipment and vehicles.

³ This is a non-operating unit.

Authorized Positions

Sanitation	2022 FTE	Grade
Administrative Assistant	2.00	106
Administrative Clerk	2.00	102
Administrative Secretary	2.00	105
Assistant Director, Sanitation	1.00	306
Commercial Refuse & Recycling Services Manager	1.00	120
Director, Commercial & Recycle Services	1.00	308
Director, Refuse Disposal	1.00	308
Director, Residential Refuse	1.00	308
Environmental Compliance Coordinator	1.00	115
Heavy Construct Equipment Operator	3.00	108
Heavy Equipment Operator	34.00	107
Landfill Manager	1.00	120
Maintenance Crew Chief	1.00	110
Maintenance Worker	5.00	102
Personnel Technician	1.00	107
Refuse Truck Operator	51.00	105
Residential Refuse Services Manager	1.00	120
Sanitation Education Coordinator	1.00	111
Sanitation Supervisor	12.00	112
Sanitation Worker	49.00	102
Senior Maintenance Worker	4.00	103
Senior Sanitation Worker	43.00	104
Senior Administrative Assistant	1.00	109
Senior Director, Sanitation	1.00	313
Street Cleaning Manager	1.00	120
Transfer Station Attendant	1.00	102
Vehicle Maintenance Coordinator	1.00	107
Welder	1.00	108
Total Full-Time Equivalents	224.00	

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Risk Management Fund

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

Employee Benefits

Employee benefits include three basic categories: Social Security, Pension, and Insurance. Contributions to these categories include employer contributions and/or employee contributions. In 2022, employer contributions to employee benefits total \$46,632,220 while employee contributions total \$23,723,080.

- **Social Security:** The City will contribute \$9,861,132 to Social Security in 2022. City employees will contribute an equal amount for a total Social Security contribution of \$19,722,264.
- **Pension:** In 2022, the City's contribution to the Pension Fund is \$11,167,399. This annual employer contribution is based on the most recent recommendations of the independent Actuarial Report prepared for the City of Savannah Employees' Retirement Plan. City employees are required to contribute 6.65 percent of their earnings on a pre-tax basis.
- **Insurance:** In order to appropriately manage the health plan and maintain fund reserves while addressing increasing costs, contribution increases are planned. City contributions for health, life, disability, unemployment, and workers' compensation total \$23,450,000 in 2022. Total contributions for insurance protection include interest earned and other revenue sources.

Employer Contributions				
<u>Contributions</u>	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Social Security	8,673,545	8,295,098	9,861,132	18.9
Pension	10,643,079	10,890,376	11,167,399	2.5
Group Medical Insurance	21,137,233	21,149,496	19,000,000	(10.2)
Group Life Insurance	373,914	374,234	150,000	(59.9)
Disability Insurance	324,029	326,136	200,000	(38.7)
Unemployment Compensation	—	—	100,000	—
Workers' Compensation	2,998,351	4,825,000	4,000,000	(17.1)
Total	\$ 44,150,151	\$ 45,860,340	\$ 44,478,531	(3.0)

Employee Contributions				
<u>Contributions</u>	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Social Security	8,673,545	8,295,098	9,861,132	18.9
Pension	7,222,808	7,226,473	8,614,959	19.2
Group Medical Insurance	5,329,603	4,975,365	5,199,257	4.5
Group Life Insurance	517,196	—	—	—
Total	\$ 21,743,152	\$ 20,496,936	\$ 23,675,348	15.5

Pension				
Contributions	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
City	10,643,079	10,890,376	11,167,399	2.5
Airport Commission	934,631	932,139	912,142	(2.1)
Metropolitan Planning Commission	178,806	192,520	179,405	(6.8)
Total	\$ 11,756,516	\$ 12,015,035	\$ 12,258,946	2.0

Group Medical Insurance

The 2022 City contribution to Group Medical Insurance is budgeted at \$19,000,000, which is below 2021 projections as the workforce recovers from the pandemic. Other significant contributions are from active and retired employees of the City. Outside agencies which include the Airport Commission and Metropolitan Planning Commission also participate in the medical plan.

Medical Insurance				
Contributions	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
City	21,137,233	21,149,496	19,000,000	(10.2)
Employees	5,329,603	4,975,365	5,199,257	4.5
Retirees	1,284,483	1,391,885	1,391,885	—
Retirees – Medicare Advantage	916,133	729,183	751,058	3.0
Outside Agencies	366,044	309,640	315,859	2.0
Draw on/(Contribution to) Reserves	(4,281,599)	(3,843,439)	(738,059)	(80.8)
Total	\$ 24,751,897	\$ 24,712,130	\$ 25,920,000	4.9

Expenditures	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Medical/Drug Claims	22,773,845	22,773,384	23,800,000	4.5
Administrative Charges	1,205,713	1,018,746	1,200,000	17.8
Actuarial Study Fees	—	50,000	50,000	—
Stop-Loss Coverage	772,390	870,000	870,000	—
Total	\$ 24,751,948	\$ 24,712,130	\$ 25,920,000	4.9

Group Life Insurance

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

Life Insurance				
	2020	2021	2022	% Change
<u>Contributions</u>	Actual	Projected	Proposed	2021-2022
City	373,914	376,345	150,000	(60.1)
Employee, Retiree, Agencies	1,006,337	996,931	1,000,000	0.3
Interest Earned	4,124	—	—	—
Draw on/(Contribution to) Reserves	(455,672)	(621,382)	(450,000)	(27.6)
Total	\$ 928,703	\$ 751,894	\$ 700,000	(6.9)

	2020	2021	2022	% Change
<u>Expenditures</u>	Actual	Projected	Proposed	2021-2022
Life Insurance Premiums	928,703	751,895	700,000	(6.9)
Total	\$ 928,703	\$ 751,895	\$ 700,000	(6.9)

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.

Long Term Disability				
	2020	2021	2022	% Change
<u>Contributions</u>	Actual	Projected	Proposed	2021-2022
City	324,029	324,307	200,000	(38.3)
Interest Earned	947	—	—	—
Draw on/(Contribution to) Reserves	(101,458)	(126,095)	(29,880)	(76.3)
Total	\$ 223,518	\$ 198,212	\$ 170,120	(14.2)

	2020	2021	2022	% Change
<u>Expenditures</u>	Actual	Projected	Proposed	2021-2022
Long Term Disability Premiums	223,518	198,212	170,120	(14.2)
Total	\$ 223,518	\$ 198,212	\$ 170,120	(14.2)

Unemployment Compensation

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

Unemployment Compensation				
	2020	2021	2022	% Change
<u>Contributions</u>	Actual	Projected	Proposed	2021-2022
City	—	—	100,000	—
Interest Earned	350	—	—	—
Draw on/(Contribution to) Reserves	16,794	107,298	(20,000)	(118.6)
Total	\$ 17,144	\$ 107,298	\$ 80,000	(25.4)

	2020	2021	2022	% Change
<u>Expenditures</u>	Actual	Projected	Proposed	2021-2022
Claims/Legal Costs	17,144	107,298	80,000	(25.4)
Total	\$ 17,144	\$ 107,298	\$ 80,000	(25.4)

Workers' Compensation

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

Workers' Compensation				
	2020	2021	2022	% Change
<u>Contributions</u>	Actual	Projected	Proposed	2021-2022
City	2,998,351	4,825,000	4,000,000	(17.1)
Stop Loss Reimbursement	11,152	12,000	10,000	(16.7)
State Insurance Trust Fund	83,937	141,428	50,000	(64.6)
Insurance Reimbursement	54,303	53,532	7,500	(86.0)
Interest Earned	14,142	—	—	—
Draw on/(Contribution to) Reserves	1,354,654	(515,515)	1,115,500	(316.4)
Total	\$ 4,516,539	\$ 4,516,445	\$ 5,183,000	14.8

Workers' Compensation (continued)

Expenditures	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Workers' Comp Wages Paid	1,005,840	954,023	1,200,000	25.8
Settlements	447,789	600,000	600,000	—
Permanent Disability Payments	286,007	182,334	400,000	119.4
Legal Expenses	83,015	200,000	200,000	—
Medical Claims	2,022,439	1,742,408	2,000,000	14.8
Cost Containment Fees	137,223	140,000	140,000	—
Insurance Premium	360,867	391,497	475,000	21.3
Administrative Expenses	167,028	300,000	160,000	(46.7)
Drug Testing	4,741	3,183	5,000	57.1
Other Expenses	1,590	3,000	3,000	—
Total	\$ 4,516,539	\$ 4,516,445	\$ 5,183,000	14.8

Other Risk Management

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

Property

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

Property

Contributions	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
City	1,468,489	1,800,000	2,200,000	22.2
Interest Earned	3,900	—	—	—
Draw on/(Contribution to) Reserves	134,373	241,071	275,000	14.1
Total	\$ 1,606,762	\$ 2,041,071	\$ 2,475,000	21.3

Expenditures	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Contractual Services	62,908	75,000	75,000	—
Purchased Premiums	1,543,854	1,966,071	2,400,000	22.1
Total	\$ 1,606,762	\$ 2,041,071	\$ 2,475,000	21.3

Judgments and Losses

This program provides for the defense and payment of civil claims against the City of Savannah, which is self-insured. These claims involve general and professional litigation. In 2021, the City incurred a \$2.5 million settlement which required additional investments from the City's general operating fund.

Judgments & Losses				
	2020	2021	2022	% Change
<u>Contributions</u>	Actual	Projected	Proposed	2021-2022
City	2,030,000	4,530,000	1,269,468	(72.0)
Interest Earned	10,341	—	—	—
Draw on/(Contribution to) Reserves	(130,320)	406,350	412,532	1.5
Total	\$ 1,910,021	\$ 4,936,350	\$ 1,682,000	(65.9)

	2020	2021	2022	% Change
<u>Expenditures</u>	Actual	Projected	Proposed	2021-2022
Contractual Services	32,813	25,000	50,000	100.0
Settlements	838,762	4,093,350	750,000	(81.7)
Legal Expenses	829,251	500,000	500,000	—
Claims	87,607	230,000	250,000	8.7
Employment Practices Liability	120,183	80,000	125,000	56.3
Administrative Expenses	1,405	8,000	7,000	(12.5)
Total	\$ 1,910,021	\$ 4,936,350	\$ 1,682,000	(65.9)

Auto Liability

This program provides for the defense and payment of automobile liability claims against the City of Savannah that is self-insured (except for vehicles driven out-of-state).

Auto Liability				
	2020	2021	2022	% Change
<u>Contributions</u>	Actual	Projected	Proposed	2021-2022
City	865,441	865,441	1,500,000	73.3
Interest Earned	8,493	—	—	—
Draw on/(Contribution to) Reserves	538,581	524,059	(79,500)	(115.2)
Total	\$ 1,412,515	\$ 1,389,500	\$ 1,420,500	2.2

Auto Liability (continued)

<u>Expenditures</u>	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Settlements	888,797	800,000	800,000	—
Legal Expenses	6,673	400,000	400,000	—
Claims	341,056	16,000	20,000	25.0
Safety	6,539	75,000	85,000	13.3
Subrogation Fees	5,247	60,000	70,000	16.7
Insurance Premiums	60,792	5,000	15,000	200.0
Administrative Expenses	81,306	20,000	20,000	—
Drug Testing	21,629	500	500	—
Other Expenses	475	13,000	10,000	(23.1)
Total	\$ 1,412,515	\$ 1,389,500	\$ 1,420,500	2.2

Hotel/Motel Tax Fund

The Hotel/Motel Tax Fund accounts for lodging tax revenue and related expenditures. One-half of the Hotel/Motel Tax revenue collected by the City is transferred to the General Fund. The other half is distributed between Visit Savannah to promote tourism, the Savannah International Trade & Convention Center, and the Arena to operate trade and convention facilities.

Revenues				
<u>Revenue Source</u>	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Hotel/Motel Tax	13,303,818	25,000,000	25,750,000	3.0
Total	\$ 13,303,818	\$ 25,000,000	\$ 25,750,000	3.0

Expenditures				
<u>Expenditure Area</u>	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Contribution to Visit Savannah	4,434,163	8,332,500	8,582,475	3.0
Contribution to Trade Center	1,856,515	3,340,202	3,440,408	3.0
Transfer to General Fund	6,651,909	12,500,000	12,875,000	3.0
Transfer to Civic Center Fund	361,231	827,298	852,117	3.0
Total	\$ 13,303,818	\$ 25,000,000	\$ 25,750,000	3.0

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. Funds derived for this source will be fully allocated to the Civic Center Fund beginning in 2020 to cover debt derived from the construction of a new arena. The revenue is utilized to support and promote trade, commerce and tourism, as well as convention facility operations.

Revenues				
<u>Revenue Source</u>	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Auto Rental Tax	1,263,053	2,250,000	1,400,000	(37.8)
Total	\$ 1,263,053	\$ 2,250,000	\$ 1,400,000	(37.8)

Expenditures				
<u>Expenditure Area</u>	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Transfer to Civic Ctr.	1,263,053	2,250,000	1,400,000	(37.8)
Total	\$ 1,263,053	\$ 2,250,000	\$ 1,400,000	(37.8)

Computer Purchase Fund

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

Revenues				
<u>Revenue Source</u>	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Computer Capital Charge	864,405	918,450	1,308,380	42.5
Subtotal-Interfund Revenues	\$ 864,405	\$ 918,450	\$ 1,308,380	42.5
Interest Earned	11,160	—	—	—
Draw on/(Contribution to) Reserves	(381,754)	594,807	22,720	(96.2)
Total	\$ 493,811	\$ 1,513,257	\$ 1,331,100	(12.0)

Expenditures				
<u>Expenditures</u>	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Commodities	341,999	1,507,967	1,016,100	(32.6)
Capital Outlay	—	2,000	315,000	15,650.0
Other Costs	151,812	3,290	—	(100.0)
Total	\$ 493,811	\$ 1,513,257	\$ 1,331,100	(12.0)

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/lease of replacement/new vehicles and associated components. Due to lags in the vehicle manufacturing supply chain, vehicle equipment purchases were not able to be processed in 2021 as planned.

Revenues ⁴				
Revenue Source	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Vehicle Use Charges	10,009,614	7,544,710	8,769,369	16.2
Vehicle Accessory Charges	91,257	608,075	603,725	(0.7)
Fleet Addition Contribution	299,509	320,586	1,895,787	491.4
SPLOST Contribution	1,384,212	—	—	—
Subtotal-Interfund Revenues	11,784,592	8,473,371	11,268,881	33.0
Interest Earned	200,079	630,000	—	(100.0)
Sales Revenue	608,340	—	303,000	—
Miscellaneous	—	—	255,000	—
Draw on/(Contribution to) Reserves	(5,045,006)	(4,208,746)	(2,318,629)	(44.9)
Total	\$ 7,548,005	\$ 4,894,625	\$ 9,508,252	94.3

Expenditures ⁵				
Expenditures	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Rentals	—	81,130	1,380,881	1602.1
Outside Services	44,629	11,982	151,006	1160.3
Computer Hardware/Software	656	—	255,000	—
Vehicular Equipment	7,344,058	4,787,663	7,117,415	48.7
Capital Outlay	157,872	13,850	603,950	4260.6
Other Expenses	790	—	—	—
Total	\$ 7,548,005	\$ 4,894,625	\$ 9,508,252	94.3

⁴ Numbers are subject to rounding.

⁵ Numbers are subject to rounding.

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. No radio replacement expenditures are planned for 2020 through 2022.

Revenues ⁶				
Revenue Source	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Radio Capital Use Charge	180,000	179,995	—	(100.0)
Interest Earned	3,357	—	—	—
Draw on/(Contribution to) Reserves	—	—	—	—
Total	\$ 183,357	\$ 179,995	—	(100.0)

⁶ Numbers are subject to rounding.

Recorder's Court Technology Fund

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

The 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 2019, 2020, and 2021 represent the City's contribution to this system.

Revenues				
<u>Revenue Source</u>	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Recorder's Court Technology Fee	82,537	106,820	110,000	3.0
Draw on/(Contribution to) Reserves	117,292 \$	(16,820) \$	(10,000)	(40.5)
Total	\$ 199,829 \$	90,000 \$	100,000	11.1

Expenditures				
<u>Expenditures</u>	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Outside Services	191,880	60,000	50,000	(16.7)
Commodities	7,949	30,000	50,000	66.7
Total	\$ 199,829 \$	90,000 \$	100,000	11.1

Per Occupied Room Fund

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

Revenues				
<u>Revenue Source</u>	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Per Occupied Room Fee	942,946	1,259,462	1,375,456	9.2
Draw on/(Contribution to) Reserves	89,794			
Total	\$ 1,032,740	\$ 1,259,462	\$ 1,375,456	9.2

Expenditures				
<u>Expenditures</u>	2020 Actual	2021 Projected	2022 Proposed	% Change 2021-2022
Personnel	82,726	95,157	100,000	5.1
Outside Services	920,815	1,147,229	1,242,252	8.3
Commodities	2,703	9,420	10,420	10.6
Internal Services	9,501	7,590	22,784	200.2
Capital Outlay	16,995	—	—	—
Other Expenses	—	66	—	(100.0)
Total	\$ 1,032,740	\$ 1,259,462	\$ 1,375,456	9.2

2022 Grade & Salary Tables

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

Public Safety Non-Exempt Grade & Salary										
Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
501	36,482									
502	38,190									
503	40,200									
504	44,331	45,439	46,575	47,739	48,933	50,156	51,410	52,695	54,012	55,363
505	56,280	57,687	59,129	60,607	62,123	63,676	65,268	66,899		
506	58,290	59,747	61,241	62,772	64,341	65,950	67,599	69,288	71,021	72,796
507	67,335	69,018	70,744	72,512	74,325	76,183	78,088	80,040		
508	75,375	77,259	79,191	81,171	83,200	85,280				

Unified - Grade & Salary		
Grade	Min.	Max.
102	31,203	48,396
103	32,763	50,815
104	34,401	53,356
105	36,121	56,025
106	37,928	58,825
107	39,824	61,766
108	41,815	64,855
109	43,905	68,097
110	46,101	71,501
111	48,406	75,077
112	50,826	78,831
113	53,367	82,772
114	56,035	86,911
115	58,837	91,257
116	61,779	95,819
117	64,868	100,611
118	68,111	105,641
119	71,518	110,923
120	75,093	116,470
121	78,847	122,293

Public Safety Exempt - Grade & Salary		
Grade	Min.	Max.
509 ¹	80,400	95,571
510 ²	85,425	109,352
511 ¹	96,480	106,530
512 ²	106,530	120,600
513 ¹	110,550	140,700
514 ²	120,600	150,750

¹Police ²Fire

Managerial - Grade & Salary		
Grade	Min.	Max.
304	78,733	113,178
305	82,669	118,838
306	86,804	124,780
307	91,144	131,018
308	95,701	137,569
310	105,510	151,670
312	116,325	167,217
313	122,141	175,577
317	148,464	213,416

2022 Classifications & Pay Grades

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
311 Action Center Manager	114	Building Plans Examiner	112
Accountant	112	Capital Project Manager	118
Accounting Clerk	103	Carpenter	107
Accounting Technician	105	Case Disposition Clerk	102
Accreditation & Compliance Specialist	113	Cashier	102
Administrative Assistant	106	Cemetery Conservation Coordinator	113
Administrative Clerk	102	Cemetery Conservation Technician	107
Administrative Coordinator	112	Cemetery Events Coordinator	109
Administrative Secretary	105	Cemetery Services Coordinator	113
Administrative Services Manager	119	Chemist	115
Administrator, Water & Sewer Operations	310	Chief Deputy Court Clerk	121
Aerial Lift Specialist	108	Chief Fire Investigator	508
Alderman	99	Chief, Community Services	317
Arts Program Coordinator	110	Chief, Infrastructure & Development Officer	317
Asset Building Coordinator	112	Chief, Municipal Operations	317
Asset Management Coordinator	113	City Attorney	99
Assistant Box Office Supervisor	108	City Manager	99
Assistant City Attorney	310	City Surveyor	114
Assistant Director, Budget	305	Civil Engineer	116
Assistant Director, Coastal Workforce	304	Clerk of Council	307
Assistant Director, Financial Services	305	Clubhouse Attendant	102
Assistant Director, Fleet Services	304	Coastal Worksource, Finance Manager	119
Assistant Director, Human Resources	305	Code Compliance Manager	120
Assistant Director, Human Services	305	Code Compliance Officer	109
Assistant Director, Innovation & Technology Services	307	Code Compliance Supervisor	112
Assistant Director, Parks & Recreation	305	Code Compliance Technician	106
Assistant Director, Purchasing	304	Code Compliance Trainee	108
Assistant Director, Sanitation	306	Code & Permit Officer	108
Assistant Fire Chief	513	Code & Permit Supervisor	110
Assistant Police Chief	514	Commercial Refuse & Recycling Services Manager	120
Assistant to Clerk of Council	108	Communications Officer	108
Assistant to the City Manager	308	Community Housing Services Director	119
Athletics Manager	119	Community Outreach Coordinator	110
Audio/Video Production Specialist	110	Community Program Specialist	107
Auto Parts Buyer	108	Community Programs Activity Coordinator	114
Billing Technician	108	Community Programs Leader	106
Box Office Cashier	102	Community Projects Technician	105
Box Office Supervisor	110	Community Service Officer	105
Budget Analyst	114	Community Services Manager	118
Building Inspector	110	Compensation & Data Specialist	115
Building Maintenance Technician I	107	Computer Services Specialist	108
Building Maintenance Technician II	108	Concession Clerk	104
Building Official	308		

2022 Classifications & Pay Grades

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
Concessions Supervisor	109	Electrical Inspector	110
Construction & Rehabilitation Inspector	110	Electrical Plans Examiner	111
Construction Inspector	111	Electrician	108
Construction Site Safety Worker	104	Electronic Control Technician	111
Construction Specialist Apprentice	105	Emergency Vehicle Mechanic	112
Contract Coordinator	111	Emergency Vehicle Technician	112
Court Services Specialist	107	Employee Health Coordinator	113
Court Services Technician	103	End Gun Violence Director	121
Crime Analyst	111	End Gun Violence Program Coordinator	111
Crime Analyst Assistant	105	Energy Analyst	114
Crime Analyst Supervisor	116	Engineering Technician	108
Criminal Investigations Assistant	105	Environmental Affairs Manager	115
Cultural Services Contract Coordinator	112	Environmental Compliance Coordinator	115
Customer Service Representative	103	Equipment Maintenance Supervisor	117
Deputy Assistant to the Mayor	308	Equipment Mechanic	109
Deputy Building Official	119	Event Planner	110
Deputy City Attorney	317	Executive Assistant	110
Deputy Clerk of Council	118	Executive Assistant to City Manager	112
Deputy Court Clerk	106	Facilities Service Worker	102
Development & Communications	112	Film Services Coordinator	112
Development Liaison Manager	119	Fire Battalion Chief	510
Director, Cemetery Operations	306	Fire Captain	508
Director, Coastal Worksource	306	Fire Chief	317
Director, Commercial & Recycling Services	308	Fire Engineer	506
Director, Emergency Management	306	Fire Investigator	506
Director, Environment Sustainability	307	Fire Marshall	510
Director, Facilities	306	Fire Prevention Inspector	506
Director, Mobility Services	310	Fire Public Information Coordinator	111
Director, Municipal Archives	306	Firefighter	503
Director, Parking Services	308	Firefighter Trainee	501
Director, Purchasing	306	Firefighter, Advanced	504
Director, Refuse Disposal	308	Forestry Inspector	111
Director, Residential Refuse	308	Forestry Operations Crew Chief	110
Director, Risk Management	306	GIS Analyst	113
Director, Stormwater Operations	308	GIS Technician	110
Director, Supply & Treatment	308	Graduate Intern	104
Director, Water & Sewer Conveyance and Distribution	308	Grants Manager	119
Director, Water & Sewer Planning	308	Graphic Art & Communications Specialist	113
Director, Water Reclamation	308	Greenscapes Manager	120
Economic Development Manager	119	Groom	105
ECT Supervisor	113	Ground Operations Specialist	105
Educational Specialist	110	Grounds Equipment Maintenance Specialist	107
EEO Coordinator	113		

2022 Classifications & Pay Grades

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
Heavy Construction Equipment Operator	108	Maintenance Worker	102
Heavy Equipment Operator	107	Management Analyst	111
Help Desk Technician I	109	Management Services Coordinator	115
Help Desk Technician II	115	Marketing Coordinator	112
Housing Coordinator	114	Master Equipment Mechanic	112
Housing Development Inspector	110	Mayor	99
Housing Manager	119	Mechanical Inspector	110
HR Business Partner	115	Medium Equipment Operator	105
Human Resources Analyst	114	Microbiologist	115
Human Resources Assistant	105	Military Services Coordinator	112
Human Resources Manager	120	Mobility & Park Services Analyst	111
Human Resources Technician	107	Mobility & Parking Services Coordinator	110
Implementation Leader	121	Mobility Services Manager	120
Industrial Pretreatment Coordinator	111	Monitor	102
Industrial Pretreatment Technician	109	Multimedia & Engagement Manager	118
Information Technology Manager	121	Municipal Archivist	110
Inventory Control Supervisor	113	Network Supervisor	118
Inventory Coordinator	113	Open Records Request Specialist	105
Inventory Specialist	110	Open Records Request Supervisor	111
IT Network Engineer	119	Operations & Maintenance Manager	120
IT Project Manager	119	Outside Employment Specialist	105
Judicial Secretary	107	Painter	103
Laboratory Manager	119	Paralegal	110
Laboratory Supervisor	112	Park & Tree Manager	120
Laboratory Technician	107	Parking Facilities Attendant	102
Land Bank Manager	119	Parking Facilities Shift Supervisor	107
Landfill Manager	120	Parking Manager	118
Landscape Architect	117	Parking Meter Technician	105
Landscape Manager	120	Parking Services Officer	103
Landscape Specialist	105	Parking Services Supervisor	111
Lead Equipment Mechanic	113	Performing Arts Program Coordinator	114
Lead Medium Equipment Operator	106	Performing Arts Specialist	105
Lead Water Service Representative	107	Permit Center Supervisor	108
Learning & Development Coordinator	113	Permit Services Manager	119
Legal & Regulatory Affairs Officer	308	Permit Services Technician	108
Lending Coordinator	114	Permit Specialist	103
Lifeguard	102	Permitting & Floodplain Manager	117
Loan Officer	108	Personnel Technician	107
Location Specialist	109	Planner	112
Maintenance Assistant	102	Planning & Zoning Liaison	111
Maintenance Crew Chief	110	Plant Operator	107
Maintenance Electrician	105	Plant Operator Trainee	103
Maintenance Specialist	105	Plumbing Inspector	110
Maintenance Superintendent	117	Plumbing Plans Examiner	111
Maintenance Supervisor	113		

2022 Classifications & Pay Grades

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
Police Captain	511	Recreation Services Leader	106
Police Chief	317	Recreation Services Manager	110
Police Corporal	505	Recruiting Assistant	105
Police Forensic Technician	111	Refuse Truck Operator	105
Police Lieutenant	509	Reserve Police Officer Manager	110
Police Major	512	Residential Refuse Services Manager	120
Police Officer	504	Resource Center Manager	118
Police Officer Trainee	502	Revenue Compliance Analyst	111
Police Personnel Technician	103	Revenue Coordinator	114
Police Property Coordinator	109	Revenue Investigator	108
Police Public Information Coordinator	111	Revenue Manager	119
Police Sergeant	507	Revenue Specialist	108
Police Star Corporal	115	Revenue Supervisor	110
Police Training Coordinator	111	Right-Of-Way Manager	118
Policy Advisor	118	Risk Management Analyst	114
Principal Budget Analyst	117	Risk Management Coordinator	113
Principal Crime Analyst	113	Sanitation Education Coordinator	111
Principal Equipment Mechanic	111	Sanitation Supervisor	112
Principal GIS Analyst	118	Sanitation Worker	102
Principal Grants Analyst	113	SCADA Analyst	113
Principal Internal Auditor	117	SCADA Manager	120
Principal Plant Operator	110	SCADA Technician	110
Production Operations Coordinator	114	Security Engineer	119
Program Analyst	111	Senior Accountant	114
Program Coordinator	111	Senior Accounting Clerk	105
Project Coordinator	111	Senior Administrative Assistant	109
Project Manager	117	Senior Budget Analyst	115
Property & Evidence Supervisor	111	Senior Capital Project Manager	120
Property & Evidence Technician	107	Senior Carpenter	108
Pruning Specialist	106	Senior Civil Engineer	120
Public Communications Coordinator	111	Senior Code Compliance Officer	110
Public Communications Specialist	113	Senior Crime Analyst	112
Purchasing Specialist	109	Senior Deputy Court Clerk	107
Purchasing Technician	106	Senior Director, Budget	313
Radio Systems Technician I	110	Senior Director, Economic Development	308
Radio Systems Technician II	111	Senior Director, Capital Project Management	308
Real Estate Manager	119	Senior Director, Code Compliance	310
Real Estate Specialist	115	Senior Director, Cultural Resources	308
Real Property Coordinator	113	Senior Director, Development Services	313
Recorder's Court Judge	99	Senior Director, Financial Services	313
Records Division Supervisor	113	Senior Director, Fleet Services	310
Records Supervisor	106	Senior Director, Greenscapes	310
Records Technician	105	Senior Director, Housing & Neighborhood Services	308
Recreation Services Activity Coordinator	108		

2022 Classifications & Pay Grades

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
Senior Director, Human Resources	313	Special Events, Film & Tour Manager	119
Senior Director, Human Services	308	Special Projects Coordinator	115
Senior Director, Innovation & Technology	313	Stormwater Development & Environment Manager	120
Senior Director, Parks & Recreation	313	Stormwater Maintenance Mechanic	109
Senior Director, Performance & Accountability	308	Stormwater Management Manager	120
Senior Director, Planning & Urban Design	312	Strategic Initiatives Manager	120
Senior Director, Public Communications	308	Street Cleaning Manager	120
Senior Director, Real Estate Services	308	Supply Clerk	103
Senior Director, Records Court	308	Surplus Inventory Technician	106
Senior Director, Revenue Services	310	Surveying Technician	107
Senior Director, Sanitation	313	Swimming Pool Supervisor	108
Senior Director, Special Events, Film, Tourism	310	Systems Analyst	117
Senior Director, Transportation Services	310	Systems Engineer	119
Senior Director, Water Resources	313	Teletype Supervisor	108
Senior Equipment Mechanic	110	Teletype Technician	105
Senior GIS Analyst	115	Television & Video Manager	118
Senior Grants Analyst	112	Television Inspection Technician	106
Senior Judicial Secretary	108	Therapeutic Specialist	105
Senior Laboratory Technician	109	Tourism Compliance Officer	102
Senior Lifeguard	103	Tourism Management Coordinator	111
Senior Maintenance Worker	103	Traffic Engineer Superintendent	117
Senior Maintenance Worker II	104	Traffic Engineering Coordinator	115
Senior Management Analyst	112	Traffic Engineering Manager	120
Senior Mechanic Inspector	111	Traffic Engineering Technician	109
Senior Network Technician	116	Traffic Maintenance Specialist	107
Senior Parking Meter Technician	106	Traffic System Coordinator	115
Senior Parking Services Officer	104	Transfer Station Attendant	102
Senior Planner	114	Transportation Compliance Officer	106
Senior Plant Operator	108	Undergraduate Intern	102
Senior Program Analyst	112	Utilities Revenue Manager	120
Senior Program Coordinator	115	Utility Billing Lead	108
Senior Sanitation Worker	104	Van Driver	102
Senior Systems Analyst	118	Vehicle Maintenance Contracts Coordinator	112
Senior Water & Sewer Maintenance Mechanic	110	Vehicle Maintenance Coordinator	107
Senior Water & Sewer Television Inspector	110	Visual Arts Specialist	105
Senior Workforce Program Specialist	113	Water & Sewer Building Maintenance Supervisor	112
Sign Specialist	104	Water & Sewer Locator Technician	107
Site Development Coordinator	111	Water & Sewer Maintenance Mechanic	107
Site Development Technician	108	Water & Sewer Manager	120
		Water & Sewer Modeling Technician	111
		Water & Sewer Project Coordinator	115
		Water & Sewer Superintendent	117
		Water & Sewer Supervisor	113

2022 Classifications & Pay Grades

<u>Classification</u>	<u>Pay Grade</u>
Water Meter Reader	102
Water Meter Technician	105
Water Services Supervisor	113
Water Supply Process Engineer	117
Welder	108
Workforce Planner	110
Workforce Program Specialist	112
Zoning Inspector	110
Zoning Plans Reviewer	111
Zoning Use Coordinator	112

2022 Vehicle Replacement List

FY22 Vehicle Purchase ¹			
Infrastructure & Development			
Business Unit	Vehicle Type	Vehicle #	Total Cost
Signals, Street Lights, Signs & Markings	Truck Mounted Bucket-30 Ft HD	9223	100,571
Signals, Street Lights, Signs & Markings	Truck Mounted Bucket-30 Ft HD	9245	100,571
Signals, Street Lights, Signs & Markings	Flatbed-Non Dumping 1 Ton	9262	48,081
Signals, Street Lights, Signs & Markings	Flatbed-Non Dumping 1 Ton	9263	48,081
Signals, Street Lights, Signs & Markings Total			\$297,303
Stormwater Management	Dumptruck-13.5/15.2 Cubic Yard	8248	148,041
Stormwater Management Total			\$148,041
Streets Maintenance	Dumptruck-13.5/15.2 Cubic Yard	0202	102,000
Streets Maintenance Total			\$102,000
Parks Maintenance	Flatbed-Dumping 1 Ton	1604	51,258
Parks Maintenance	Flatbed-Dumping 1 Ton	1605	51,258
Parks Maintenance	Flatbed-Dumping 3/4 Ton	8253	50,000
Parks Maintenance	Flatbed-Dumping 2 1/2 Ton	8623	85,000
Parks Maintenance Total			\$237,516
Urban Forestry	Flatbed-Dumping 2 1/2 Ton	203	100,170
Urban Forestry	Forestry Truck-50 Ft Bucket	1211	89,000
Urban Forestry Total			\$189,170
Right of Way Maintenance	Flatbed-Dumping 1 Ton	7218	51,258
Right of Way Maintenance	Flatbed-Dumping 1 Ton	9229	51,258
Right of Way Maintenance Total			\$102,516
Water Distribution	Flatbed-Dumping 2 1/2 Ton Crew	2851	85,000
Water Distribution	Hydraulic Boom Truck	5847	296,172
Water Distribution	Utility Truck-C/Cab Super Duty	6808	87,000
Water Distribution	Utility Truck-1 Ton	8890	54,000
Water Distribution	Utility Truck-1 Ton	8891	54,000
Water Distribution Total			\$576,172
I & D Water Distribution	Dumptruck-13.5/15.2 Cubic Yard	5828	148,041
I & D Water Distribution Total			\$148,041
Infrastructure & Development Total			\$1,800,760

¹ Numbers are subject to rounding.

FY22 Vehicle Purchase			
Public Safety			
Business Unit	Vehicle Type	Vehicle #	Total Cost
Patrol	Sedan-Marked Police Take Home	1436	36,485
Patrol	Sedan-Marked Police Take Home	1493	36,485
Patrol	Sedan-Marked Police Take Home	4422	36,485
Patrol	Sedan-Marked Police Take Home	4423	36,485
Patrol	Sedan-Marked Police Take Home	4425	36,485
Patrol	Sedan-Marked Police Take Home	4438	36,485
Patrol	Sedan-Marked Police Take Home	4442	36,485
Patrol	Sedan-Marked Police Take Home	4443	36,485
Patrol	Sedan-Marked Police Take Home	4449	36,485
Patrol	Sedan-Marked Police Take Home	4456	36,485
Patrol	Sedan-Marked Police Take Home	4460	36,485
Patrol	Sedan-Marked Police Take Home	4468	36,485
Patrol	Sedan-Marked Police Take Home	4470	36,485
Patrol	Sedan-Marked Police Take Home	4481	36,485
Patrol	Sedan-Marked Police Take Home	4901	36,485
Patrol Total			547,276
Traffic	Sedan-Marked Police Take Home	4430	36,485
Traffic Total			36,485
Canine	Utility Truck-1/2 Ton SUV	3429	36,000
Canine	Full Size SUV	3439	36,000
Canine Total			72,000
Strategic Investigative	Sedan-Marked Police Hot Seat	5490	36,485
Strategic Investigative Total			36,485
Fire Chief	Fire Unit-Rescue	2509	1,590,798
Fire Chief	Flatbed W/ Gooseneck -Manuel Drive	2518	66,500
Fire Chief	Pre-Order Fire Apparatus	7510	1,590,798
Fire Chief Total			3,248,096
Haz-Mat	Truckster 6-Wheel All Terrain	1501	13,000
Haz-Mat Total			13,000
Public Safety Total			3,953,342
Community Services			
Refuse Disposal	Roll-off Container Truck	4714	198,543
Refuse Disposal	Roll-off Container Truck	4715	198,543
Refuse Disposal Total			\$397,087
Street Cleaning	Dumptruck-13.5/15.2 Cubic Yard	2701	148,041
Street Cleaning Total			\$148,041
Community Services Total			\$545,128
FY22 Vehicle Purchase Total			\$6,299,229

FY22 Vehicle Lease			
Governance & Strategic Services			
Business Unit	Vehicle Type	Vehicle #	Total Cost
Accounting Services	Mid-size Sedan	113	3,966
Accounting Services Total			\$3,966
Human Resources	Mid-size Sedan	114	3,966
Human Resources	Mid-size Sedan	5908	3,966
Human Resources Total			\$7,932
Revenue Administration	Mid-size Sedan	8437	3,966
Revenue Administration Total			\$3,966
Marketing & Communications	Mid Size SUV 4x4	723	5,701
Marketing & Communications	Hybrid SUV	8131	5,289
Marketing & Communications Total			\$10,990
Governance & Strategic Services Total			\$26,853

Municipal Operations			
Fleet Administration	1/2 Ton Pickup Reg 4x2	115	4,409
Fleet Administration	1/2 Ton Pickup Reg 4x2	2109	4,409
Fleet Administration	1/2 Ton Pickup Reg 4x2	2110	4,409
Fleet Administration	1/2 Ton Pickup Reg 4x2	2111	4,409
Fleet Administration	1/2 Ton Pickup Reg 4x2	2112	4,409
Fleet Administration	1/2 Ton Pickup Reg 4x2	8129	4,409
Fleet Administration	Mid-size Sedan	8132	3,966
Fleet Administration Total			\$30,422
Facility Maintenance & Operations	3/4 Ton Pickup Reg 4x2	603	5,500
Facility Maintenance & Operations	3/4 Ton Pickup Reg 4x2	810	5,500
Facility Maintenance & Operations	3/4 Ton Pickup Reg 4x2	1606	5,500
Facility Maintenance & Operations	1/2 Ton Pickup Reg 4x2	2611	4,409
Facility Maintenance & Operations	1/2 Ton Pickup Reg 4x2	2618	4,409
Facility Maintenance & Operations	3/4 Ton Pickup Reg 4x2	3602	5,500
Facility Maintenance & Operations	1/2 Ton Pickup Reg 4x2	7620	4,409
Facility Maintenance & Operations	1/2 Ton Pickup Reg 4x2	9605	4,409
Facility Maintenance & Operations Total			\$39,637
Fleet Maintenance	3/4 Ton Pickup Reg 4x2	1105	5,500
Fleet Maintenance	3/4 Ton Pickup Reg 4x2	3101	5,500
Fleet Maintenance	1/2 Ton Pickup Ext 4x2	5725	4,519
Fleet Maintenance	3/4 Ton Pickup Reg 4x2	8133	5,500
Fleet Maintenance Total			\$21,019
Innovation & Technology Services	3/4 Ton Van Cargo	1106	4,711
Innovation & Technology Services	Compact SUV 4x2	2108	4,405
Innovation & Technology Services	3/4 Ton Van Cargo	6474	4,711
Innovation & Technology Services	3/4 Ton Van Cargo	8128	4,711
Innovation & Technology Total			\$18,539
Risk Management	Mid-size Sedan	1704	3,966
Risk Management Total			\$3,966

FY22 Vehicle Lease			
Municipal Operations (continued)			
Business Unit	Vehicle Type	Vehicle #	Total Cost
City Cemeteries	1/2 Ton Pickup Reg 4x2	6284	4,409
City Cemeteries	1/2 Ton Pickup Reg 4x2	7228	4,409
City Cemeteries	1/2 Ton Pickup Reg 4x2	9205	4,409
City Cemeteries	1/2 Ton Pickup Reg 4x2	9212	4,409
City Cemeteries Total			\$17,637
Real Estate Administration	Mid-size Sedan	8626	3,966
Real Estate Administration Total			\$3,966
Civic Center Operations	1/2 Ton Pickup Reg 4x2	7859	4,409
Civic Center Operations Total			\$4,409
Municipal Operations Total			\$139,595

Public Safety			
Patrol	Mid-size Sedan	493	3,966
Patrol	3/4 Ton Van Cargo	1506	4,711
Patrol	Mid-size Sedan	2460	3,966
Patrol	Mid-size Sedan	4415	3,966
Patrol	Mid-size Sedan	5458	3,966
Patrol Total			\$20,575
Traffic	3/4 Ton Pickup Reg 4x2	2446	5,500
Traffic	3/4 Ton Van Cargo	3403	4,711
Traffic	1/2 Ton Pickup Reg 4x2	9411	4,409
Traffic Total			\$14,621
Strategic Investigative	Mid-size Sedan	1455	3,966
Strategic Investigative	Mid-size Sedan	1460	3,966
Strategic Investigative	Mid-size Sedan	1466	3,966
Strategic Investigative	Mid-size Sedan	2477	3,966
Strategic Investigative	1/2 Ton Pickup Reg 4x2	7618	4,409
Strategic Investigative Total			\$20,273
Fire Chief	Mid-size Sedan	501	3,966
Fire Chief	Mid-size Sedan	502	3,966
Fire Chief	3/4 Ton Pickup Reg 4x2	1505	5,500
Fire Chief	Full-size Van-Passenger	1516	5,548
Fire Chief	3/4 Ton Pickup Reg 4x4	2511	5,912
Fire Chief	1/2 Ton Pickup Reg 4x2	2512	4,409
Fire Chief	1/2 Ton Pickup Quad 4x4	2514	5,728
Fire Chief	3/4 Ton Pickup Reg 4x2	2515	5,500
Fire Chief	3/4 Ton Pickup Reg 4x2	4507	5,500
Fire Chief	Mid Size SUV 4x4	4515	5,701
Fire Chief	Mid Size SUV 4x4	4516	5,701

FY22 Vehicle Lease			
Public Safety (continued)			
Business Unit	Vehicle Type	Vehicle #	Total Cost
Fire Chief	3/4 Ton Pickup Crew 4x2	5501	6,068
Fire Chief	3/4 Ton Pickup Crew 4x2	5504	6,068
Fire Chief	3/4 Ton Pickup Reg 4x2	5507	5,500
Fire Chief	3/4 Ton Pickup Reg 4x2	7507	5,500
Fire Chief	Mid-size Sedan	7553	3,966
Fire Chief	Mid Size SUV 4x4	7554	5,701
Fire Chief	1/2 Ton Pickup Reg 4x2	8559	4,409
Fire Chief	3/4 Ton Pickup Crew 4x2	9501	6,068
Fire Chief	Mid Size SUV 4x4	9502	5,701
Fire Chief Total			\$106,412
Hazardous Material Team	1 Ton Cab Chassis	8558	9,364
Hazardous Material Team Total			\$9,364
Support Services	Mid-size Sedan	421	3,966
Support Services	Mid-size Sedan	426	3,966
Support Services	Mid-size Sedan	454	3,966
Support Services	Mid-size Sedan	456	3,966
Support Services	Mid-size Sedan	457	3,966
Support Services	Mid-size Sedan	460	3,966
Support Services	Mid-size Sedan	488	3,966
Support Services	Mid-size Sedan	492	3,966
Support Services	Mid-size Sedan	496	3,966
Support Services	Mid-size Sedan	1481	3,966
Support Services	Mid-size Sedan	2470	3,966
Support Services	Full-size Van-Passenger	3301	5,548
Support Services	Mid-size Sedan	5492	3,966
Support Services	3/4 Ton Van Cargo	6413	4,711
Support Services	1/2 Ton Pickup Reg 4x2	7490	4,409
Support Services	Mid-size Sedan	8430	3,966
Support Services	Mid-size Sedan	8433	3,966
Support Services	Mid-size Sedan	8469	3,966
Support Services	Mid-size Sedan	8470	3,966
Support Services	Mid-size Sedan	8472	3,966
Support Services	Mid-size Sedan	8475	3,966
Support Services	Mid-size Sedan	8477	3,966
Support Services	Mid-size Sedan	8480	3,966
Support Services	Mid-size Sedan	8481	3,966
Support Services Total			\$97,952

FY22 Vehicle Lease

Public Safety (continued)

Business Unit	Vehicle Type	Vehicle #	Total Cost
Criminal Investigations	Mid-size Sedan	429	3,966
Criminal Investigations	Mid-size Sedan	1453	3,966
Criminal Investigations	Mid-size Sedan	1459	3,966
Criminal Investigations	Mid-size Sedan	1461	3,966
Criminal Investigations	Mid-size Sedan	1462	3,966
Criminal Investigations	Mid-size Sedan	1463	3,966
Criminal Investigations	Mid-size Sedan	1465	3,966
Criminal Investigations	Mid-size Sedan	1467	3,966
Criminal Investigations	Mid-size Sedan	1468	3,966
Criminal Investigations	Mid-size Sedan	1472	3,966
Criminal Investigations	Mid-size Sedan	1473	3,966
Criminal Investigations	Mid-size Sedan	1475	3,966
Criminal Investigations	Mid-size Sedan	1476	3,966
Criminal Investigations	Mid-size Sedan	1479	3,966
Criminal Investigations	Mid-size Sedan	2454	3,966
Criminal Investigations	Mid-size Sedan	2457	3,966
Criminal Investigations	Mid-size Sedan	2458	3,966
Criminal Investigations	Mid-size Sedan	2459	3,966
Criminal Investigations	Mid-size Sedan	2461	3,966
Criminal Investigations	Mid-size Sedan	2462	3,966
Criminal Investigations	Mid-size Sedan	2463	3,966
Criminal Investigations	Mid-size Sedan	2464	3,966
Criminal Investigations	Mid-size Sedan	2465	3,966
Criminal Investigations	Mid-size Sedan	2466	3,966
Criminal Investigations	Mid-size Sedan	2467	3,966
Criminal Investigations	Mid-size Sedan	2468	3,966
Criminal Investigations	Mid-size Sedan	2471	3,966
Criminal Investigations	Mid-size Sedan	2472	3,966
Criminal Investigations	Mid-size Sedan	2473	3,966
Criminal Investigations	Mid-size Sedan	2476	3,966
Criminal Investigations	Mid-size Sedan	2478	3,966
Criminal Investigations	Mid-size Sedan	2479	3,966
Criminal Investigations	Mid-size Sedan	2480	3,966
Criminal Investigations	1/2 Ton Pickup Quad 4x4	2481	5,728
Criminal Investigations	Mid-size Sedan	4936	3,966
Criminal Investigations	Mid-size Sedan	5486	3,966
Criminal Investigations	Mid-size Sedan	5903	3,966
Criminal Investigations	Mid-size Sedan	7905	3,966

FY22 Vehicle Lease			
Public Safety (continued)			
Business Unit	Vehicle Type	Vehicle #	Total Cost
Criminal Investigations	Mid-size Sedan	8440	3,966
Criminal Investigations	3/4 Ton Van Cargo	8466	4,711
Criminal Investigations	Mid-size Sedan	8476	3,966
Criminal Investigations	Full-size Van-Passenger	8607	5,548
Criminal Investigations Total			\$170,657
SARIC	3/4 Ton Pickup Reg 4x2	1401	5,500
SARIC	Mid-size Sedan	2456	3,966
SARIC	Mid-size Sedan	8473	3,966
SARIC Total			\$13,432
Police Chief	Mid-size Sedan	1469	3,966
Police Chief	Mid-size Sedan	1471	3,966
Police Chief Total			\$7,932
Training and Recruitment	1/2 Ton Pickup Reg 4x2	2475	4,409
Training and Recruitment	Mid-size Sedan	8471	3,966
Training and Recruitment	3/4 Ton Pickup Reg 4x2	9419	5,500
Training and Recruitment Total			\$13,875
Mounted Patrol	3/4 Ton Pickup Reg 4x2	4999	5,500
Mounted Patrol Total			\$5,500
Public Safety Total			\$480,591

Infrastructure & Development			
Signals, Street Lights, Signs & Markings	1/2 Ton Pickup Reg 4x2	4232	4,409
Signals, Street Lights, Signs & Markings	1/2 Ton Pickup Reg 4x2	5247	4,409
Signals, Street Lights, Signs & Markings	3/4 Ton Pickup Reg 4x2	5487	5,500
Signals, Street Lights, Signs & Markings Total			\$14,319
Stormwater Management	1/2 Ton Pickup Reg 4x2	2241	4,409
Stormwater Management	1/2 Ton Pickup Reg 4x2	6282	4,409
Stormwater Management	1/2 Ton Pickup Reg 4x2	8800	4,409
Stormwater Management	1/2 Ton Pickup Reg 4x2	9230	4,409
Stormwater Management	1/2 Ton Pickup Reg 4x2	9231	4,409
Stormwater Management Total			\$22,046
Streets Maintenance	1/2 Ton Pickup Reg 4x2	2239	4,409
Streets Maintenance	1/2 Ton Pickup Reg 4x2	2240	4,409
Streets Maintenance	3/4 Ton Pickup Reg 4x2	8852	5,500
Streets Maintenance	1/2 Ton Pickup Reg 4x2	9214	4,409
Streets Maintenance Total			\$18,728
Parks Maintenance	3/4 Ton Pickup Reg 4x2	1816	5,500
Parks Maintenance	Compact Pick Up	1826	4,507

FY22 Vehicle Lease			
Infrastructure & Development (continued)			
Business Unit	Vehicle Type	Vehicle #	Total Cost
Parks Maintenance	1/2 Ton Pickup Reg 4x2	2231	4,409
Parks Maintenance	1/2 Ton Pickup Reg 4x2	2615	4,409
Parks Maintenance	1/2 Ton Pickup Reg 4x2	2617	4,409
Parks Maintenance	1/2 Ton Pickup Reg 4x2	2841	4,409
Parks Maintenance	1 Ton Cab Chassis	3202	9,364
Parks Maintenance	1 Ton Cab Chassis	5268	9,364
Parks Maintenance	1 Ton Cab Chassis	5270	9,364
Parks Maintenance	1/2 Ton Pickup Reg 4x2	6722	4,409
Parks Maintenance	1/2 Ton Pickup Quad 4x4	9265	5,728
Parks Maintenance Total			\$65,875
Urban Forestry	1/2 Ton Pickup Reg 4x2	6280	4,409
Urban Forestry	1/2 Ton Pickup Reg 4x2	7862	4,409
Urban Forestry	1/2 Ton Pickup Reg 4x2	8217	4,409
Urban Forestry	3/4 Ton Pickup Reg 4x2	8232	5,500
Urban Forestry Total			\$18,728
Right of Way Maintenance	1 Ton Cab Chassis	108	9,364
Right of Way Maintenance	3/4 Ton Pickup Reg 4x2	811	5,500
Right of Way Maintenance	1/2 Ton Pickup Ext 4x2	4864	4,519
Right of Way Maintenance	3/4 Ton Pickup Reg 4x2	5128	5,500
Right of Way Maintenance	1/2 Ton Pickup Reg 4x2	5129	4,409
Right of Way Maintenance	1/2 Ton Pickup Reg 4x2	5613	4,409
Right of Way Maintenance	1/2 Ton Pickup Reg 4x2	7617	4,409
Right of Way Maintenance	1/2 Ton Pickup Reg 4x2	9254	4,409
Right of Way Maintenance Total			\$42,520
Water Distribution	3/4 Ton Pickup Ext 4x4	1801	6,461
Water Distribution	Compact SUV 4x2	2817	4,405
Water Distribution	1/2 Ton Pickup Reg 4x2	2829	4,409
Water Distribution	1/2 Ton Pickup Reg 4x2	2830	4,409
Water Distribution	1/2 Ton Pickup Reg 4x2	2833	4,409
Water Distribution	1/2 Ton Pickup Reg 4x2	2834	4,409
Water Distribution	1/2 Ton Pickup Reg 4x2	2835	4,409
Water Distribution	1/2 Ton Pickup Reg 4x2	4846	4,409
Water Distribution	1/2 Ton Pickup Reg 4x2	4851	4,409
Water Distribution	1/2 Ton Pickup Reg 4x2	4852	4,409
Water Distribution	1/2 Ton Pickup Reg 4x2	9832	4,409
Water Distribution	1 Ton Cab Chassis	9856	9,364
Water Distribution Total			\$59,914
I & D Water Distribution	Mid Size SUV 4x4	2801	5,701
I & D Water Distribution	Compact SUV 4x2	2819	4,405

FY22 Vehicle Lease			
Infrastructure & Development (continued)			
Business Unit	Vehicle Type	Vehicle #	Total Cost
I & D Water Distribution	3/4 Ton Pickup Reg 4x2	3815	5,500
I & D Water Distribution	3/4 Ton Pickup Reg 4x2	4834	5,500
I & D Water Distribution	1/2 Ton Pickup Reg 4x2	8894	4,409
I & D Water Distribution	1/2 Ton Pickup Reg 4x2	9824	4,409
I & D Water Distribution Total			\$29,925
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	215	4,409
Lift Station Maintenance	3/4 Ton Pickup Reg 4x2	1817	5,500
Lift Station Maintenance	3/4 Ton Pickup Reg 4x2	2821	5,500
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	2825	4,409
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	2826	4,409
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	2827	4,409
Lift Station Maintenance	3/4 Ton Pickup Reg 4x2	3802	5,500
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	4848	4,409
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	4849	4,409
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	4850	4,409
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	4861	4,409
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	4862	4,409
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	4863	4,409
Lift Station Maintenance	1/2 Ton Pickup Reg 4x2	8130	4,409
Lift Station Maintenance	3/4 Ton Pickup Crew 4x2	9729	6,068
Lift Station Maintenance Total			\$71,070
Capital Projects Management	1/2 Ton Pickup Reg 4x2	5319	4,409
Capital Projects Management	1/2 Ton Pickup Reg 4x2	6615	4,409
Capital Projects Management Total			\$8,819
Development Services	1/2 Ton Pickup Reg 4x2	314	4,409
Development Services	1/2 Ton Pickup Reg 4x2	2311	4,409
Development Services	1/2 Ton Pickup Reg 4x2	2312	4,409
Development Services	1/2 Ton Pickup Reg 4x2	2315	4,409
Development Services	1/2 Ton Pickup Reg 4x2	2725	4,409
Development Services	3/4 Ton Van Cargo	3302	4,711
Development Services	1/2 Ton Pickup Reg 4x2	6323	4,409
Development Services	1/2 Ton Pickup Reg 4x2	8314	4,409
Development Services	1/2 Ton Pickup Reg 4x2	8625	4,409
Development Services	1/2 Ton Pickup Reg 4x2	9101	4,409
Development Services	1/2 Ton Pickup Reg 4x2	9301	4,409
Development Services Total			\$48,804

FY22 Vehicle Lease			
Infrastructure & Development (continued)			
Business Unit	Vehicle Type	Vehicle #	Total Cost
Sewer Maintenance	1/2 Ton Pickup Reg 4x2	818	4,409
Sewer Maintenance	1/2 Ton Pickup Reg 4x2	2837	4,409
Sewer Maintenance	3/4 Ton Pickup Reg 4x2	5801	5,500
Sewer Maintenance	1/2 Ton Pickup Reg 4x4	7280	5,238
Sewer Maintenance Total			\$19,556
Water Supply & Treatment	3/4 Ton Pickup Reg 4x2	1818	5,500
Water Supply & Treatment	1/2 Ton Pickup Reg 4x2	2822	4,409
Water Supply & Treatment	Full-size Van-Passenger	8815	5,548
Water Supply & Treatment Total			\$15,457
President Street Plant	1/2 Ton Pickup Reg 4x2	2824	4,409
President Street Plant	1/2 Ton Pickup Reg 4x2	9232	4,409
President Street Plant	1/2 Ton Pickup Reg 4x2	9828	4,409
President Street Plant Total			\$13,228
Water Resources Planning & Engineering	1/2 Ton Pickup Reg 4x2	2839	4,409
Water Resources Planning & Engineering	1/2 Ton Pickup Reg 4x2	8117	4,409
Water Resources Planning & Engineering	1/2 Ton Pickup Reg 4x2	9823	4,409
Water Resources Planning & Engineering Total			\$13,228
Parking Management	3/4 Ton Pickup Reg 4x2	8126	5,500
Parking Management	Compact Pick Up	9111	4,507
Parking Management Total			\$10,007
Parking Facilities	1/2 Ton Pickup Reg 4x2	8127	4,409
Parking Facilities	1/2 Ton Pickup Reg 4x2	9112	4,409
Parking Facilities Total			\$8,819
Greenscapes Administration	1/2 Ton Pickup Reg 4x2	7129	4,409
Greenscapes Administration	1/2 Ton Pickup Reg 4x2	7270	4,409
Greenscapes Administration Total			\$8,819
Infrastructure & Development Total			\$489,861

Community Services			
Residential Refuse	1/2 Ton Pickup Reg 4x2	2730	4,409
Residential Refuse Total			\$4,409
Refuse Disposal	1/2 Ton Pickup Quad 4x4	2728	5,728
Refuse Disposal	1/2 Ton Pickup Ext 4x4	5724	5,145
Refuse Disposal	1/2 Ton Pickup Quad 4x4	7723	5,728
Refuse Disposal Total			\$16,602

FY22 Vehicle Lease			
Community Services...(continued)			
Business Unit	Vehicle Type	Vehicle #	Total Cost
Street Cleaning	1/2 Ton Pickup Reg 4x2	2720	4,409
Street Cleaning	1/2 Ton Pickup Reg 4x2	2722	4,409
Street Cleaning	1/2 Ton Pickup Reg 4x2	9831	4,409
Street Cleaning Total			\$13,228
Therapeutic Recreation	Full-size Van-Passenger	106	5,548
Therapeutic Recreation Total			\$5,548
Recreation Services	Full-size Van-Passenger	607	5,548
Recreation Services	Full-size Van-Passenger	6606	5,548
Recreation Services	1/2 Ton Pickup Reg 4x2	8315	4,409
Recreation Services	1/2 Ton Pickup Reg 4x2	8819	4,409
Recreation Services Total			\$19,914
Code Enforcement	1/2 Ton Pickup Reg 4x2	726	4,409
Code Enforcement	1/2 Ton Pickup Reg 4x2	2310	4,409
Code Enforcement	Mid-size Sedan	5322	3,966
Code Enforcement	1/2 Ton Pickup Reg 4x2	6281	4,409
Code Enforcement	1/2 Ton Pickup Reg 4x2	6324	4,409
Code Enforcement	1/2 Ton Pickup Reg 4x2	7330	4,409
Code Enforcement	1/2 Ton Pickup Reg 4x2	7331	4,409
Code Enforcement	1/2 Ton Pickup Reg 4x2	8303	4,409
Code Enforcement	1/2 Ton Pickup Reg 4x2	8307	4,409
Code Enforcement	1/2 Ton Pickup Reg 4x2	9725	4,409
Code Enforcement Total			\$43,649
Recreation Maintenance	1/2 Ton Pickup Reg 4x2	2612	4,409
Recreation Maintenance	1/2 Ton Pickup Reg 4x2	2616	4,409
Recreation Maintenance	1/2 Ton Pickup Reg 4x2	2619	4,409
Recreation Maintenance	1/2 Ton Pickup Reg 4x2	6621	4,409
Recreation Maintenance	1/2 Ton Pickup Reg 4x2	9613	4,409
Recreation Maintenance	1/2 Ton Pickup Reg 4x2	9614	4,409
Recreation Maintenance Total			\$26,456
Commercial Refuse	3/4 Ton Pickup Reg 4x2	2842	5,500
Commercial Refuse	1 Ton Cab Chassis	5266	9,364
Commercial Refuse	1/2 Ton Pickup Reg 4x2	6322	4,409
Commercial Refuse Total			\$19,274
Recreation & Leisure Services	3/4 Ton Van Cargo	8609	4,711
Recreation & Leisure Services	3/4 Ton Van Cargo	8610	4,711
Recreation & Leisure Services	3/4 Ton Van Cargo	8611	4,711
Recreation & Leisure Services	Mid-size Sedan	8617	3,966
Recreation & Leisure Services Administration Total			\$18,099
Community Services Total			\$167,180
FY22 Vehicle Lease Total			\$1,304,080

Components			
Business Unit	Component Type	ID #	Total Cost
Fleet Maintenance	DAEWO	1108	43,000
Fleet Maintenance Total			\$43,000
City Cemeteries	Cargo Craft	3214	5,200
City Cemeteries Total			\$5,200
Fire Chief	Wind Dancer	2507	6,000
Fire Chief Total			\$6,000
Stormwater Management	Kaiser	7243	249,000
Stormwater Management Total			\$249,000
Streets Maintenance	WANCO	4238	6,300
Streets Maintenance	ATLCP	21208	11,200
Streets Maintenance Total			\$17,500
Parks Maintenance	VERMR	1802	11,000
Parks Maintenance	John Deere	7615	26,000
Parks Maintenance Total			\$37,000
I & D Water Distribution	Toyota	4820	33,000
I & D Water Distribution Total			\$33,000
Greenscapes Administration	Band	4236	22,000
Greenscapes Administration	Cargo Mate	6272	5,300
Greenscapes Administration Total			\$27,300
Parking Facilities	ALTO	5132	28,000
Parking Facilities Total			\$28,000
Sewer Maintenance	Tow Master	5855	17,000
Sewer Maintenance Total			\$17,000
Lift Station Maintenance	ACME	9818	41,000
Lift Station Maintenance Total			\$41,000
Athletic Services	Kubot	5627	18,000
Athletic Services Total			\$18,000
Recreation Maintenance	Cargo Mate	6616	5,300
Recreation Maintenance	Cargo Mate	6617	5,300
Recreation Maintenance Total			\$10,600
Components Total			\$532,600

Fee Changes

Listed below are the 2022 proposed rate changes. Rate changes are included for certain revenue sources within the General Fund.

General Fund	2021	2022
Fire Service Fees		
After-hours Inspections (4 hours)	\$—	\$200.00
After-hours Inspections (per hour over the initial 4 hours)	\$—	\$55.00
Annual underground tank inspection and inventory check (per tank facility)	\$60.00	\$75.00
Bonfire Permit	\$50.00	\$75.00
Commercial Burn Permit	\$100.00	\$125.00
Existing Building	\$50.00	\$75.00
Extra Inspection	\$50.00	\$75.00
Extra Inspection - Work not in compliance with code and/or approved drawings (additional)	\$—	\$50.00
Extra Inspection - Work not ready for inspection upon arrival (Additional)	\$—	\$25.00
Extra Inspection - Wrong address (additional)	\$—	\$25.00
Fire Equipment	\$—	\$25.00 - \$75.00
Fire Marshal - Extra Inspection - Repairs or corrections not made when re-inspection has been scheduled (additional)	\$—	\$75.00
Fire Marshal - Fire Protection Systems Inspection	\$8.00 per \$1,000.00 of materials and labor with a \$40.00 minimum	\$10.00 per \$1,000.00 of materials and labor with a \$55.00 minimum
Fire Works Permit	\$100.00	\$125.00
Firefighter Service	The fee per hour shall be one and a half times the hourly wage of the assigned firefighter/s with a minimum of four hours	The fee shall be charged at Federal Emergency Management Agency (FEMA) hourly wage rate with a minimum of four hours.
Inspection of repair or retrofitting of an underground tank or Integral piping system (per tank or piping system inspection)	\$40.00	\$55.00
Inspection of the removal operation of the pollutant (per inspection)	\$40.00	\$55.00
Inspection of the removal or filling and capping of an underground storage tank	\$100.00	\$120.00
Leak detection system installation (per tank inspection)	\$40.00	\$55.00
New integral piping system installation (per inspection)	\$40.00	\$55.00
New underground tank installation (per tank inspection)	\$40.00	\$55.00
Penalty for not taking out Required Permit	\$500.00	\$650.00
Plan Review	\$50.00	\$75.00
Private Fire Hydrant Non-Compliant Testing and Inspection Report (Second Offense)	\$750.00	\$1,000.00
Private Fire Hydrant Non-Compliant Testing and Inspection Report (Third Offense)	\$1,000.00	\$1,500.00

General Fund (Continued)	2021	2022
Fire Service Fees (Continued)		
Commercial Burn Permit Renewal	\$—	\$100.00
Commercial Burn Additional Pits	\$—	\$100.00
Fire Incident Report	\$5.00	\$6.50
Preventable Fire Department Response	\$250.00	\$275.00
Vehicle Fire Service (non-resident)	\$250.00	\$275.00
Cemetery Fees		
Annual Care per lot (per year)	\$160.00	\$400.00
Columbarium (prime)	\$1,620.00	\$2,320.00
Columbarium (standard)	\$1,420.00	\$2,020.00
Interment, Adult (prime)	\$750.00	\$1,000.00
Interment, Adult (standard)	\$950.00	\$1,200.00
Interment, Adult (Sunday, Holiday)	\$1,125.00	\$1,500.00
Interment, Amputated Limb (prime)	\$450.00	\$550.00
Interment, Amputated Limb (standard)	\$550.00	\$650.00
Interment, Amputated Limb (Sunday/Holiday)	\$700.00	\$800.00
Interment, Ashes/Cremains (prime)	\$450.00	\$550.00
Interment, Ashes/Cremains (standard)	\$550.00	\$650.00
Interment, Ashes/Cremains (Sunday/Holiday)	\$700.00	\$800.00
Interment, Child (Sunday/Holiday)	\$800.00	\$900.00
Interment, Child (prime)	\$450.00	\$550.00
Interment, Child (standard)	\$600.00	\$700.00
Interment, Infant (Sunday/ Holiday)	\$750.00	\$850.00
Interment, Infant (prime)	\$400.00	\$500.00
Interment, Infant (standard)	\$550.00	\$650.00
Internment, Ashes/Cremains (Sunday/Holiday)	\$650.00	\$850.00
Internment, Ashes/Cremains (prime)	\$350.00	\$850.00
Internment, Ashes/Cremains (standard)	\$450.00	\$850.00
Internment, Ashes/Cremains (Sunday/Holiday)	\$650.00	\$850.00

General Fund (Continued)	2021	2022
Cemetery Fees (Continued)		
Lot Diagram	\$50.00	\$75.00
Lot, 12-space	\$11,540.00	\$15,620.00
Lot, 2 space (intermediate)	\$2,620.00	\$3,020.00
Lot, 2-space (prime)	\$2,820.00	\$3,220.00
Lot, 2-Space (standard)	\$2,410.00	\$2,820.00
Lot, 4-space	\$4,220.00	\$5,820.00
Lot, 6-space	\$6,020.00	\$8,420.00
Lot, 7-space	\$5,900.00	\$9,120.00
Lot, Cremation space	\$520.00	\$620.00
Lot, Single-Space	\$1,120.00	\$1,500.00
Perpetual Care (per sq. ft. determined by lot measurement)	\$19.00	\$24.00
Tent/Chair Rental	\$300.00	\$375.00
Inspection Fees		
Block Party Event Permit	\$50.00	\$100.00
Development and Review Fees		
Board of Appeals: Commercial Zoning Board of Appeals Application	\$350.00	\$1,300.00
Board of Appeals: Residential Zoning Board of Appeals Application	\$120.00	\$620.00
Rezoning Application: Planned Development or Planned Development Text Amendments Application	\$600.00	\$1,500.00
Rezoning Application: Rezoning or Text Amendment Application	\$600.00	\$1,200.00
Rezoning Application Special Use Permit (church, family care home, family daycare home or institutional use)	\$—	\$500.00
Rezoning or Text Amendment Application - Special Use Permit (standard)	\$—	\$1,000.00
Leisure and Recreation Fees		
Special Event - Rousakis Plaza Day Rental	\$275.00	\$500.00
Special Event - Square Rental (non-resident, off peak season)	\$475.00	\$575.00
Special Event Daffin Park Exclusive Day Rental	\$325.00	\$1,500.00
Special Event Daffin Park Pavilion Day Rental (non-resident)	\$250.00	\$300.00
Special Event Daffin Park Pavilion Day Rental (city resident)	\$225.00	\$275.00
Special Event Square Rental (city resident)	\$325.00	\$350.00
Special Events Arbor Stage Only Day Rental	\$—	\$250.00
Special Events Daffin Park Mall Day Rental	\$325.00	\$500.00
Special Events Daffin Park Stage Rental	\$—	\$200.00

General Fund (Continued)**Miscellaneous Fees**

City Hall - Daily Impact	\$500.00	\$750.00
Film - City Hall Daily Impact	\$500.00	\$750.00
Film - Clusky Vaults	\$600.00	\$750.00
Film - On Site Staff	\$100.00	\$150.00
Film - On-Site Staff	\$100.00	\$150.00
Film - Savannah Powder Magazine	\$500.00	\$750.00
Film - Traffic Engineering	\$—	\$300.00
Film - Traffic Engineering - Expedited Review 1	\$—	\$75.00
Film - Traffic Engineering - Expedited Review 2	\$—	\$100.00
Film - Traffic Engineering - Expedited Review 3	\$—	\$300.00
Food Truck Permit	\$25.00	\$30.00
Location - Student Film	\$25.00	\$30.00
Special Events Forsyth Fountain Rental (non-city resident)	\$475.00	\$1,200.00
Special Events Forsyth Park Bandshell and East Lawn Day Rental	\$600.00	\$750.00
Special Events Forsyth Park Fountain Rental (city resident)	\$325.00	\$700.00
Special Events Forsyth Park Fragrance Garden City (resident rental)	\$325.00	\$400.00
Special Events Forsyth Park Lawn Only (city resident day rental)	\$325.00	\$350.00
Special Events Forsyth Park Lawn Only (non-resident, off peak day rental)	\$475.00	\$575.00
Special Events Forsyth Park North Rental (city resident)	\$325.00	\$350.00
Special Events Forsyth Park North Rental (non-resident, off-peak season)	\$475.00	\$575.00
Special Events Forsyth Park Rental (non-resident, peak season)	\$625.00	\$725.00
Special Events Forsyth Park East Lawn Day Rental (non-resident, peak season)	\$625.00	\$725.00
Special Events Hull Park Pavilion	\$50.00	\$100.00
Special Events Square (non-resident, peak season)	\$625.00	\$725.00
Square Rental (city resident)	\$325.00	\$350.00

Regulatory Fees

Menu Board	\$100.00	\$200.00
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Water & Sewer Fund**Utility Service Fees**

Account Establishment	\$—	\$30.00
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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. The Community Partnerships Program is divided into three key areas: Community Investments, Essential Services, and Homeless System Coordination.

Community Investment programs compete under two categories, Established Non-Profits and Developing Non-Profits. Selection committees evaluated proposals and recommended funding in amounts ranging from \$5,000 to \$50,000 for Community Investment contracts. Programs address key issues impacting residents including economic mobility, senior and youth services, food insecurity and health and wellness.

Essential Services are non-competitive contracts awarded to non-profit organizations that provide services which directly support and/or augment vital local government activities such as public safety and poverty reduction. This funding category is capped at \$200,000.

Homeless System Coordination funding supports the agency that serves as lead for the Continuum of Care (CoC) and manages the coordinated entry system for participating agencies, and other federally mandated CoC activities. This funding category is capped at \$200,000.

Investment Impacts

The Community Partnerships Evaluation Committee reviewed 62 applications from 41 local agencies totaling \$2,158,250. The 2022 allocation includes the following:

- \$600,000 for Community Investment programs
- \$200,000 for Essential Services
- \$200,000 for Homeless System Coordination
- \$450,000 one-time special allocation for Training and Capacity Building Grants to fund non-profit planning, training, and skill development.

Review Criteria & Indicators

Ability to Address Community Needs - 15 Points

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

Budget/Financials - 25 Points

The organization's budget reflects diverse funding sources and a strong capacity to manage resources. It is important that the City of Savannah is not the primary funding source for an agency's programs or the agency itself. Points are awarded in this category based on the agency's ability to demonstrate diverse funding sources for the program budget and provide complete program budgets with expenses in line with services provided. Additionally, the organization's budget should show no unexplained or unjustified surpluses or deficiencies.

Benefit of Program/Service to Participants - 20 Points

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

Program Design - 10 Points

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

Cost per Program Participant - 10 Points

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

Operational Capacity and Program Experience - 15 Points

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

Collaborations/Partnerships - 5 Points

Collaborations and partnerships with other agencies, community organizations and/or City departments that benefit program participants and connect participants to additional resources is a City priority. Points are awarded in this category to agencies including proof of partnerships with other entities in the form of written agreements that specify the services to be provided.

Total - 100 Points

Purchasing Strategies

The 2022 Community Partnership Program purchases services which align with City Council priorities. The selection committee evaluates each application based on the established criteria. Applicants must demonstrate how they will track and report program outcomes, which are monitored quarterly by the Human Services Department.

Returning Community Investment programs received a 4.8% increase in funding from the previous year and new programs received between \$5,000-\$10,000. Additionally, funds are reserved to support local Homeless System Coordination and Essential Services.

In 2022, a one-time allocation will be made available for Training and Capacity Building Grants to support non-profit organizations.

Community Partnerships Program FY22 Proposed Budget

The Community Partnerships Program awards grants for services that assist in achieving priorities identified by the City of Savannah which specifically benefit the residents of Savannah, Georgia. Funding is awarded under three categories: Community Investments, Essential Services, and Homeless System Coordination.

Community Investments: Proposals are recommended in amounts ranging from \$5,000 to \$50,000 for CPP contracts. Non-profits compete under two categories: Established Non-Profits and Developing Non-Profits.

Established Non-Profit Organizations: Meet four or more of the following criteria: 1) annual budget of \$250,000 or more; 2) five or more years of operation; 3) three or more years of successful grants management experience; 4) three or more years of program management experience; 5) paid staff; and 6) established Board of Directors.

Agency (Program)	2022 Requested Funding	2022 Proposed Funding
American Red Cross (Disaster Response and Recovery 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.	\$ 24,000	\$ 23,517
America's Second Harvest (Senior Hunger Initiative) addresses seniors' access to food assistance including the Brown Bag for the Elderly program which provides free groceries to low-income seniors monthly and to qualifying senior centers weekly.	\$ 30,000	\$ 24,497
Chatham County Safety Net Planning Council (Adult Oral Health Free Dental Day) provides free dental services to City of Savannah adult residents (over 18 years of age) focusing on uninsured and underinsured, vulnerable individuals.	\$ 29,750	\$ 10,480
Chatham County Safety Net Planning Council (Front Porch ACTS, formerly Trauma Drama) is designed to help youth and adolescents deal with complex trauma through applied improvisation. Front Porch ACTS community-based theater provides professional actors and facilitators for workshops and uses the evidence-based Trauma Drama curriculum, an immersive group intervention. (Not affiliated with The Front Porch)	\$ 50,000	\$ 10,480
Coastal Georgia Council Boys Scouts of America (Exploring Program) provides career mentoring, leadership, and job skills development programs for boys and girls ages 12-19.	\$ 10,000	\$ 5,240
Consumer Credit Counseling Service of the Savannah Area, Inc. (Financial Wellness for Savannah Families) provides counseling and education services including credit improvement, debt reduction, foreclosure intervention, and homeownership.	\$ 50,000	\$ 10,480
Economic Opportunity Authority for Savannah-Chatham County Area, Inc. (Workforce Development Triple "E" Training) is an eight-hour employment soft skills training program with referrals to additional educational and entrepreneurial training opportunities for youth and adults.	\$ 50,000	\$ 9,799
Economic Opportunity Authority for Savannah-Chatham County Area Inc. (Relatives as Parents Program) supports relative caregivers who are not in the formal foster care system with monthly group meetings, educational seminars, and counseling. Financial assistance provided to caregivers in crisis situations in the form of gift cards and vouchers.	\$ 50,000	\$ 5,240
Economic Opportunity Authority for Savannah-Chatham County Area Inc. (Home Buyer Education) imparts basic knowledge and information to consumers regarding the steps required to purchase and maintain a home during a four-week educational course.	\$ 50,000	\$ 5,240

Community Partnerships Program FY22 Proposed Budget

Agency (Program)	2022 Requested Funding	2022 Proposed Funding
<p>Forsyth Farmers' Market (912 Food Farmacy) is a USDA-funded program partnering with four local health clinics to serve individuals from low-income households who have or are at risk for diet-related chronic diseases. Participants attend six monthly sessions to receive health screenings, nutrition classes, and 26 weeks of prescription vouchers to shop at the Food Farmacy.</p>	\$ 15,000	\$ 5,240
<p>Forsyth Farmer's Market (Farm Truck 912) provides access to healthy, locally grown produce at seven Savannah locations that are considered by the USDA's Food Access Research Atlas (2015) to be low-income areas with low access to fresh foods. Participants with SNAP/EBT benefits receive items from the Farm Truck at half price.</p>	\$ 15,000	\$ 7,839
<p>Frank Callen Boys & Girls Club (Quality Recreation for Healthy Futures) prevents youth gang activity through targeted outreach that includes health and fitness programs and activities designed to improve physical, nutritional, and social wellbeing. Programming includes reading, academic support, and career readiness to prepare youth for success.</p>	\$ 35,000	\$ 25,178
<p>Georgia Legal Services (Home Ownership Protection) provides free legal advice and representation for estate planning, probate, and home mortgage foreclosure alternatives to the elderly (60 years of age and older), veterans, victims of crime, and those living at or below 200% of the federal poverty level.</p>	\$ 50,000	\$ 44,095
<p>Greenbriar Children's Center (Early Childhood Education) grants partial scholarships for a structured, daily educational program that includes breakfast, lunch, and an afternoon snack for 20 preschool age children from low-income households.</p>	\$ 47,000	\$ 26,457
<p>Greenbriar Children's Center (Family Preservation, Counseling, & Support Services) provides in-home family assessment, crisis intervention, case management, parent education, and family counseling available on a 24 hour on-call basis during treatment phase. Additional services include life skills and job training, job placement, and referrals.</p>	\$ 40,000	\$ 10,480
<p>MedBank Foundation (Prescription Assistance) assists with processing medication refills and program renewals for persons who are uninsured, underinsured, or from low-income households.</p>	\$ 20,500	\$ 9,799
<p>Mediation Center of the Coastal Empire, Inc. (Public Safety - Conferencing & Dialogue Circles) facilitates "Community Conferencing" services for youth, families, and communities in conflict.</p>	\$ 25,000	\$ 9,799
<p>Mercy Housing Southeast (Academic Enrichment and Family Food Support) delivers year-round, onsite, enrichment program for K-12 youth at no charge. Services include tutoring, extracurriculars, recreation, and health-focused initiatives.</p>	\$ 50,000	\$ 10,480
<p>Parent University (Parent University) conducts workshop sessions on job readiness, adult education, and financial literacy while providing childcare, meals, and transportation for participants.</p>	\$ 50,000	\$ 26,200
<p>Park Place Outreach Youth Emergency Services (Family Preservation for Teens) provides youth ages 11-17 and their parents/families with case management, support services, and placement prevention services.</p>	\$ 15,000	\$ 5,240

Community Partnerships Program FY22 Proposed Budget

Agency (Program)	2022 Requested Funding	2022 Proposed Funding
Royce Learning Center (Adult and Community Education) offers 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.	\$ 10,000	\$ 5,240
Royce Learning Center (Summer Programs at Royce) addresses the needs of students with diagnosed learning disorders through an eight-week summer program offering specialized academic support.	\$ 10,000	\$ 5,240
Savannah Center for Blind and Low Vision (Vision Screenings Health Initiative) offers free mobile vision screenings to all Savannah residents who cannot afford a visit to the optometrist and corrective eye wear if needed.	\$ 20,000	\$ 9,799
Savannah Center for Blind and Low Vision (Diabetes Management & Maintenance Training for the Visually Impaired) provides vision screenings for persons with diabetes, physician prescribed vision aids, and monthly diabetes management training classes.	\$ 35,000	\$ 10,480
Savannah Chatham CASA (Foster Care Transition) assists youth 14 years and older who are transitioning out of foster car, with Independent Living Program (ILP) services.	\$ 10,000	\$ 10,480
Savannah Chatham CASA (Supervised Visitation Center) supports families referred via court order, DFCS, or self-referral, with supervised visitations, safe custody exchanges, and parent education/coaching services.	\$ 20,000	\$ 10,480
Senior Citizens (Senior Services) assists seniors through direct care management, including home assessments, daytime care, and peer-to-peer support.	\$ 40,000	\$ 24,497
Senior Citizens (Care Navigators & Meals on Wheels) provides direct care management for seniors, including guardianship, connection to benefits, investigation of elder abuse/neglect, and preparation and delivery of meals.	\$ 35,000	\$ 24,497
Small Business Assistance Corporation (Personal and Business Credit Building Program) educates individuals and businesses through ten one-hour credit courses with personalized follow-up and 200 hours of one-on-one mentoring.	\$ 23,000	\$ 22,537
The Creative Coast (Innovation Hub formerly The Labs) offers K-12 access to coding education and entrepreneurial knowledge through children's weekend coding workshops and summer camps.	\$ 50,000	\$ 37,235
The Savannah Country Day School (Horizons Savannah Youth Program) offers income-eligible SCCPSS students ages 5-15, who are at risk of falling behind in school, a six-week summer program of academic, recreational, social, and emotional learning activities.	\$ 25,000	\$ 13,718
West Broad Street YMCA (Senior Citizens Program) connects seniors with three weekly classes for exercise, crafts, and healthy cooking, utilizing the Y's Growing Edge Community Garden from which they harvest their own fruits and vegetables year-round.	\$ 20,000	\$ 5,240
West Broad Street YMCA (STEAM Neighborhood Enrichment Program) engages youth ages 4-18 in an eight-week summer program focused on science, technology, engineering, art, and math.	\$ 50,000	\$ 5,240

Community Partnerships Program FY22 Proposed Budget

Agency (Program)	2022 Requested Funding	2022 Proposed Funding
West Broad Street YMCA (Youth Sports Program) allows youth whose parents cannot afford or cannot access other sports leagues the opportunity to play soccer and basketball.	\$ 25,000	\$ 5,240
YMCA of Coastal Georgia (Before and After School Enrichment Program) awards scholarships to defray the cost of after-school program for income-eligible elementary and middle school students (receiving free school lunches) who live in the City of Savannah.	\$ 25,000	\$ 8,646
Subtotal - Established Non-Profits Recommendation	\$1,104,250	\$484,349
Developing Non-Profit Organizations: Organizations that do not meet Established Non-Profit Criteria and must complete Grassroots Organization Workshops (GROW) non-profit training program.		
Healthy Savannah (Healthy Corner Store) increases access to fresh food by securing agreements with convenience stores located in low-food-access-areas to add kiosks and offer fresh fruits and vegetables to customers.	\$ 50,000	\$ 10,000
Loop It Up Savannah, Inc. (Mindfulness Zone Program) employs a multi-layered program that uses mindfulness practice, trauma-informed yoga, and expressive arts to foster wellness and well-being among at-risk second through fifth grade students attending Title I schools in Savannah.	\$ 30,000	\$ 10,000
ReNForce (Transitional Job Training Program) supports persons impacted by the criminal justice system with a four-week transitional job training program and job placement assistance.	\$ 50,000	\$ 10,000
Savannah Parkinson's Support Group (Get Excited and Move) assists persons affected by Parkinson's Disease, with daily classes at Cohen's Gym designed to address post illness reconditioning, imbalance, poor motor control, and age-related challenges.	\$ 25,000	\$ 10,000
Savannah Volunteer Dental Clinic (Free Family Dental Clinic) assists uninsured, low-income adults, children, and families with general dental services that include exams, dental hygiene/preventative care, treatment for acute dental conditions and pain, cavity fillings, and extractions at a community based Free Family Dental Clinic.	\$ 42,000	\$ 10,000
Star Charter School (Our Boys Can't Wait/Growing into Manhood Program) engages males between the ages of 10-17 in a summer and after school enrichment program that address the social, emotional, and academic development.	\$ 27,000	\$ 10,000
Through It All (Empowerment, Education, & Planning for Family Futures) provides soft skills training, access to community resources, family futures planning, college readiness, and mental health resources to empower women.	\$ 25,000	\$ 5,000
Subtotal - Developing Non-Profits Recommendation	\$ 249,000	\$ 65,000
Subtotal - Community Investments - Contingency Recommendation	—	\$ 50,651
Total Community Investments Recommendation	\$1,353,250	\$600,000

Community Partnerships Program FY22 Proposed Budget

Agency (Program)	2022 Requested Funding	2022 Proposed Funding
<p>Essential Services: Essential Services are non-competitive contracts awarded to non-profit organizations that provide services which directly support and/or augment vital local government activities.</p>		
<p>Coastal Children's Advocacy Center (Forensic interviewing and Crisis Intervention) conducts forensic interviews, crisis intervention, and trauma-informed counseling services for children and their non-offending family members.</p>	\$ 25,000	\$ 25,000
<p>Neighborhood Improvement Association (Volunteer Income Tax Assistance (VITA)) extends free tax preparation services to low-to-moderate-income taxpayers, utilizing IRS-certified volunteers who prepare and electronically file the returns to expedite the refund turnaround process</p>	\$ 50,000	\$ 50,000
<p>Rape Crisis Center (Prevention Education & SANE Program) Prevention Education equips elementary, middle, and high school youth in the public-school system with anti-bullying, healthy relationships, and interpersonal violence prevention. SANE provides one-on-one crisis intervention through the Sexual Assault Nurse Examiners (SANE) program at St. Joseph's/Candler Hospital and Memorial Health University Medical Center.</p>	\$ 30,000	\$ 30,000
<p>Step Up Savannah (Asset Building and Economic Mobility & Chatham Apprentice Program (CAP)) Asset Building and Economic Mobility provides public benefits enrollment, financial education/credit counseling, and access to other training and resources. CAP is a workforce development program with wrap-around services specialized for unemployed and underemployed persons.</p>	\$ 150,000	\$ 95,000
Total Essential Services Recommendation	\$ 255,000	\$ 200,000
<p>Homeless System Coordination: Serves as lead agency for the Continuum of Care (CoC) and manages the coordinated entry system for participating agencies, the Homeless Information System (HMIS), and federally mandated activities such as the Point-in-Time Count, Annual Performance Report, Homeless Assessment Report, and Housing Inventory Report.</p>		
<p>Chatham Savannah Authority for the Homeless (Continuum of Care (COC)) serves as lead agency for CoC and manages the coordinated entry system for participating agencies, the Homeless Information System (HMIS), and federally mandated activities such as the Point-in-Time Count, Annual Performance Report, Homeless assessment Report, and Housing Inventory Report.</p>	\$ 200,000	\$ 200,000
Total Homeless System Coordination Recommendation	\$ 200,000	\$ 200,000
Total Special Capacity Building Grants via RFP Recommendation	—	\$ 450,000
Total Community Partnerships Program Recommendation	\$1,808,250	\$1,450,000

Cultural Contributions

Overview

The City of Savannah is a key investor in local cultural and arts programs and events, recognizing that arts, history, culture, and creativity are vital contributors to the City's economic growth and community enrichment and essential components in the development of Savannah's unique identity. Through the Arts and Cultural Enrichment Program (ACE), the City supports opportunities for art and culture to enhance and enrich the quality of life for Savannah residents and guests and reflects its value of art and culture as contributors to the vibrancy of Savannah. The ACE Program awards contractual funding to nonprofit organizations and institutions of higher learning to provide high-quality, innovative, and creative art cultural and educational services that expand access to new and diverse audiences; increase appreciation and exposure to art and multiculturalism; inspire and engage youth; grow and nurture local talent; and improve the vitality of Savannah in a measurable and sustained way. The Cultural Affairs Commission (CAC), appointed by the Mayor and Aldermen, attends the programs and events of recipient agencies throughout the year to evaluate their effectiveness and ensure contract compliance.

Investment Impacts

The CAC served as a Review Panel for the 2022 ACE program. The Panel reviewed proposals submitted and participated in a one-day Review Panel Deliberation Meeting on Aug. 21, 2021, during which they scored 27 proposals from 15 different organizations with a total funding request of \$966,600. Of the 15 submitted proposals, 14 organizations totaling 26 program proposals were recommended for City investment. Cultural Contributions funding for 2022 is \$635,000 for the ACE program and \$23,000 for the Weave-A-Dream (WAD) program, with a total investment amount of \$658,000. The Technical Assistance allocation of \$22,400, formerly funded in ACE, has been reallocated in the Cultural Resources operational budget under Outside Services where it will fund new community arts project initiatives of the Cultural Resources Department and provide technical assistance for local arts organizations. The CAC sought proposals that would strategically position the disciplines of the creative sector to address the following City priorities in a measurable way:

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

The recommended ACE allocations are based on a scoring rubric.

Criteria & Indicators

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

Organization Management and Experience – 15 Points

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

Program/Project Design – 15 Points

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

Community Benefits/City Priorities – 30 Points

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

Performance Outcomes – 20 Points

- Clearly delineates the number and type of specific programs to be provided
- Identifies the number of participants to be served
- Differentiates and defines an organization's free and fee-based programming
- Provides programs that reach/extend to multiple aldermanic districts
- Includes clear evaluation methods and indicators to measure program/service effectiveness and determine if program goals were met

Budget Planning & Management – 20 Points

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

Total - 100 Points

Cultural Contributions 2022 Proposed Budget

Organization - Program(s)	Proposed Funding
American Traditions Vocal Competition (ATC) – Junior ATC, Educational Outreach	\$6,667

Junior ATC (City Investment/Cost Per Participant: \$4,000/\$10)

Junior ATC is a specialized musical opportunity for local high school students that provides performance opportunities for participants through access to one-on-one coaching from professional and Grammy-nominated vocalists from around the country. The program will develop an established curriculum using classic American music, Johnny Mercer, as the foundation while broadening participant’s horizons to include pop, Broadway, jazz, folk, and spirituals. The program’s goals are to directly inspire, engage, and help young people develop their sense of self-esteem, artistry, and musical knowledge. Junior ATC participants come from a variety of diverse backgrounds, many from low-income and underserved communities. The program will conclude with participants taking the stage and performing at a free public concert at one of Savannah’s premiere music venues.

Educational Outreach (City Investment/Cost Per Participant: \$2,667/\$4.45)

American Traditions Vocal Competition’s educational programming is designed to reach Title I schools, particularly those with limited music programs. This program will focus on the origins of traditional American music, musical styles, and history as told through the artistry of each time period. By employing professional jazz musicians for participants to work with and learn from, the program aims to connect to students from classical to contemporary musical forms: pop, jazz, Broadway, Disney, bluegrass, blues, rock and roll, and Motown. The curriculum’s goals are to creatively inspire students to have inter-generational dialogues regarding musical styles, gain knowledge of key figures in American musical history, and develop each participant’s ties with musical traditions.

Proposed Performance Metrics	Amount	Target Audience	%
Services	36	Young Children (0-5)	2
Participants	1000	Children (6-13)	19
Visitors/Tourists	60	Teens (14-17)	39
Artists Participating	62	Young Adults (18-20)	10
Partnerships	5	Adults (21-59)	10
		Seniors (over 60)	20

Cultural Contributions 2022 Proposed Budget

Organization - Program(s)	Proposed Funding
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Arts Southeast, Inc. (ASE) – Exhibition Season, First Friday Street Fairs, ON::VIEW Artist in Residency, Exhibition Reproduction for Libraries, Professional Practice Workshops for Artists	\$54,540
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Exhibition Season (City Investment/Cost Per Participant: \$38,530/\$19.13)

Arts Southeast’s exhibitions program at Sulfur Studios will include 13 curated art experiences focusing on the aesthetic, educational, and community-building aspects inherent in the arts. The exhibition season will cover topics such as Juneteenth, conservationism, identity, science, and spirituality. Each exhibition will include free public programming offered both in-person and virtually including artist talks, workshops, SCCPSS classroom visits, studio tours, and youth-targeted events. Arts Southeast’s partnership with the Live Oak Public Libraries system provides free art kits and exhibition opportunities for local youth — promoting literacy, art appreciation, and creativity.

First Friday Street Fairs (City Investment/Cost Per Participant: \$2,636/\$1.65)

Arts Southeast will host quarterly street fairs on the first Fridays of March, May, September, and December in the Starland District. The fairs will feature at least 12 local artists/makers, including a booth specifically set aside to feature local youth artists. Artists will be selected based on the quality and originality of their work by Art Southeast’s Artist Development and Diversity Advisory Board. The street fairs are designed to be one of the most affordable ways for artists to showcase their work and create a convivial atmosphere to attract a wide range of residents and tourists to the Starland District’s emerging neighborhood scene.

ON::VIEW Artist in Residency (City Investment/Cost Per Participant: \$8,962/\$7.47)

The ON::VIEW artist residency program provides high visibility studio space for an artist to complete a 4-week project. The artist studio space, based at Sulfur Studios on Bull Street, will allow the artist’s work to be on view to visitors, demonstrating the process as it unfolds in real-time and including all steps involved from concept to final execution. Community events such as workshops, performances, public art projects, and artist talks will offer additional creative ways for artists to interact with the public. Arts Southeast will partner with SCCPSS to provide students with field trip opportunities to meet and interact with artists participating in the residency program.

Exhibition Reproduction for Libraries (City Investment/Cost Per Participant: \$2,570/\$0.15)

Arts Southeast will partner with the Live Oak Public Libraries system to display artworks of current exhibitions throughout the year. Participating libraries include Oglethorpe Mall, Carnegie, W.W. Law, and Forest City branches. Artwork will be displayed for a minimum of two months at each location. Participating artists will offer artist talks to engage visitors at the libraries to learn about the creative process and contemporary issues explored in each artist’s respective work. The project will increase the visibility of the arts and engage new audiences to experience art in the neighborhoods in which they live.

Professional Practice Workshops for Artists (City Investment/Cost Per Participant: \$1,841/\$24.55)

Arts Southeast will present a series of free workshops based on professional practices and provide educational opportunities for local artists. These workshops will feature skill-building topics and help set artists up for success in a creative career. Workshops will be held both in-person and virtually, featuring topics including grant writing, editing, display and curating techniques, and marketing. The program will support a diverse range of artistic voices and provide educational opportunities that are not found locally outside of university curriculums.

Proposed Performance Metrics	Amount	Target Audience	%
Services	108	Young Children (0-5)	7
Participants	21,875	Children (6-13)	14
Visitors/Tourists	1650	Teens (14-17)	15
Artists Participating	20	Young Adults (18-20)	12
Partnerships	3	Adults (21-59)	42
		Seniors (over 60)	10

Cultural Contributions 2022 Proposed Budget

Organization - Program(s)	Proposed Funding
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Deep Center, Inc. (DEEP) – Savannah Stories	\$72,874
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Savannah Stories (City Investment/Cost Per Participant: \$72,874/\$32.50)

Deep Center’s Savannah Stories program is a free, sequential creative writing, arts education, and leadership program designed for underserved Savannah students. The curriculum includes instruction in writing skills, creative play in numerous artistic media, mentoring and feedback, project-based learning via publication in a book, and the chance to perform at numerous public readings. The program includes several multi-faceted and evolutionary tiers including the introductory Young Author Project, intermediate Block by Block, and advanced Youth Leadership and Apprentice Program. Deep’s annual programming goals are to improve learning capacity, promote positive experiences of writing, art, community, and education, and inspire local youth to share their individual stories and perspectives.

Proposed Performance Metrics	Amount	Target Audience	%
Services	651	Young Children (0-5)	3
Participants	2,242	Children (6-13)	15
Visitors/Tourists	45	Teens (14-17)	13
Artists Participating	108	Young Adults (18-20)	12
Partnerships	13	Adults (21-59)	40
		Seniors (over 60)	17

Cultural Contributions 2022 Proposed Budget

Organization - Program(s)	Proposed Funding
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First City Pride Center (FCPC)-Pride Youth, Stonewall Block Party, Savannah Pride Festival	\$50,586
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Pride Youth (City Investment/Cost Per Participant: \$3,682/\$18.41)

First City Pride Center will provide weekly youth programming for ages 14-20 led by local art and education professionals with programming designed to provide social support for the LGBTQ+ youth community through art, culture, and educational activities. Savannah’s queer youth community generally lacks a safe space for youth to meet others experiencing the same challenges of being queer in a heteronormative society. Participants will come together in a setting that allows them to speak openly, learn about queer history, create art as an outlet for stress and trauma, and develop social skills.

Stonewall Block Party (City Investment/Cost Per Participant: \$6,202/\$3.10)

In honor of the 53rd anniversary of the Stonewall Inn riots in New York City, First City Pride Center will host a block party to celebrate the many individuals who struggled for equal protection and fought against hate and discrimination. The event will include local LGBTQ+ and ally artists' work, free HIV screenings, and the screening of “Stories from the Char,” a documentary-style collection of interviews from local LGBTQ+ community members. Artists will be chosen based on their relationship to the community and the potential for participants to be entertained, inspired, challenged, and educated by their art to educate the community on the diverse expression and identity of the queer experience.

Savannah Pride Festival (City Investment/Cost Per Participant: \$40,701/\$1.36)

First City Pride Center will celebrate the 23rd year of Savannah Pride featuring carnival-inspired, queer-focused content throughout the weekend. Stilt-walkers, fire-eaters, and costumed wonders will surprise and delight participants as the parade makes its way through the City of Savannah to Ellis Square. The events will continue with the Savannah Pride Parade in City Market. At every turn, participants will find performance and visual art through lighting and musical displays, dance, arts and crafts, and the unique talents of a variety of performers. Participants will find a wide array of sensory experiences that offer a glimpse into the creativity of queer artists. Attendees to the event will also have access to critical services such as free HIV screenings, safe facilities for trans community members, and a sensory-limited space for those that seek a respite from the noise and activity allowing the inclusion of community members on the autism spectrum.

Proposed Performance Metrics	Amount	Target Audience	%
Services	39	Young Children (0-5)	2
Participants	32,200	Children (6-13)	3
Visitors/Tourists	15,250	Teens (14-17)	5
Artists Participating	53	Young Adults (18-20)	6
Partnerships	0	Adults (21-59)	73
		Seniors (over 60)	11

Cultural Contributions 2022 Proposed Budget

Organization - Program(s)	Proposed Funding
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Loop It Up Savannah, Inc. (LOOP) - Looping Literacy Together	\$35,274
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Looping Literacy Together (City Investment/Cost Per Participant: \$35,274/\$34.25)

Looping Literacy Together is a multi-faceted program that fosters literacy in prekindergarten and kindergarten students. The program focuses on establishing age-appropriate reading and comprehension levels for the participants, readying them to read, and improving their performances in school using culturally relevant, arts-based projects. Art, storytelling, mapping, creative writing, music, and movement are used to inspire enthusiasm for students to acquire basic literacy skills. Programming is targeted specifically at early learning and Title I SCCPSS elementary schools.

Proposed Performance Metrics	Amount	Target Audience	%
Services	412	Young Children (0-5)	95
Participants	1,030	Children (6-13)	5
Visitors/Tourists	0	Teens (14-17)	—
Artists Participating	5	Young Adults (18-20)	—
Partnerships	5	Adults (21-59)	—
		Seniors (over 60)	—

Organization - Program(s)

Mountainfilm on Tour Savannah (MF)-Movies that Matter	\$23,258
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Movies that Matter (City Investment/Cost Per Participant: \$23,258/\$2.91)

Movies that Matter brings inspirational and educational documentary films to local SCCPSS students. In 2022, Mountainfilm plans to host nine events including two on-site school screenings; five screenings at the Trustees and Lucas theaters; a family matinee; and an outdoor summer screening. Immediately following the screenings, personalities from the films will join students and participants for Q&A sessions. Educational materials, in support of the films, are customizable to the needs of the classrooms and include interviews with filmmakers and subject matter related to the film's content. Mountainfilm teaches students the importance of pursuing their dreams, preserving natural resources, embracing different cultures, and finding worthwhile adventures. Additionally, the program provides students interested in pursuing a career in filmmaking with a mentoring program through the Georgia Film Academy.

Proposed Performance Metrics	Amount	Target Audience	%
Services	9	Young Children (0-5)	—
Participants	8,000	Children (6-13)	40
Visitors/Tourists	0	Teens (14-17)	34
Artists Participating	6	Young Adults (18-20)	15
Partnerships	10	Adults (21-59)	10
		Seniors (over 60)	1

Cultural Contributions 2022 Proposed Budget

Organization - Program(s)

Savannah Book Festival (SBF) – SBF@Schools

\$6,822

SBF@Schools (City Investment/Cost Per Participant: \$6,822/\$5.59)

Since its inception in 2010, Savannah Book Festival’s SBF@Schools program has brought best-selling authors into SCCPSS classrooms to give Savannah’s students a chance to learn about the life of writing. Nationally recognized authors share time with the students talking about their book, the writing life, the path which led to their career, the process of researching their topic, the development process, and/or the subject matter of their book. Participating classrooms receive copies of each author’s book to add to their own personal and classroom libraries. Every component of the program centers on the art of writing and the love of reading. An extensive variety of genres are eligible: fiction, narrative nonfiction, graphic novels, cookbooks and food-related titles, art, and architecture with an emphasis on titles with a local and regional focus.

Proposed Performance Metrics	Amount	Target Audience	%
Services	45	Young Children (0-5)	—
Participants	1,220	Children (6-13)	25
Visitors/Tourists	25	Teens (14-17)	60
Artists Participating	25	Young Adults (18-20)	15
Partnerships	3	Adults (21-59)	—
		Seniors (over 60)	—

Organization - Program(s)

Savannah Children’s Choir (SCC) – Choral Foundations

\$26,359

Choral Foundations (City Investment/Cost Per Participant: \$26,359/\$21.09)

The Choral Foundations program is an after-school music and vocal program offered to SCCPSS students in grades 3-5. During program visits led by music and master choral instructors, students will participate in making music with their peers, developing self-esteem to develop their creative skills in addition to learning musical skills. Collaboration, team building, social interaction, goal setting, accountability, and concentration life skills are all part of every strong music choral program. Choral Foundations students will have the opportunity to join multiple participating schools to perform at a free, public concert for their peers, parents, and the Savannah community. The program aims to expand the vibrant musical experience of choral singing to a new and diverse segment of Savannah’s youth.

Proposed Performance Metrics	Amount	Target Audience	%
Services	40	Young Children (0-5)	—
Participants	1,250	Children (6-13)	100
Visitors/Tourists	0	Teens (14-17)	—
Artists Participating	300	Young Adults (18-20)	—
Partnerships	4	Adults (21-59)	—
		Seniors (over 60)	—

Cultural Contributions 2022 Proposed Budget

Organization - Program(s)

Savannah Jazz Association (SJA) – Savannah Jazz Festival

\$69,138

Savannah Jazz Festival (City Investment/Cost Per Participant: \$69,138/\$1.38)

The Savannah Jazz Festival has become a destination event for locals, visitors, and jazz enthusiasts from around the world. This world-class jazz music festival is free and open to the public which brings together all races, nationalities, and ages to unify through America’s indigenous art form – jazz music. World-renowned performers have played at the festival over the years. The festival remains dedicated to inclusive musical programming featuring not only major musicians in jazz, but also showcasing our regional high school and university bands. The lineup reflects the diversity of our audience as the festival strives to feature artists of multiple ages, genders, and ethnicities. The tradition will continue into 2022 as the festival will infuse a variety of related genres such as blues, funk, gospel, and Latin acts into the already diverse programming. In the event that large audiences are restricted, the festival will continue to offer the programming virtually and through venues that create a safe environment for all.

Proposed Performance Metrics	Amount	Target Audience	%
Services	22	Young Children (0-5)	0.4
Participants	50,000	Children (6-13)	0.6
Visitors/Tourists	20,000	Teens (14-17)	7
Artists Participating	130	Young Adults (18-20)	16
Partnerships	22	Adults (21-59)	58
		Seniors (over 60)	18

Cultural Contributions 2022 Proposed Budget

Organization - Program(s)

Savannah Music Festival (SMF) – Musical Explorers, Jazz Academy

\$69,385

Musical Explorers (City Investment/Cost Per Participant: \$34,886/\$1.52)

Musical Explorers is a cost-free, year-round, multicultural music education program developed in partnership with Carnegie Hall’s Weil Music Institute. Musical Explorers includes electronic teaching resources (featuring downloadable student activities, video performances, and teaching demonstrations), semi-annual teacher professional development led by a professional teaching artist and semester-end concerts for students including live performances by the artists featured in the curriculum. Through these resources, students learn about the culture, history, and geography associated with different musical genres in dynamic lessons that integrate the arts into literacy, social studies, and mathematics. In 2022, genres will include Native American music, ring shout of the Georgia Sea Islands, South African kwela music, hip hop, African American spirituals, and folk music. The Musical Explorers program is adaptable to virtual, hybrid, or in-person learning environments.

SMF Jazz Academy (City Investment/Cost Per Participant: \$34,499/\$431.24)

The Jazz Academy is a year-round intensive and progressive after-school jazz program for students beginning in 5th grade. Participants enrolled in SMF Jazz Academy are offered high-quality instrumental music instruction from a faculty of eight jazz artist instructors (trumpet, trombone, saxophone, piano, drums, bass, guitar, and melodica), a music director, and a program coordinator. All program elements are free, including instruments and materials for at-home practice. SMF Jazz Academy students will receive daily meals, snacks, transportation, weekly private lessons, twice-weekly group instruction, a weekly jam session, office hours with program staff, and a practice room with instructors available for assistance. All participants will participate in semester-end performances open to the general public. SMF Jazz Academy is filling a gap in local music education programs by engaging neighborhoods and underserved audiences by using a jazz-forward curriculum to expand art and cultural experiences to new and diverse participants and audiences.

Proposed Performance Metrics	Amount	Target Audience	%
Services	1,066	Young Children (0-5)	34
Participants	22,980	Children (6-13)	63
Visitors/Tourists	2,519	Teens (14-17)	1
Artists Participating	38	Young Adults (18-20)	—
Partnerships	14	Adults (21-59)	2
		Seniors (over 60)	—

Cultural Contributions 2022 Proposed Budget

Organization - Program(s)

Savannah Philharmonic Orchestra (SPO) – Phil the Park, SavPhil Sectionals, Phil the Schools with Music!, Musical Safari, SavPhil All-Star Ensemble¹ **\$69,231**

Phil the Park (City Investment/Cost Per Participant: \$34,887/\$1.74)

Phil the Park will bring together the Savannah Philharmonic Orchestra, local colleges, corporate and community partners, the 3rd ID Army Band, veteran groups, and other local talents to present an evening of community celebration through music. In addition to bringing world-class musicians, singers, and performers to the state, the repertoire performed is carefully selected to appeal to a wide variety of audience members and curated to the selections that resonate with listening ears to spark enlightenment, conversation, and inspiration. Phil the Park invites all members of our community to come together, spread out a blanket in Forsyth Park, and celebrate Savannah through music. The festive atmosphere created generates social solidarity among a diverse audience that is representative of the Savannah community. Should Phil the Park not be able to perform for such a large audience, partnerships have been created to ensure that the production will be broadcast and offered in an environment that is safe for all participants.

SavPhil Sectionals (City Investment/Cost Per Participant: \$10,233/\$8.53)

SavPhil Sectionals are supplementary small group instruction for instrumental music students in grades 5-12. Sectionals will be led by Savannah Philharmonic Orchestra artists and be provided as a free resource to any band or orchestra director in Savannah. During the small group instruction, Savannah Philharmonic Orchestra musicians will work on specific material in collaboration with the participating director as well as general concepts for better instrumental performance. Small group instruction encourages students to be better prepared for performances, reinforces in-class instruction, and is an excellent way to build strong social bonds within the ensemble.

Phil the Schools with Music! (City Investment/Cost Per Participant: \$10,466/\$1.31)

Phil the Schools with Music! is a brand new program that brings the excitement of live orchestral music, combined with student participation, to each SCCPSS elementary school. Held in an assembly format, the Savannah Philharmonic Orchestra engages multiple musicians from different sections of the philharmonic to perform for students in grades 3-5. All school assemblies are preceded by Savannah Philharmonic Orchestra provided in-class curriculum, developed in collaboration with SCCPSS teachers. These lessons will align with the Georgia State Music Education Standards and introduce the instruments and fun, orchestral music to the students. Utilizing a flexible complement of musicians, Savannah Philharmonic Orchestra will encourage students to learn more about the orchestra as a whole, create personal connections with music, and extend the opportunity for students to interact with professional orchestral players.

¹ This section is continued on the following page.

Cultural Contributions 2022 Proposed Budget

Organization - Program(s)

Musical Safari (City Investment/Cost Per Participant: \$6,745/\$1.35)

Musical Safari will introduce students to a variety of musical instruments with the intent to help students to choose an instrument that they are excited to learn to play. Savannah Philharmonic Orchestra will visit grades 3-5 music classrooms and introduce the students to string, woodwind, brass, and percussion instruments. During the programming, guides and Savannah Philharmonic musicians will perform and give the students an opportunity to have a hands-on experience and interact with the artists. The goal of the program is to spark interest in music, introduce new instruments that students may be unfamiliar with, and encourage enrollment in further instrumental music education.

SavPhil All-Star Ensemble: (City Investment/Cost Per Service: \$6,900/\$5.75)

The SavPhil All-Star Ensemble is a chance for Savannah students from every school to come together, meet new musical friends, and make great music. This two-day festival invites students from each of Savannah’s high schools to rehearse together, receive small group instruction from Savannah Philharmonic musicians, be conducted by Maestro Keitaro Harada, and perform a free concert to the community. For inclusivity, this will not be an auditioned ensemble as the aim of the program is to provide a positive musical experience for all young performers. Savannah Philharmonic Orchestra will work with school band directors to select and arrange appropriate music to account for all levels of ability. Musical education serves as an essential element in fostering adaptability and artistic creativity by bringing together and collaborating with participants from all of Savannah’s diverse communities.

Proposed Performance Metrics	Amount	Target Audience	%
Services	387	Young Children (0-5)	3
Participants	35,400	Children (6-13)	45
Visitors/Tourists	1,020	Teens (14-17)	13
Artists Participating	208	Young Adults (18-20)	6
Partnerships	5	Adults (21-59)	25
		Seniors (over 60)	8

Cultural Contributions 2022 Proposed Budget

Organization - Program(s)

Savannah State University (SBHF) – Savannah Black Heritage Festival

\$58,610

Savannah Black Heritage Festival (City Investment/Cost Per Participant: \$58,610/\$2.09)

Savannah Black Heritage Festival presents a variety of professional, educational, and cultural events to the City of Savannah. The events are free and open to the public and consist of visual, performing, literacy, education and heritage, and health and wellness programs. In 2022, Savannah Black Heritage Festival's theme will be "Celebrating Culture, Celebrating Heritage, Celebrating You!" With the ability to present a hybrid virtual and in-person festival, the festival will present regionally, nationally, and internationally acclaimed African American programming. Artists will be selected based on their artistic professionalism and emphasis on their ability to overcome challenges and obstacles in the pursuit of their accomplishments. Savannah Black Heritage Festival aims to present a variety of quality cultural, history, and art programs that positively impact the cognitive development of Savannah's youth through imaginative and innovative approaches and enhance the development of cultural literacy and intrinsic values through art.

Proposed Performance Metrics	Amount	Target Audience	%
Services	36	Young Children (0-5)	2
Participants	28,000	Children (6-13)	20
Visitors/Tourists	4,000	Teens (14-17)	15
Artists Participating	140	Young Adults (18-20)	18
Partnerships	15	Adults (21-59)	25
		Seniors (over 60)	20

Organization - Program(s)

Telfair Museum of Art, Inc. (TMA) – Art in Our Neighborhoods

\$71,324

Art in Our Neighborhoods (City Investment/Cost Per Participant: \$71,324/\$3.17)

Art in Our Neighborhoods will expand education, skills, tolerance, and knowledge through the appreciation of history and the arts to the Savannah community. Telfair is deeply committed to presenting high-quality outreach programming as demonstrated by longtime partnerships with local organizations. Art in Our Neighborhoods is administered by professional curators, educators, and artists. Telfair's programming will include a multifaceted approach to encourage development through the arts by offering free youth-focused PULSE Art + Technology sessions, youth STEAM (science, technology, engineering, arts, and math) programming, exhibition lectures, family days at museum sites, Legacy of Slavery and Juneteenth programming, SCCPSS field trips, and outreach to seniors, veterans, and those with disabilities. Programming includes bringing participants into Telfair's three museum sites (Telfair Academy, Jepson Center for the Arts, and the Owens-Thomas House) and providing outreach into Savannah's public schools, community and senior centers, libraries, hospitals, and rehabilitation facilities. Program participants will experience focused education and access to world-class arts, culture, and history that may not otherwise be available to them.

Proposed Performance Metrics	Amount	Target Audience	%
Services	280	Young Children (0-5)	3
Participants	22,500	Children (6-13)	30
Visitors/Tourists	5,000	Teens (14-17)	2
Artists Participating	124	Young Adults (18-20)	2
Partnerships	12	Adults (21-59)	48
		Seniors (over 60)	15

Cultural Contributions 2022 Proposed Budget

Organization - Program(s)

T.I.A. Through It All, Inc. (TIA) – Student Tutoring and Engagement through Arts **\$20,932**

Student Tutoring and Engagement through Arts (City Investment/Cost Per Participant: \$20,932/\$0.82)

The Student Tutoring and Engagement through Arts program will be a multifaceted structured program targeting youth and adults by encouraging civic engagement in several underserved communities. A major component will be an educational reinforcement summer camp targeting students ages 6-15 located in the Frasier Homes community. The camp will offer hands-on educational programming compliant with the Georgia State Standards of Excellence in math, language arts, social studies, science, and art. An example of classes that will be offered includes personal narrative writing, hands-on science experiments, art and music instruction, and engagement in civics programming. Monthly programming for adults will continue to reinforce the importance of civic engagement to the community. Programming for adults and families will combine skill-building and career development. This programming will be supplemented by encouraging participants to produce and display art throughout the community to empower participation in community engagement and activism.

Proposed Performance Metrics	Amount	Target Audience	%
Services	133	Young Children (0-5)	1
Participants	25,600	Children (6-13)	22
Visitors/Tourists	1,000	Teens (14-17)	22
Artists Participating	790	Young Adults (18-20)	5
Partnerships	2	Adults (21-59)	35
		Seniors (over 60)	15

Organization - Program(s)

Weave-a-Dream **\$23,000**

The Weave-A-Dream (WAD) program is a flexible project-based program that encourages small and emerging nonprofit organizations to propose specific and innovative art and educational projects. The program places creative initiatives in specific locations and neighborhoods to impact poverty reduction and add to neighborhood vitality. Projects are encouraged to actively involve youth in the project's design, planning, and implementation while focusing on entrepreneurial and technical skills. A rolling deadline places services in specific areas throughout the year with funding award amounts up to \$5,000 per organization. The Cultural Affairs Commission (CAC) recommends nonprofit organizations based on performance measures that include the number of youth or underserved populations served, the number of partnerships formed, and programs that emphasize skill development. Projects are designed to engage communities with limited access to creative programs and reach all City of Savannah's aldermanic districts.

Total Services Purchased: **3,264**

Total Audience Served: **253,297**

Total Arts and Cultural Enrichment Program Recommendation **\$658,000**

Glossary of Key Terms

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Generally Accepted Accounting Principles (GAAP) - A set of standard rules and procedures used to account for funds.

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

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

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

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

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

I&D - Refers to the City's Infrastructure and Development Service Center.

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

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

Infrastructure - Physical assets such as streets and buildings.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

List of Acronyms

ACM	Assistant City Manager
AMI	Automatic Meter Infrastructure
AMR	Automatic Meter Reading Systems
ARPA	American Rescue Plan Act
ARV	After Repair Value
ATF	Alcohol, Tobacco, and Firearms
BHU	Behavioral Health Unit
CAC	Cultural Affairs Commission
CAD	Computer Aided Design
CALEA	Communications Assistance for Law Enforcement Act
CARES ACT	Coronavirus Aid Relief and Economic Security Act
CBRNE	Chemical, Biological, Radiological, Nuclear and Explosive
CCF	Centum Cubic Feet equates to 100 cubic feet or 748 gallons of water
CCSO	Chief Community Services Officer
CDBG	Community Development Block Grant
CEMA	Chatham Emergency Management Agency
CHSA	Community Housing Services Agency
CID	Criminal Investigation Division
CIDO	Chief Infrastructure & Development Officer
CIP	Capital Improvement Program
CJIS	Criminal Justice Information System
COO	Chief Operating Officer
COP	Community Oriented Policing
COS	City of Savannah
CPP	Community Partnerships Program
CY	Cubic Yard

DBE	Disadvantaged Business Enterprise
DCA	Department of Community Affairs
DFRL	Dean Forest Road Landfill
DSA	Downtown Savannah Authority
EMD	Emergency Medical Dispatch
EPD	Environmental Protection Division
ESPLOST	Education Special Purpose Local Option Sales Tax
EVG	End-Gun Violence
FEMA	Federal Emergency Management Agency
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GCCMA	Georgia City/County Management Association
GCIC	Georgia Crime Information Center
GDP	Gross Domestic Product
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GOHS	Georgia Office of Homeland Security
HEAT	Highway Enforcement of Aggressive Traffic
HOME	Home Investment Partnership Program
HUD	U.S. Department of Housing and Urban Development
I & D	Industrial and Domestic; Infrastructure and Development
ICMA	International City/County Management Association
IGA	Intergovernmental Agreement
IMT	Incident Management Team
IRPB	International Research and Programs Branch
ISO	Insurance Services Offices
ITS	Innovations and Technology Services
LEAA	Law Enforcement Assistance Administration
LEPC	Local Emergency Planning Committee

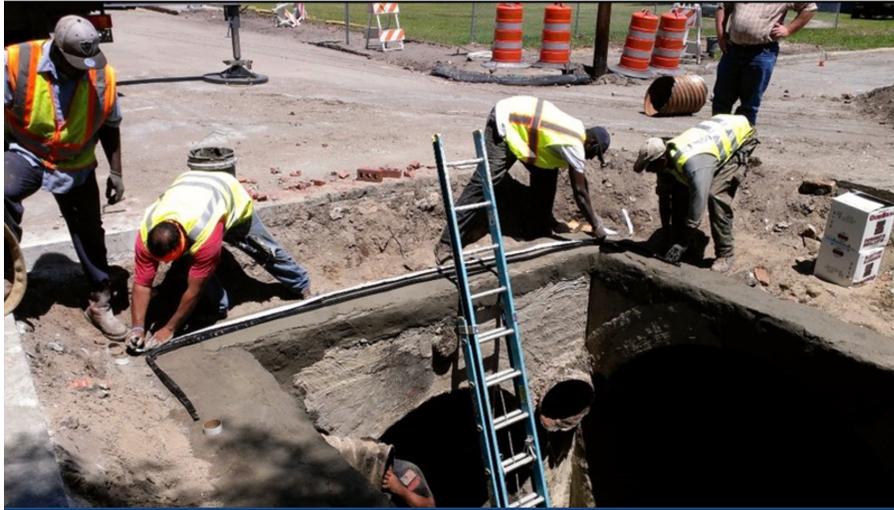
LMIG	Local Maintenance and Improvement Grant
LOST	Local Option Sales Tax
MLK	Martin Luther King, Jr., Blvd.
MOU	Memorandum of Understanding
MPC	Metropolitan Planning Commission
MSA	Metropolitan Statistical Area
MTEP	Multi-year Training Exercise Plan
MVR	Motor Vehicle Report
NCIC	National Crime Information Center
NFPA	National Fire Protection Association
NIBIN	National Integrated Ballistic Information Network
NIMS	National Incident Management System
NPDES	National Pollutant Discharge Elimination System
NSP	Neighborhood Stabilization Program
OMB	Office of Management and Budget
OPEB	Other Post-Employment Benefits
ORR	Open Records Request
PAL	Police Athletic League
POR	Per Occupied Room
PSAP	Public Safety Answering Point
RMS	Records Management System
ROW	Right-of-Way
RRDA	Resource Recovery Development Authority
SAFER	Staffing for Adequate Fire and Emergency Response
SAGIS	Savannah Area Geographic Information System
SAHF	Savannah Affordable Housing Fund
SARIC	Savannah Area Regional Intelligence Center
SBAC	Small Business Assistance Corporation
SBE	Savannah Business Enterprise

SCAC	Standard Carrier Alpha Code
SCADA	Supervisory Control and Data Acquisition
SCBA	Self-Contained Breathing Apparatus
SCCPSS	Savannah-Chatham County Public School System
SEDA	Savannah Economic Development Authority
SEGAARN	Southeast Georgia Regional Radio Network
SER	Service Enhancement Request
SFD	Savannah Fire Department
SIP	Savannah Impact Program
SPD	Savannah Police Department
SPLOST	Special Purpose Local Option Sales Tax
SRF	State Revolving Fund
TAC	Tourism Advisory Committee
TAD	Tax Allocation District
TBD	To Be Determined
UPPCC	Universal Public Procurement Certification Council
VOS	Virtual One-Stop
WAD	Weave-A-Dream
WIA	Workforce Investment Act
WIOA	Workforce Innovation and Opportunity Act
WSC	WorkSource Coastal

Capital Improvement Program

2022-2026

SAVANNAH 

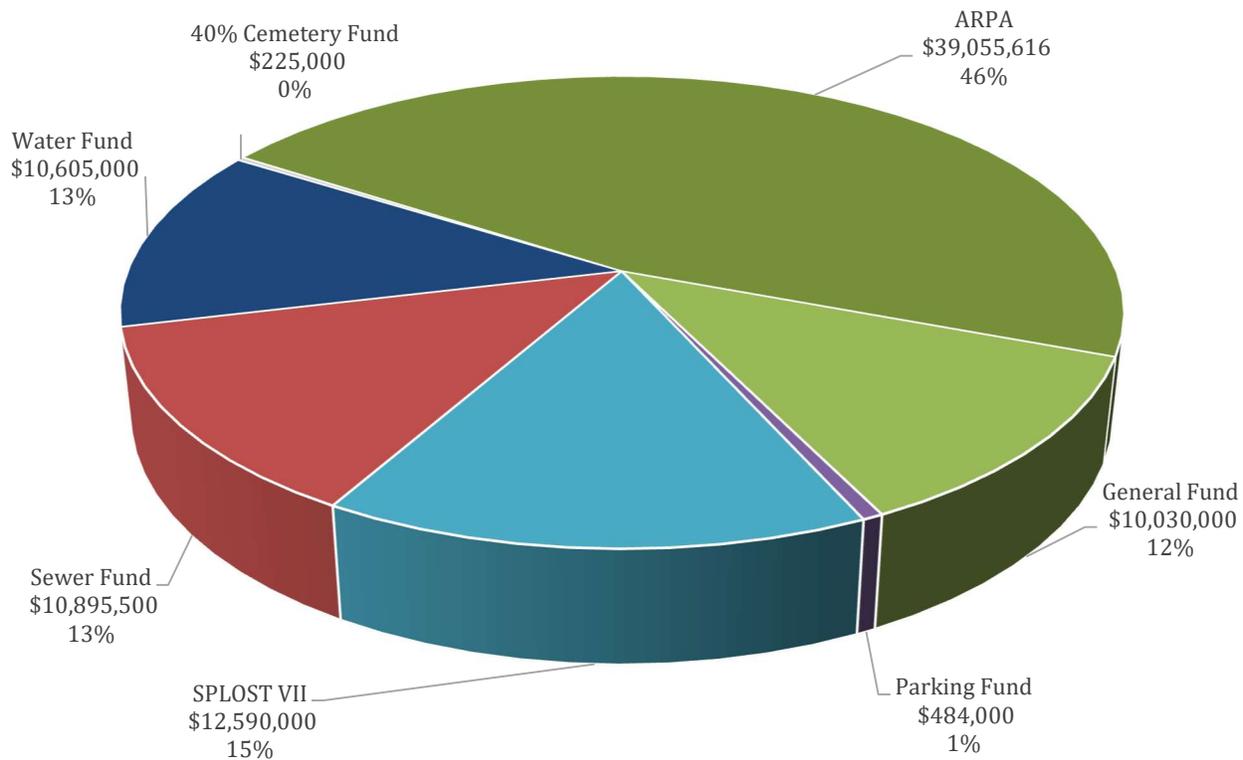


Capital Improvement Planning

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), include initiatives such as the construction and renovation of recreation centers, acquisition of assets, street repaving, replacement of water and wastewater lines, and the purchase of new fleet vehicles and other equipment. The capital improvement spending plan for the next five years is described within this section.

Capital improvement projects vary in scope. Some may require years of planning and construction while others may be completed in a shorter timeframe. The City's five-year CIP encompassing FY22 through FY26 totals \$296 million. The first year of the five-year plan, which is formally adopted by the City Council, totals approximately \$84 million for FY22.

Below is the breakdown of the FY22 capital budget by revenue source. The following pages discuss the Capital Budget preparation process, strategies, funding history details and highlights of FY22 projects as well as the five-year plan overview.



TOTAL FY22 CAPITAL BUDGET
\$83,885,116

Capital Budget Preparation & History

Preparation

The Capital Budget is a multi-year spending authorization and as a result, there is a distinction between what the City plans to spend in the next fiscal year and the new appropriations required to be approved in the budget. The capital program is usually funded using a combination of current revenues, special taxes, bonds, and contractual payments. Development of the five-year capital plan is coordinated with the development of the annual operating budget. Projects included in the first year of the plan are adopted as a part of the annual operating budget. The remaining years of the capital program serve as a guide for future planning which is reviewed and modified in subsequent years where applicable. Before the plan is updated, the current capital projects will be reviewed for progress and accomplishments to gain additional insights which are used in the City's future planning process.

Strategies

Budget strategies for development of the 2022-2026 Capital Improvements Program seek to:

- Dedicate ARPA revenue replacement funding to one-time and start-up initiatives that provide equitable neighborhood revitalization, public safety improvements, and service delivery
- Maintain infrastructure and capital assets to protect the public and avoid future financial liabilities
- Program SPLOST VII allocations over the collection period with attention to priority, revenue projections, as well as project schedules and readiness

Future Capital Planning actions will include:

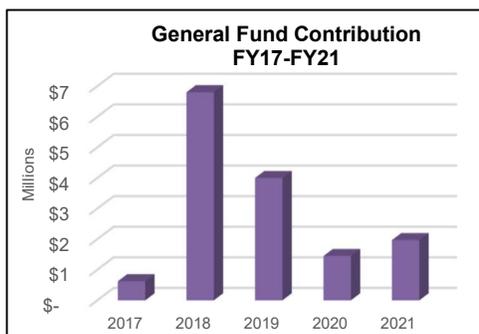
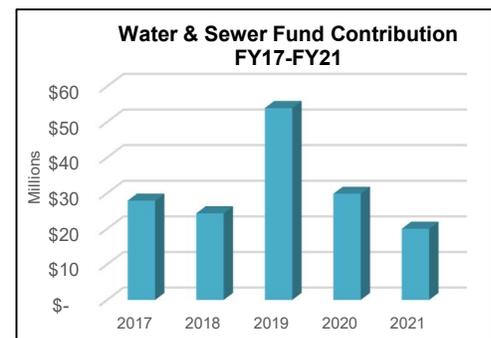
- Evaluation of the five-year plan and project review process to ensure alignment with updates to the City's strategic vision and priorities
- Focus on equitable capital investment City-wide, engaging the public and utilizing professional structural assessments for effective prioritization
- Development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

Historical Capital Funding

In the last five years, the City has invested more than \$340 million in capital projects for the community. Historical contributions to capital investments from key funding sources are highlighted below.

Water & Sewer Fund

Water and sewer rates are projected five years into the future in order to anticipate growing needs for operation and maintenance of the water and sewer infrastructure while minimizing impact to user rates. The graph to the right shows budgeted historical capital investments from the Water & Sewer fund. Ranging from approximately \$20 million up to nearly \$54 million annually in the last five-year period, the Water & Sewer Funds consistently contribute a significant appropriation to the capital fund.



General Fund

General Fund revenue supports general government projects such as public safety facilities and equipment, community services and recreation projects, technology improvements, as well as drainage and stormwater infrastructure management. Over the last five years, General Fund capital investment levels have often been lower than recommended due to funding constraints. The graph to the left shows budgeted contributions from the General Fund during the period 2017-2021.

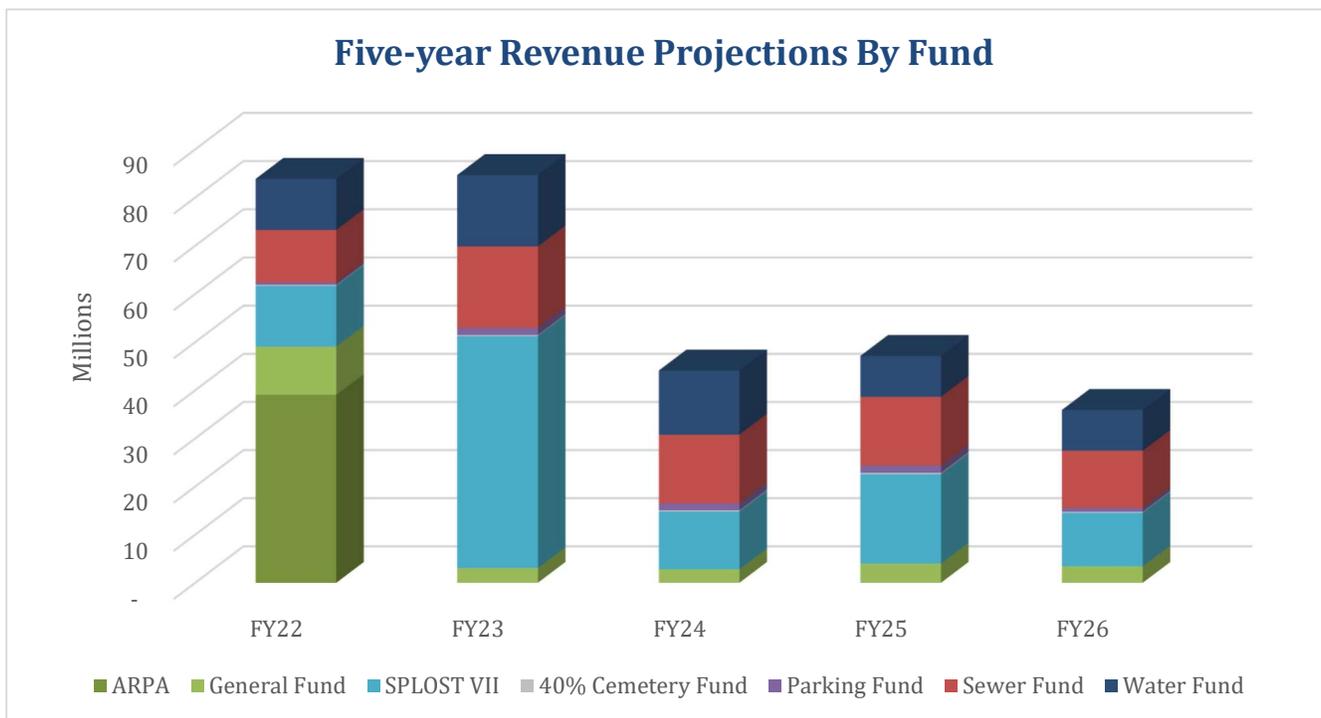
Capital Budget Overview

2022-2026 Capital Budget Overview

The Five-Year Capital Improvement Program revenue sources are projected to total \$295,733,547. The table below provides a breakdown of allocations by year. The Capital Improvement Program is supported by a number of different funding sources, including debt, cash and various other revenues, some of which have restricted usage.

Current funding highlights include:

- One-time ARPA funding comprises nearly half of the FY22 allocations
- SPLOST VII continues to be a primary revenue source at 35% of total 5-year capital funding
- General Fund projected allocations increased above levels attainable in recent years



Funding Source	FY22	FY23	FY24	FY25	FY26	5-Year Total
ARPA	39,055,616	-	-	-	-	39,055,616
General Fund	10,030,000	3,050,000	2,800,000	4,000,000	3,420,000	23,300,000
SPLOST VII	12,590,000	48,200,000	12,000,000	18,554,931	11,100,000	102,444,931
Cemetery Fund ¹	225,000	225,000	245,000	295,000	225,000	1,215,000
Parking Fund	484,000	1,470,000	1,470,000	1,470,000	810,000	5,704,000
Sewer Fund	10,895,500	16,900,500	14,256,000	14,316,000	11,871,000	68,239,000
Water Fund	10,605,000	14,830,000	13,330,000	8,505,000	8,505,000	55,775,000
Total	\$83,885,116	\$84,675,500	\$44,101,000	\$47,140,931	\$35,931,000	\$295,733,547

¹40% of cemetery lot sales revenue is budgeted to support capital cemetery improvements.

Funding by Improvement Category

Improvement Category	FY21	FY22	FY23	FY24	FY25	5-Year Total
Cemetery	225,000	725,000	245,000	295,000	445,000	1,935,000
Community Development	3,000,000	2,000,000	5,000,000	2,000,000	2,000,000	14,000,000
Drainage	7,150,000	38,300,000	1,350,000	1,350,000	1,350,000	49,300,000
Park & Tree	500,000	200,000	-	-	-	700,000
Public Buildings	12,460,000	3,170,000	1,670,000	3,670,000	1,010,000	21,980,000
Recreation	13,920,000	2,000,000	1,000,000	2,000,000	3,000,000	21,920,000
Squares & Monuments	-	350,000	350,000	-	700,000	1,400,000
Streets & Sidewalks	4,720,000	5,450,000	5,900,000	5,629,931	5,800,000	27,499,931
Traffic	4,750,000	750,000	1,000,000	750,000	750,000	8,000,000
Sewer	10,895,500	16,900,500	14,256,000	14,316,000	11,871,000	68,239,000
Water	10,605,000	14,830,000	13,330,000	8,505,000	8,505,000	55,775,000
Other	15,659,616	-	-	8,625,000	500,000	24,784,616
Total	\$83,885,116	\$84,675,500	\$44,101,000	\$47,140,931	\$35,931,000	\$295,733,547

2022 Capital Plan Highlights

Funds are allocated to cover a variety of project categories as permitted by revenue source and availability. Project categories align closely with the type of infrastructure or improvement being acquired or constructed. A project category can include improvements that support a variety of strategic priorities.

Community Development & Recreation projects constitute \$16,920,000 of FY22 capital allocations in support of community center and recreation asset improvement, replacement, and construction. Year-one allocations include investment toward a new Southside Community Center, redevelopment at 37th & Waters Avenue, as well as park and playground equipment improvements City-wide.

Park & Tree and **Squares & Monuments** projects typically support Neighborhood Revitalization by preserving, repairing, and improving public greenscapes. The FY22 Park & Tree allocation supports a new initiative to clear, secure, and maintain closed lanes City-wide.

New **Drainage** infrastructure will be installed to reduce flooding as well as the continuation of ongoing rehabilitation of the City's storm sewers over the five-year period. These improvements account for \$7,150,000 of year-one capital funding due to significant canal projects, as well as pump station capital rehabilitation, upgrades, and drainage infrastructure projects to ensure optimized operation of existing systems.

The **Public Buildings** category accounts for \$12,460,000 of planned FY22 capital funding for public safety buildings including new facilities for priority service need areas, Police Headquarters Renovation, as well as investment in municipal space planning, City Hall Historic Renovation, and existing parking facility rehabilitation to ensure maximum useful life of revenue generating assets.

Traffic, Streets & Sidewalk Improvements account for \$9,470,000 of planned FY22 capital funding for mobility improvements throughout the City. The majority of projects in this category will be funded by SPLOST VII, including Street Resurfacing, Sidewalk Replacement & New Installation and Traffic Safety & Calming. SPLOST VII allocations for street repaving, in conjunction with continued Local Maintenance & Improvement Grant (LMIG) funding, will advance the City toward its goal of a 20-year repaving cycle.

Cemetery Improvements account for \$225,000 of FY22 capital funding and are most commonly funded by the Cemetery Fund, but can be subsidized by the General Fund. Forty percent of the Cemetery Fund's lot sale revenue is reserved for Cemetery Improvement projects to ensure perpetual care and maintenance of Savannah's historic cemeteries. These improvements will enhance preservation, restoration and maintenance of City cemeteries while playing an important role in creating the signature atmosphere of Savannah. Projects include conservation, and land development and improvements.

Water and Sewer Improvements account for \$21,500,500 of planned capital investments. Many projects prepare the City for compliance with new federal and state regulations regarding groundwater use, which will take effect in the coming years. Other projects address routine maintenance and planned infrastructure replacement.

The **Other Projects** category accounts for \$15,659,616 of FY22 allocations and addresses a wide variety of strategic priorities. Projects in this category include technological improvements, funding advanced metering infrastructure, public safety equipment, and technology acquisition and improvement for Police and Fire.

Funding Source Details

The following project pages give an overview of each funding source, five-year capital contribution projections, and a list of projects included in year-one allocations. For currently active project information and quarterly updates, visit <https://public.sagis.org/cip/>.

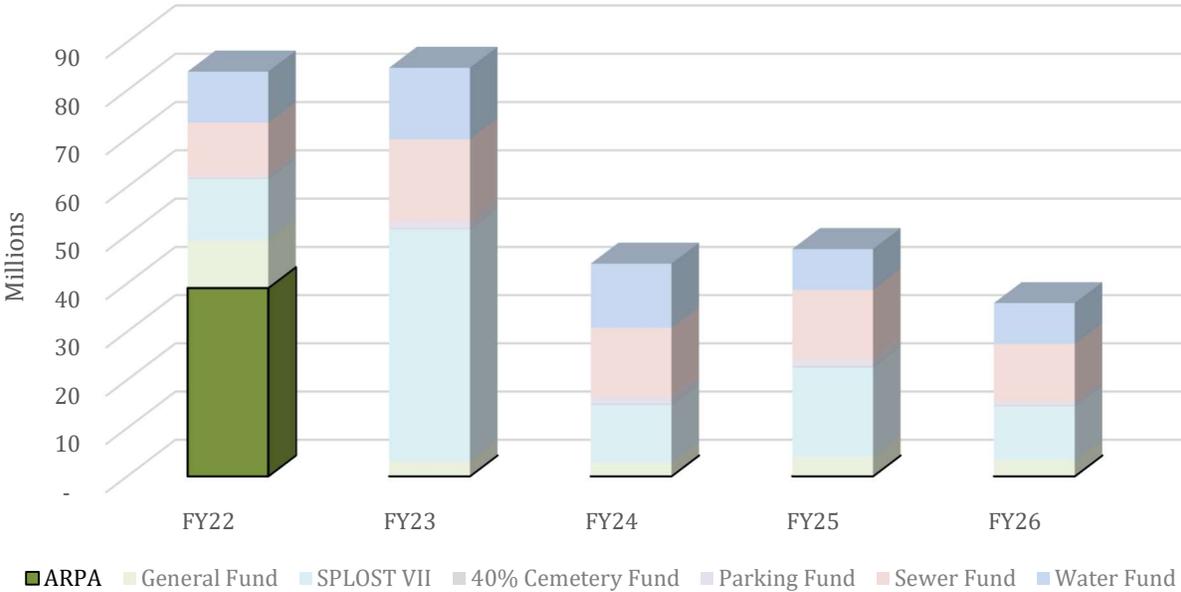


American Rescue Plan Act (ARPA)

Federal American Rescue Plan Act (ARPA) funds have been provided to local governments as replacement for revenue not realized due to the Covid-19 pandemic. These revenues have been incorporated into the General Fund, but the capital contributions² that would have not otherwise been possible without the federal revenue replacement have been distinguished in this section.

Funding Source	2022	2023	2024	2025	2026	5-Year Total
ARPA	39,055,616	-	-	-	-	\$ 39,055,616

Five-year Revenue Projections By Fund



Project Name	Project Category	2022 Proposed
Advanced Metering Infrastructure (AMI) Technology Investment	Other Improvement	\$ 4,355,616
Drainage Improvement Grant Match Reserve	Drainage Improvement	\$ 2,000,000
Eastside Early Learning Center	Other Improvement	\$ 1,000,000
Lane Gate Equipment	Park & Tree Improvement	\$ 500,000
Police Headquarters Renovation	Public Building Improvement	\$ 2,500,000
Priority Fire Apparatus	Other Improvement	\$ 4,500,000
Priority Public Safety Facilities	Public Building Improvement	\$ 6,400,000
Pump Station Control Upgrades	Drainage Improvement	\$ 1,800,000
Recreation Reimagined	Recreation Improvement	\$ 4,000,000
Southside Community Center	Recreation Improvement	\$ 4,000,000

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² Although one-time capital outlays are prioritized for ARPA funding, this amount does not represent the total federal revenue replacement. Some initiatives are supported by ARPA revenue in the operating budgets.

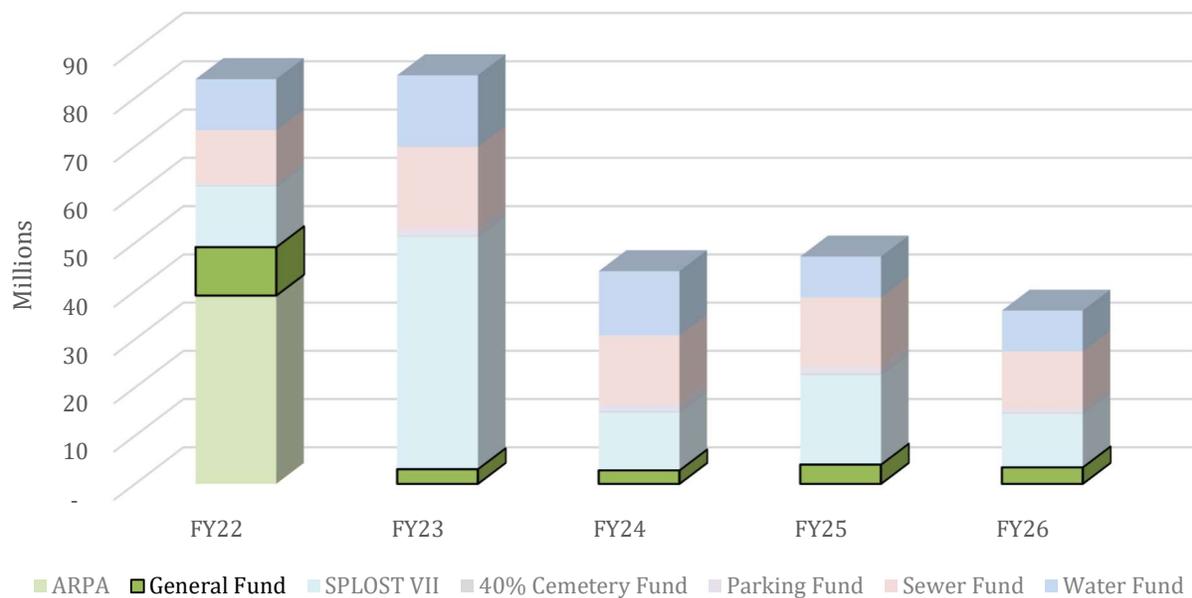
Project Name	Project Category	2022 Proposed
Stormwater Pump Station Rehabilitation	Drainage Improvement	\$ 1,000,000
Tide to Town	Recreation Improvement	\$ 4,000,000
Waters Avenue Site Development	Community Development	\$ 3,000,000

General Fund

The General Fund is the general operating fund for the City of Savannah. This fund accounts for revenue and expenditures for general government services. General funds can be applied to capital projects in all improvement categories. The General Fund is supported by taxes, fees, fines, permits, licenses, charges for services, and interest income. Projects receiving a General Fund allocation in 2022 consist of drainage improvements, supplements to mobility projects such as sidewalk rehabilitation and street widening, and public facility planning.

Funding Source	2022	2023	2024	2025	2026	5-Year Total
General Fund	10,030,000	3,050,000	2,800,000	4,000,000	3,420,000	\$ 23,300,000

Five-year Revenue Projections By Fund



Project Name	Project Category	2022 Proposed
Brickline Replacement	Drainage	\$ 350,000
Civic Center Holding	Other Improvement	\$ 1,000,000
Public Safety CAD/RMS	Other Improvement	\$ 1,000,000
Public Safety Technology Improvements	Other Improvement	\$ 580,000
Technology Framework Improvements	Other Improvement	\$ 3,000,000
Sidewalk Replacement & New Installations	Streets & Sidewalks	\$ 100,000
Stiles Avenue Widening Phase II	Traffic Management	\$ 4,000,000

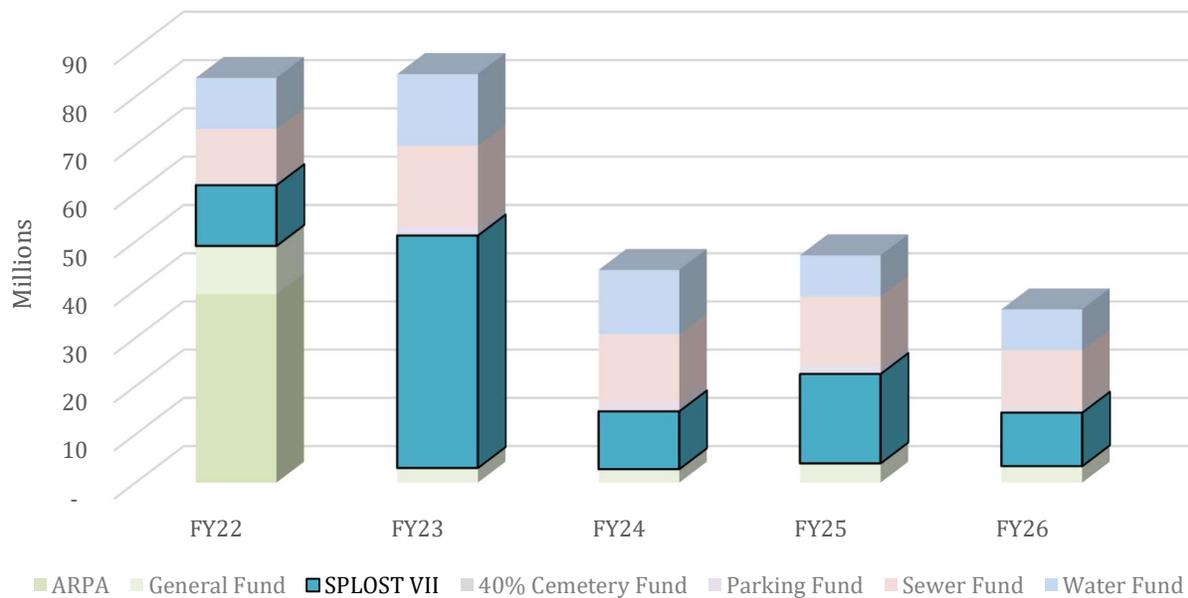
SPLOST VII

Special Purpose Local Option Sales Tax (SPLOST) revenue collection must be approved by voter referendum, have a specific collection period, and can only be applied to approved projects or project categories. The SPLOST VII collection period began in 2020 and continues into 2026.

SPLOST VII projects comprise 15% of the FY22 capital allocations and approximately 35% of the total 5-year projections. FY22 SPLOST VII allocations support a wide variety of project categories including significant drainage improvements, mobility infrastructure investment, public building, and recreational improvements.

Funding Source	2022	2023	2024	2025	2026	5-Year Total
SPLOST VII	12,590,000	48,200,000	12,000,000	18,554,931	11,100,000	\$ 102,444,931

Five-year Revenue Projections By Fund



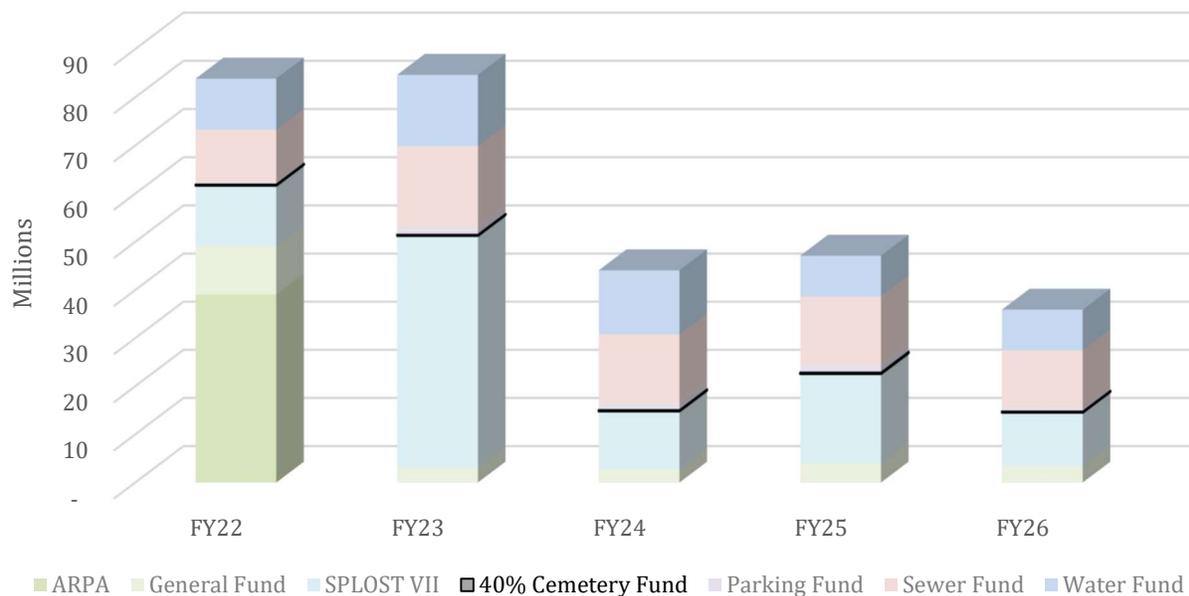
Project Name	Project Category	2022 Proposed
City Hall Historic Renovation	Public Building	\$ 3,000,000
Daffin Park Improvements	Recreation	\$ 205,000
Daffin Park Pool Improvements	Recreation	\$ 295,000
Grayson Stadium Improvements	Recreation	\$ 420,000
Liberty City Parking & Facility Improvements	Public Building	\$ 300,000
Local Maint & Impr Grant (LMIG) Resurfacing Match	Streets & Sidewalks	\$ 520,000
Sidewalk Replacement & New Installations	Streets & Sidewalks	\$ 1,100,000
Southside Community Center	Recreation	\$ 1,000,000
Springfield Canal Drainage Improvements	Drainage	\$ 2,000,000
Street Paving & Paving Rehabilitation	Streets & Sidewalks	\$ 3,000,000
Traffic Safety & Calming	Traffic Management	\$ 750,000

Cemetery Fund

Forty percent of the Cemetery Fund’s lot sale revenue is reserved for Cemetery Improvement projects to ensure perpetual care and maintenance of Savannah’s historic cemeteries. Cemetery Improvement projects are sometimes partially subsidized by the General Fund, however the FY22 allocations listed below are entirely funded by the Cemetery Fund. Projects include conservation, other improvements, and expansion initiatives.

Funding Source	2022	2023	2024	2025	2026	5-Year Total
Cemetery Fund	225,000	225,000	245,000	295,000	225,000	\$ 1,215,000

Five-year Revenue Projections By Fund



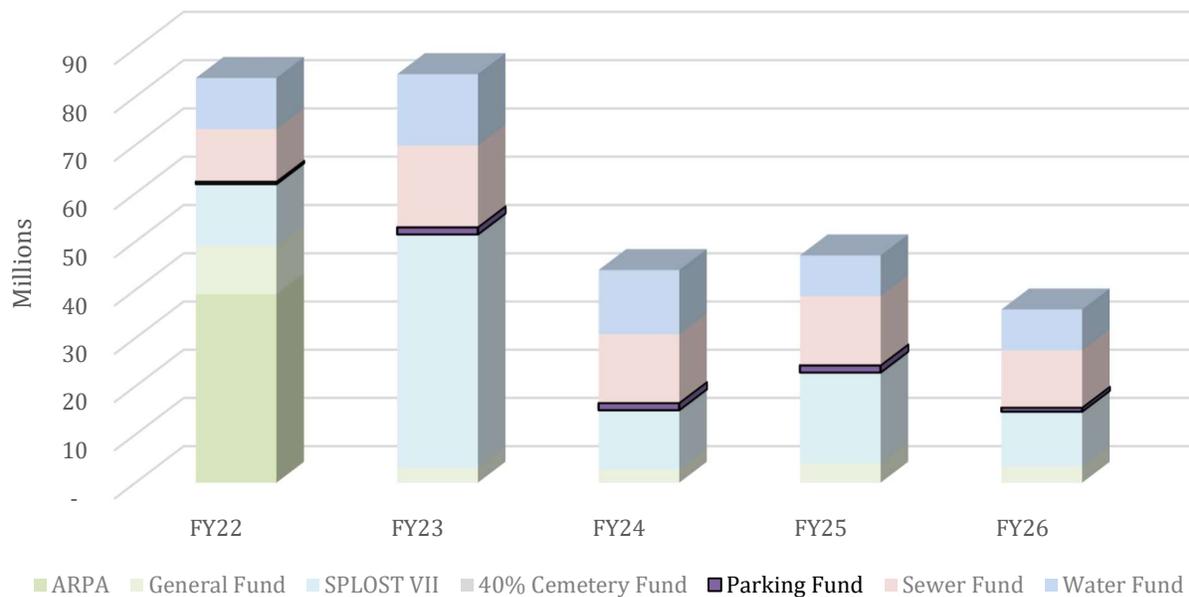
Project Name	Project Category	2022 Proposed
Cemetery Monument Conservation	Cemetery Improvement	\$ 40,000
Cemetery Roadway Improvements	Cemetery Improvement	\$ 15,000
Greenwich Expansion	Cemetery Improvement	\$ 150,000
Historic Cemetery Building Maintenance	Cemetery Improvement	\$ 20,000

Parking Fund

Parking Fund capital projects often support garage capital maintenance, parking improvements and are sometimes combined with other sources such as bond funding for large construction projects. In 2022, a main focus of Parking Fund revenue projects is continuing planned capital maintenance programming to ensure public safety and maximize the life of the City’s asset investments.

Funding Source	2022	2023	2024	2025	2026	5-Year Total
Parking Fund	484,000	1,470,000	1,470,000	1,470,000	810,000	\$ 5,704,000

Five-year Revenue Projections By Fund



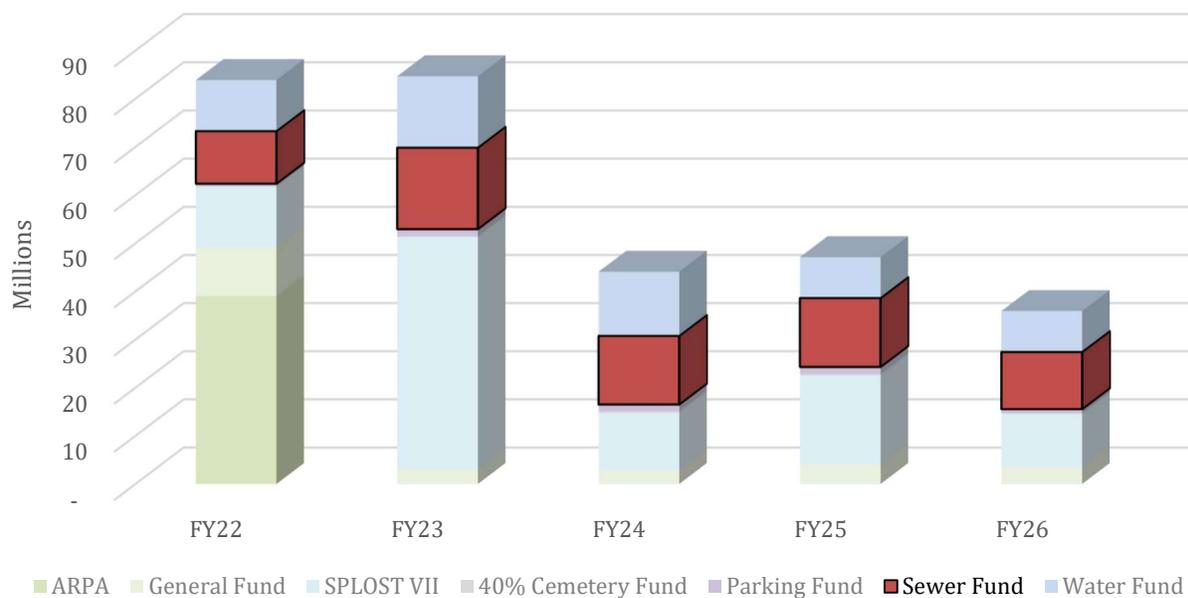
Project Name	Project Category	2022 Proposed
Parking Garage Control Booth Renovations	Public Building	\$ 110,000
Red-light Camera Program	Other	\$ 224,000
Whitaker Garage Repairs	Public Building	\$ 150,000

Sewer Fund

The Sewer Fund solely supports Sewer Improvement projects. Sewer operating and capital needs are projected and planned to ensure stable customer rates and reliable service delivery. The current five-year plan funds large-scale construction, ongoing planned capital investment, and reserve expansion for potential regulatory changes, particularly regarding groundwater extraction limits. Sewer Fund capital planning includes both consideration of the City’s current needs related to growth, development and sustainability, as well as future opportunities. Although Sewer revenues and expenses are differentiated from the Water Fund, the planning processes are complementary and the Sewer capital plan is programmed concurrently with the Water capital plan.

Funding Source	2022	2023	2024	2025	2026	5-Year Total
Sewer Fund	10,895,500	16,900,500	14,256,000	14,316,000	11,871,000	\$ 68,239,000

Five-year Revenue Projections By Fund



Project Name	Project Category	2022 Proposed
Chatham Pump Stations-Engineering	Sewer Improvement	\$ 350,000
Crossroads Grit System	Sewer Improvement	\$ 500,000
Developer Oversizing	Sewer Improvement	\$ 130,000
Extension of Sewer Lines	Sewer Improvement	\$ 130,000
Force Main Pigs	Sewer Improvement	\$ 180,000
Georgetown Nutrient Removal	Sewer Improvement	\$ 500,000
Georgetown Sewer Improvements	Sewer Improvement	\$ 100,000
Lift Station Rehabilitation	Sewer Improvement	\$ 1,200,000

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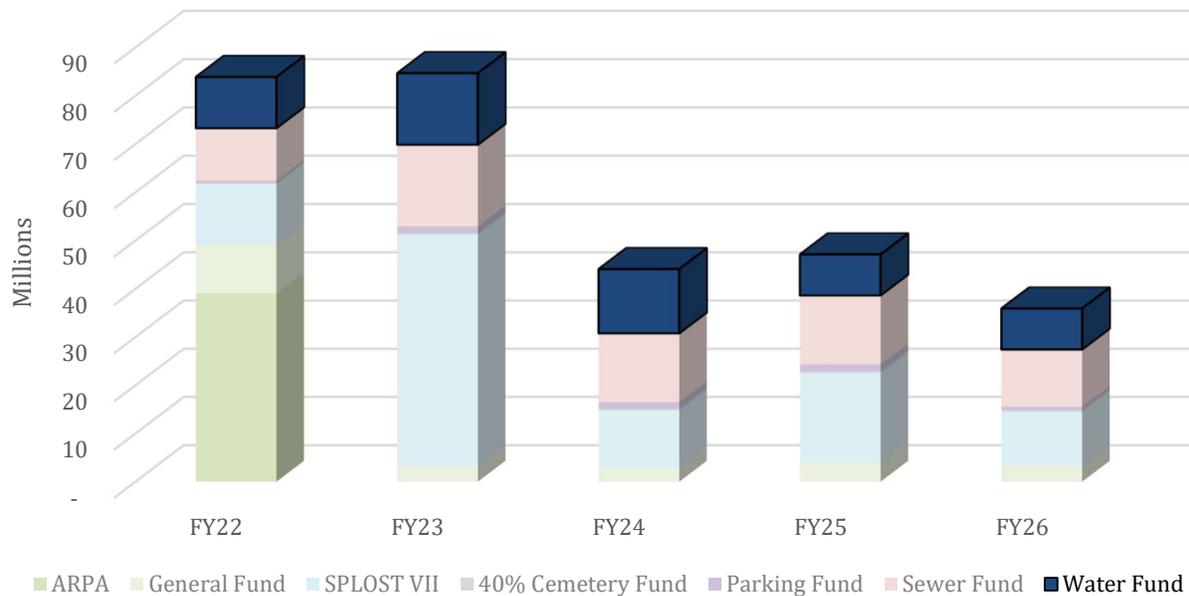
Project Name	Project Category	2022 Proposed
Paulson Interceptor	Sewer Improvement	\$ 2,000,000
President Street Diffusers	Sewer Improvement	\$ 500,000
President Street Second Line	Sewer Improvement	\$ 700,000
Sewer Line Rehabilitation	Sewer Improvement	\$ 2,500,000
Sewer Share of Paving	Sewer Improvement	\$ 50,000
Sluice Gate Replacement	Sewer Improvement	\$ 125,000
Supervisory Control & Data Acquisition (SCADA) Upgrade	Sewer Improvement	\$ 130,500
Treatment Plant Capital Improvements	Sewer Improvement	\$ 500,000
Treatment Plant Capital Maintenance	Sewer Improvement	\$ 400,000
Treatment Plant Expansion	Sewer Improvement	\$ 400,000
UV Disinfection	Sewer Improvement	\$ 500,000

Water Fund

The Water Fund solely supports Water Improvement projects. Water operating and capital needs are projected and planned to ensure stable customer rates and reliable service delivery. The current five-year plan funds large-scale construction, ongoing planned capital investment, and reserve expansion for potential regulatory changes, particularly regarding groundwater extraction limits. Water Fund capital planning includes both consideration of the City’s current needs related to growth, development, and sustainability, as well as future opportunities. Although Water revenues and expenses are differentiated from the Sewer Fund, the planning processes are complementary and the Water capital plan is programmed concurrently with the Sewer capital plan.

Funding Source	2022	2023	2024	2025	2026	5-Year Total
Water Fund	10,605,000	14,830,000	13,330,000	8,505,000	8,505,000	\$ 55,775,000

Five-year Revenue Projections By Fund



Project Name	Project Category	2022 Proposed
Dean Forest 24" Line into New Hampstead Service Area	Water Improvement	\$ 4,000,000
Dean Forest 24" Upgrade	Water Improvement	\$ 2,000,000
Delesseps Improvements (Waterline)	Water Improvement	\$ 1,350,000
Developer Oversizing	Water Improvement	\$ 200,000
Extension to Unserved Areas	Water Improvement	\$ 200,000
Fire Hydrant Replacement Program	Water Improvement	\$ 100,000
Hydropneumatic Tank Replacements	Water Improvement	\$ 50,000
Large Tract Infrastructure	Water Improvement	\$ 400,000

Project Name	Project Category	2022 Proposed
Large Tract Water Supply	Water Improvement	\$ 500,000
Megasite New Hampstead	Water Improvement	\$ 500,000
Miscellaneous Water Line Improvements	Water Improvement	\$ 425,000
Overhead Storage Tank Repainting	Water Improvement	\$ 50,000
Sludge Pond Dredging	Water Improvement	\$ 426,000
Supervisory Control & Data Acquisition (SCADA) Upgrade	Water Improvement	\$ 44,000
Valve Replacement Program	Water Improvement	\$ 250,000
Water Share of Paving	Water Improvement	\$ 110,000

