



CITY OF SAVANNAH

2023 Proposed Budget & Capital Improvement Program



City Manager's Message

To the Honorable Mayor and City Council:

I am proud to present the proposed budget to you for fiscal year 2023. The budget reflects the priorities of this Council and those of our residents and businesses, while meeting the needs of our organization to effectively execute our mission and deliver services responsibly.

The investments in this proposed budget build on historic investments made in FY2022, strengthen our organizational foundation, and advance our key priorities: public safety; affordable housing and homelessness; getting back to the basics of city services; investing in our neighbors and in our neighborhoods; and building organizational strength and resiliency by investing in Team Savannah.

This budget was developed over several months, through a collaborative and inclusive priority-based budgeting process. Practicing our shared *Values for Leading Together*, Team Savannah approached this year's budget formulation process with **Accountability, Caring, and Thought-partnership**. And we did so in order to propose a budget to you that not only responds to the priorities of this Council and the needs of our residents and businesses, but embodies our shared *Values of Public Service*, which are **Equity, Community-focus, and Forward-thinking**.

Mayor Johnson, in his recent State of the City Address, emphasized the "rejuvenation" of Savannah after the global challenges of 2020 and 2021. Our proposed FY2023 Budget recognizes that same rejuvenation, highlights the unprecedented economic development, growth and opportunity sprouting up all across our city and region, and this budget recognizes, and responds to, our continued need to focus our resources and energies on ensuring all Savannahians, in every neighborhood, have an equitable path to safety, security, and prosperity.

FY2023 Budget Foundations

- ❖ The FY2023 \$493 million proposed budget delivers high-quality and improved services, while making strategic investments in our priority areas.
- ❖ The General Fund proposal is \$239 million and is balanced with no tax increase nor planned draw on reserves.
- ❖ The budgeted millage rate of 12.20 is the lowest millage rate since 1987; decreased from 12.74. The reduction saves taxpayers approximately .54 mills contingent upon property assessed valuations.
- ❖ The Budget achieves reserves at 18%, covering approximately sixty days of total general fund expenditures and transfers out, which is consistent with the city's policy.
- ❖ A combined sanitation, water & sewer utility rate increase of 4%, or approximately \$3 per month for residents based on consumption is proposed to support and maintain these utilities.

- ❖ The General Fund five-year forecast does not currently predict a deficit; however, close monitoring and management during this volatile economic climate will be employed.

Financial Outlook

Savannah, like other fast-growing cities across America, has seen an increase in the cost of living. As we always strive to do, we are focused on maximizing services we provide to our community while minimizing the cost impact to citizens. As such, we have based the proposed FY2023 Budget on the 12.20 millage rate adopted by City Council earlier this year—the lowest millage rate in more than 35 years.

High inflation rates are also causing increases to the current cost of living. The Federal Government has made efforts to remedy inflationary pressures through the passing of the Inflation Reduction Act of 2022. Inclusions for medical cost reductions, energy cost reductions and clean energy incentives, affordable housing, and coastal habitat conservation efforts were adopted by Congress and the White House to provide an estimated net reduction of \$5.8 billion in direct federal spending in 2023. However, existing inflationary conditions remain present for consumers, and add strain to family budgets, despite relief efforts.

Growth in the Savannah metro economy remains positive. Still, with the recent announcement of Hyundai's plans to build its Meta Plant North America location in Bryan County, the anticipation of several primary suppliers and manufacturers coming to the Savannah-Chatham Manufacturing site (located in the City of Savannah), and the rapid growth of other large employers such as Gulfstream, the Georgia Ports Authority, our hospitality sector, and higher education and healthcare, we can expect our city and our region to continue to grow, continue to add jobs, and continue to see increased demands on our public and social service infrastructure.

In fact, on the goods producing side of the economy, manufacturing companies have added 200 jobs within the region, touting a 4.5% growth rate over the past year. Additionally, through October 2022, our sales tax collections have over-performed by 21%.

However, as we approach the close of fiscal year 2022, there are signs that our economy is backing off the historically high sales tax and hotel/motel revenues produced over the last year and change. Seasonally adjusted hotel/motel sales tax receipts were essentially flat over the first two quarters of this year.

Our five-year forecast predicated on anticipated growth in our base expenses, coupled with the uncertainty of LOST renegotiations and inflation, necessitates that the City keeps both its hands on the wheel until this economic volatility stabilizes. In recent updates from regional economists, they share our sentiment for caution and expect more uncertainty in 2023. This is due mostly to an increasingly challenging national macro-economic environment, continued constraints in global supply chains and disturbances in energy markets.

The City anticipates increases in demand and expense for transportation and infrastructure-related projects, as population growth and development continues to expand especially in our West Chatham neighborhoods. With the recent decision by county-wide voters to reject the proposed one cent Transportation Special Purpose Local Option Sales Tax (TSPLOST), alternative funding streams will need to be identified to meet these demands. As this Council is aware, we are in the process of renegotiating the Local-Option Sales Tax (LOST) Agreement with Chatham County. LOST represents our second-highest revenue stream; dramatic changes to our allocation of LOST would significantly impact the City's revenue stream for the next ten years.

Savannah has been able to withstand the economic impacts of the recent pandemic and the City is in a good position to continue investing in our community, instead of reducing or eliminating services. This posture is due primarily to prudent financial management and the recent performance and rebound of Savannah's economy. These factors have allowed the City to maintain its service levels over the past 2 ½ years, avoid employee layoffs, and bolster reserves. This year, we are on track to see a projected 11.6% increase in sales tax revenue compared to last year's receipts.

In short, given all that has occurred, it would be wise to expect the unexpected. However, based on what we know now, our near-term future promises financial stability. Our economy and our revenues continue to grow, though perhaps not at the pace we experienced last year. Our population is also growing, with some recent projections showing the city could add another 30 to 35 thousand residents by 2045. This growth will add to our tax base, as well as add significant demand on city infrastructure and services. Our services—like everything else—are getting more expensive to perform.

Our economic growth and vitality will allow us to make new and significant investments in our strategic priorities this year. However, this budget is prepared and proposed to you against a backdrop of persistent labor shortages, a highly competitive jobs market, high inflation, and increased living costs. As such, we have made responsible revenue assumptions, maintained healthy reserves, and developed a prudent budget.

The FY2023 Proposal

I am pleased to inform you that the FY23 Budget covers the City's base operational costs, maintains current service levels, and makes a series of strategic investments to improve the quality of life for residents in all parts of our city. The Budget achieves this while keeping our reserves at 18%, covering approximately sixty days of total general fund expenditures and transfers out, which is consistent with the City's policy.

This year's proposal for City spending for the fiscal year beginning January 1, 2023, encompasses total expenditures of \$492.6 million – including \$239 million from the General Fund. The Capital Improvement Plan Budget includes \$95.3 million in planned spending.

Summary of General Fund Investments

- Approximately 46.5%, or around \$111.1 million of the General Fund, is allocated to Public Safety – 65.6% to Police, 33.9% to Fire, and 0.5% to Emergency Planning Services.
- Community Services, encompassing neighborhood safety and vitality; athletics and recreation; cultural arts; and maintenance of City grounds, assets, and waterways account for 21.3% of the General Fund, or \$50.9 million.
- Affordable housing efforts; homelessness prevention; family support; economic development; and housing and human services account for 4.9% of the General Fund, or \$11.8 million.
- Transportation; infrastructure and development; drainage; neighborhood planning; and zoning functions account for an additional 15.6% of the General Fund, or \$37.2 million.

- The remaining amount – approximately 11.7%, or around \$28 million – is slated for transfers to fund a range of other investments and services.

Making the Necessary Investments in Public Safety

The City of Savannah has made significant investments in Public Safety throughout 2022, including rolling out a new, highly competitive compensation plan for Police and Fire, creating the Office of Neighborhood Safety and Engagement, and funding proven initiatives that intervene to prevent violent crime through deep community engagement. Our proposed investments in public safety for FY2023 match our goals: focus on recruitment and retention within SPD; train for the results we want, reduce part 1 crime in every precinct, implement a Safe Streets for All plan, and engage in authentic and meaningful community partnerships.

Key Investments in Public Safety Include:

- \$4.2 million to continue higher pay for Police Officers & Fire Fighters
- \$3.6 million for 56 new Police Interceptor Vehicles
- \$100,000 for a new Special Assistant U.S. Attorney to focus on prosecuting major crimes in Savannah
- \$370,000 to expand the SPD Behavioral Health Unit
- \$500,000 for continued Violence Interruption Grants
- \$133,000 for new enhanced training & recruitment initiatives
- \$400k for expansion and improvements to SPD Training Range
- \$378,000 for critical new fire-fighting equipment, like self-contained breathing apparatus
- \$79,000 to create a new Vision Zero Coordinator position
- Continued investments in expanding and updating our crime fighting technology

Continuing Our Focus on Housing Affordability & Homelessness

Last year, this Council made historic investments to develop and preserve more affordable housing and address homelessness through Housing First programs. Those investments led to ground breakings on new homes in Savannah Gardens for families experiencing homelessness and 52 new Permanent Supportive Housing cottages at Dundee Village. This Council's investment is supporting the renovation of hundreds of homes in low wealth neighborhoods, so residents can age safely in place. This Council's investment is also, particularly in the Savannah Affordable Housing Fund, financing the development of hundreds of units of affordable housing. In 2023, we are proposing more of the same.

Key Housing & Homelessness Investments Include:

- \$2 million more invested into the Savannah Affordable Housing Fund
- \$1.4 million to support infrastructure for Affordable Housing at the Fairgrounds, 916 MLK Avenue, and Dawes Avenue
- \$550,000 in Homelessness Support Grants to expand services to across the City
- Continued support to Housing Savannah Inc., and the Interagency Council on Homelessness
- \$95,000 for a new Housing Project Manager to support increased initiatives
- \$30,000 to support a new RFP for Fair Housing services

Getting Back to Basics

Just like last year, we are focused on getting back to the basics of city services by making necessary investments in the everyday services our residents and businesses rely on. Last year, City Council supported a \$6.7 million investment in our Sanitation Department to help right-size our sanitation services to meet growing demand and address gaps in our service delivery. Our focus on getting back to basics at Sanitation worked, and we went from missing more than 25% of recycling collections a year ago, to missing less than 2% today. We also are collecting more bulk trash, more litter, and addressing more illegal dumping issues all over the city.

This year, we are focusing on getting back to basics at our Park & Tree Department. This proposed investment will bring all of the City's grounds maintenance of public park spaces, including cemeteries, under one roof, creating new efficiencies and strengthening accountability. Additionally, the reorganization will drastically reduce our need for contractual services, yielding an offset of approximately \$500,000 by bringing many of our Park & Tree services back in-house.

This Back-to-Basics focus includes various investments totaling approximately \$3 million in new equipment and staffing, and re-structuring to address equity and consistency of greenspace maintenance citywide; to include our sports fields and complexes, neighborhood parks, right-of-way maintenance and historic parks and squares. This strategy will also work to close the gaps in other areas to better address litter issues. To be effective, this approach requires a significant investment in equipment, additional staffing resources, and the re-organization and shifting of our cemeteries division, currently in Real Estate Services, back under the Park & Tree umbrella (where it historically resided) for effective management and administration of these assets and greenspaces.

Additionally, this year, reorganizing our Park & Tree Department is an opportunity to make improvements to address gaps in the maintenance of the City's surfaces and greenspaces.

Major investments in Park & Tree include:

- Adding 51 Full-time equivalent positions and re-classifications to create new litter and maintenance teams to manage turf and landscaping needs at athletic fields and sports complexes and their associated parking areas.
- Adding additional resources to cover gaps in service more effectively at an approximate budgetary impact of \$1,358,684
- \$300,000 to support maintenance of the newly acquired Evergreen Cemetery

Of course, Park & Tree is not the only place where we are focused on getting back to basics.

Other Key Back to Basics Investments Include:

- \$38 million for City drainage improvements
- \$10.5 million to update and maintain the city's fleet
- \$7 million for sidewalk installation and repairs citywide
- \$1 million for traffic calming measures citywide
- \$365,000 to acquire Short-Term Vacation Rental Permitting & Enforcement Software
- \$300,000 for new Recycling Fleet additions
- \$220,000 for new fleet equipment to maintain our public safety camera network
- \$150,000 for community wide beautification during holiday season
- \$140,000 in new technology for Fleet Services
- \$102,000 for technology upgrades to administer parking regulations
- \$82,000 to increase staffing to administer the Alcohol Ordinance and Policies

Public Service Through an Equity Lens

As we continue our focus on getting back to basics, we recognize that there is nothing more basic, more foundational, than Equity. That is why we will be working to develop a Diversity, Equity, and Inclusion Strategic Plan in the coming year, including incorporating DEI Certification Training for crucial leadership team members. We hope the organization and community partners fully embrace our working definition of [Equity](#). 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.”

Investing in our Families & Neighborhoods

Team Savannah is still planning and executing major neighborhood projects funded in last year’s ARPA budget, including more than \$4 million in new and upgraded community centers and recreational amenities. This year, we are continuing our focus on supporting neighbors and neighborhoods, including increasing our base support to social service non-profits by 33%.

Key Investments Include:

- \$1 million in direct grants to local social service non-profits
- \$1 million toward completing the Tide to Town Loop
- \$658,000 in direct grants to support local arts organizations
- \$250,000 to continue investments in local youth sports organizations
- \$186,000 to reduce service barriers and fund operations at the Moses Jackson Advancement Center
- \$60,000 in Child Development Assistant Certification tuition

Investing in Team Savannah

We know that good public service starts with great public servants, and this year we will continue needed investments to support our municipal corporation and its people. The City has implemented several new programs to help recruit and retain employees, which are critical to sustaining and improving public services over the coming years, especially in the current labor environment. To lead this effort, the budget proposal includes the following enhancements for Team Savannah:

- 2.5% general wage increase to all uniformed and non-uniformed personnel
- \$2.6 million to right-size our most challenging recruitment and retention areas within CDL-driver and mechanic position classifications to ensure we are adequately aligned with the labor market
- \$400,000 in Real Estate Services to lease suitable office space to meet our short-term needs and get our team members out of sub-standard office space

Nationwide, many organizations, both public and private, are facing severe staffing shortages. The City of Savannah is no different, but we are taking big steps to retain our talented staff and recruit the public servants we need now and for the future.

Planned Capital Investments

Investments proposed in our FY2023 – FY2027 capital plan support the following capital improvement categories totaling approximately \$313 million, of which \$95 million is planned to be expended within FY 2023:

Improvement Category	FY23	FY24	FY25	FY26	FY27	5-year Total
Community Development	2,900,000	5,500,000	3,700,000	4,900,000	1,500,000	18,500,000
Recreation	3,000,000	-	2,000,000	3,000,000	-	8,000,000
Park & Tree	-	200,000	-	-	-	200,000
Squares & Monuments	359,100	359,100	9,100	709,100	409,100	1,845,500
Cemetery	775,000	495,000	295,000	445,000	225,000	2,235,000
Drainage	38,322,060	1,350,000	1,350,000	1,350,000	1,350,000	43,722,060
Public Building	3,385,840	1,470,000	3,470,000	810,000	1,360,000	10,495,840
Streets & Sidewalks	4,950,000	5,345,900	6,025,831	5,445,900	1,060,100	22,827,731
Traffic Management	1,100,000	1,750,000	1,250,000	750,000	-	4,850,000
Sanitation	1,500,000	4,000,000	24,500,000	-	-	30,000,000
Sewer	18,256,000	22,706,000	22,716,000	12,371,000	12,371,000	88,420,000
Water	14,155,000	13,330,000	7,005,000	7,005,000	7,005,000	48,500,000
Other	6,578,000	15,000,000	8,925,000	1,000,000	1,955,800	33,458,800
Total	\$ 95,281,000	\$ 71,506,000	\$ 81,245,931	\$ 37,786,000	\$ 27,236,000	\$ 313,054,931

Revenue Highlights

The proposed 2023 budget is based on a property tax millage rate of 12.20 mills, which aligns with the 2022 final millage rate set by City Council. Proposed revenues total \$492,629,881 which is 12.9% below revenues projected for the current year. While this spending plan does not have an infusion of federal dollars, such as the American Rescue Plan Act, utility rate changes are proposed. These include rate changes 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 2023 are unchanged from 2022; there is an incremental consumption charge increase.
- ✓ **Sanitation services** - Monthly residential rates for sanitation services are proposed to increase from \$36.60 to \$37.70, which nets a total increase of \$13.20 annually. Commercial Disposal rates will increase 5%. These increases will fund the landfill expansion, which includes the planned construction of the operation center at the Dean Forest Landfill site.

Based on local indicators, staff projects 3% growth in the property tax digest, while sales tax and hotel/motel tax projections are budgeted conservatively, as the economic climate is volatile and Local Option Sales Tax negotiations are still on-going. Despite the boom of private construction throughout the City, we know that each \$100 million of new taxable value as booked by the Assessor's Office generates \$488,000 in new City property tax revenue.

More detailed revenue changes are summarized in the Financial Policies & Structure section included in the *2023 Proposed Budget and Capital Improvement Program* document.

Expenditure Highlights

The 2023 operating and capital budgets represent a culmination of efforts to foster a financial planning approach that makes our budgeting processes more inclusive and transparent, and improve upon our strategic decision-making.

Key expenditures highlights include:

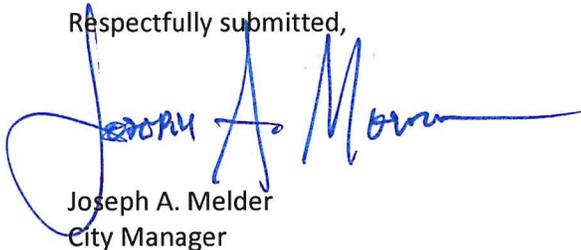
- ✓ Personnel services, which include salaries and wages for approximately 2,539 City employees, as well as fringe benefit costs associated with City employment, represent approximately 42% of citywide expenditures.
- ✓ Comprehensive medical benefits plan for employees, dependents, and retirees with an employer contribution of \$20,979,456.
- ✓ Citywide Pension Plan contribution of \$11,472,840, representing an increase of 2.74% above the 2022 adopted budget. The General Fund portion of this contribution is \$7,482,871, which is in compliance with the latest actuarial review. A 1% benefit increase for our pensioners and retirees is also budgeted.

The coming weeks will provide time for public budget hearings with the community, and City Council Budget Work Sessions. City Council will have the opportunity to review and initiate amendments to the proposed budget before final adoption, which is scheduled for December 8th.

To learn more about the City's Budget development process and this proposal, the community is encouraged to visit www.savannahga.gov/budget.

I want to give special thanks to our team members at the Office of Management and Budget, led by Melissa Carter, and our Financial Services team led by David Maxwell, for their skill, diligence, and dedication in leading the development of this budget.

Respectfully submitted,



Joseph A. Melder
City Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Savannah
Georgia**

For the Fiscal Year Beginning

January 01, 2022

Christopher P. Morrill

Executive Director

Special Recognition

Special recognition is given to the following individuals for their assistance in preparation of the 2023 Service Program & Budget and the 2023-2027 Capital Improvement Program.

Executive Staff

Joseph A. Melder	City Manager
Heath Lloyd	Assistant City Manager
Bret Bell	Chief Operating Officer
Taffanye Young	Chief Community Services Officer
Gene Prevatt	Chief Government Operations Officer
Lenny Gunther	Police Chief ¹
Elize Kitchen	Fire Chief

Special Acknowledgments

Monisha Johnson
Spanish Moss Printing
Fleet Services
Financial Services
Human Services
Innovation & Technology Services

Office of Management & Budget

Melissa Carter	Senior Director, Budget
Hiroe Hirabayashi	Lead Fiscal Analyst
Sancia Joseph-Jarvis	Principal Budget Analyst
Victoria Keller	Senior Budget Analyst
Karen Franklin	Senior Budget Analyst
Daniel Colello	Senior Budget Analyst ¹
Krishon Seastrunk	Budget Analyst
Angelica Alfonso	Project Manager
Kristen Rivera	Senior Administrative Assistant

¹ Serving in interim capacity.

Legislative Body

Mayor & City Council
January 1, 2020 – December 31, 2023

VAN R JOHNSON, II
Mayor



KESHA GIBSON-CARTER
Post 1, At-Large



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



Table of Contents

Introduction

Distinguished Budget Presentation Award..... i

Special Recognition ii

Legislative Bodyiii

Savannah at a Glance..... vii

Reader's Guide xiv

Budget Overview

Organizational Structure..... 1

Strategic Priorities.....2

Performance Measures.....4

Financial Structure & Policies

Financial Structure29

Budgetary Fund Structure.....32

Financial Policies.....33

Budget Process38

Trend Analysis and Financial Projections41

Summaries

General Fund Financial Outlook45

What Does a Property Owner Pay?47

Five-Year Forecast51

Utility Enterprise Rates.....52

Debt Service.....55

All Funds Summary.....59

All Funds Revenue60

All Funds Expenses60

Revenue Overview.....61

Revenue Details.....62

Expenditure Overview.....63

Expenditure Details.....64

General Fund Overview65

General Fund Revenues.....66

General Fund Expenses67

Revenues by Source68

Expenditures by Type	73
Expenditures by Service Center.....	74
2023 Permanent Authorized Positions.....	77

Service Centers

Governance.....	83
Governance Service Center Overview.....	84
Strategic Services	86
Strategic Services Service Center Overview	87
Office of Human Resources Overview	89
Office of Management & Budget Overview.....	92
Office of Financial Services Overview	94
Office of Marketing & Communications Overview	98
Public Safety.....	100
Savannah Police Overview.....	101
Savannah Fire Overview	105
Municipal Operations	109
Municipal Operations Service Center Overview	110
Organizational Performance & Accountability Overview.....	114
Special Events, Film & Tourism Overview.....	116
Fleet Services Overview.....	118
Innovation & Technology Overview	121
Real Estate Services Overview.....	124
Recorder's Court Overview	127
Community Services.....	129
Community Services Service Center Overview.....	131
Neighborhood Safety & Engagement Overview	134
Cultural Resources Overview.....	136
Human Services Overview	138
Housing & Neighborhood Services Overview.....	141
Recreation & Leisure Services Overview	143
Government Operations	146
Government Operations Service Center Overview	147
Code Compliance Overview	149
Sanitation Overview.....	152
Infrastructure & Development	155
Infrastructure & Development Service Center Overview	156

Office of Environmental Services & Sustainability Overview 160
Transportation Services Overview 162
Parking Services Overview 166
Development Services Overview 169
Water Resources Overview 172
Park & Tree Overview 177
Economic Development Overview 180

Other Funds

Risk Management Fund 183
Hotel/Motel Tax Fund 189
Auto Rental Tax Fund 190
Computer Purchase Fund 191
Vehicle Purchase Fund 192
Radio Replacement Fund 193
Recorder's Court Technology Fund 194
Per Occupied Room Fund 195

Appendix

2023 Grade & Salary Tables 197
2023 Vehicle Replacement List 203
Fee Changes 211
Community Partnerships Program 215
Violence Reduction Grant Program 223
Cultural Contributions 227
Arts and Cultural Enrichment (ACE) 230
Glossary of Key Terms 242
List of Acronyms and Initialisms 247
References 249

Capital Improvement Program

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://spccss.com>

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

410,008 Savannah, MSA

Bond Rating

Standard and Poor's AA+
Moody's Investor Service Aa1

ISO Rating

ISO Class 1

Population

The City of Savannah's population was 147,780 in 2021. This represents a 11.8 percent increase since 2010. The Savannah Metropolitan Statistical Area (MSA) population in 2021 is estimated to be 410,008, an 18 percent increase since 2010.

Area Population Trends	2000	2010	2021
Savannah	137,510	137,534	147,780
Savannah, MSA	293,000	348,739	410,008



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
- ◆ **Savannah Arts Academy** is consistently a Top 10 High School in the state

2021	% of High School Grad or Higher	% of Bachelors Degree or Higher
Savannah	87.6	32.7
Savannah, MSA	89.7	39.0

Data Resources: [2020 Seda.org](#), [2020 US Census Bureau](#); [Georgia Department of Labor](#), [data.census.gov](#), [Georgia MSA](#)

Median Household Income

The City of Savannah's median household income in 2021 was \$46,149. The median household income for Savannah's Metropolitan Statistical Area (MSA) was \$49,612.

Median Household Income	
City of Savannah	\$46,149
Savannah, MSA	\$49,612

City of Savannah	Number of Households	Percentage
Under \$25,000	15,320	26
\$25,000 to \$49,999	14,665	25
\$50,000 to \$149,999	26,050	21
\$150,000 - Above	3,577	6

Savannah, MSA	Number of	Percentage
Under \$35,000	27,956	17
\$35,000 to \$49,999	29,241	18
\$50,000 to \$74,999	32,937	21
\$75,000 - Above	70,371	34



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, 17 area colleges and universities – from creative arts to engineering – are actively preparing more than 74,000 students. And each month, over 350 “heroes for hire” exit area military bases, ready for what’s next.



City of Savannah Principal Employers

Employers	Product/Service/Other	Number of Employees
Gulfstream Aerospace Corporation	Jet Aircraft/Aerospace Equipment	11,391
Fort Stewart / Hunter Army Airfield	Civilian Personnel	3,299
Savannah-Chatham Board of Education	Education	5,700
Memorial Health University Medical Center	Hospital	4,775
St. Joseph's/Candler Health System	Hospital	4,071
City of Savannah	Government	2,205
Savannah College of Art and Design	Education	1,814
Chatham County	Government	1,823
Georgia Ports Authority	Ship Terminal Operation	1,524
Georgia Southern University	Education	2,901
Total		39,503

Source: [2021 Annual Comprehensive Financial Report](#)

Employment by Sector, Savannah MSA

Industry	Employment	% of Total Workforce
Trade, Transportation, and Utilities	41,867	12.7
Education and Health Services	23,641	13.5
Government	23,098	12.3
Leisure and Hospitality	23,098	10.5
Professional and Business Services	22,766	13.0
Manufacturing	17,519	9.7
Construction	7,511	4.4
Financial Activities	5,497	3.2
Other Services	4,858	3.0
Information	1,680	0.8
Unclassified	332	0.4
Natural Resources, Mining, and Agriculture	295	0.2
Total	172,162	83.7

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



City of Savannah Major Taxpayers

Taxpayer	Type of Business	2021 Taxable Assessed Value	% of Total Taxable Assessed Value
Georgia Power	Electric Utility	92,761,040	1.42
Savannah Health Services, LLC	Memorial Hospital	86,598,437	1.32
Gulfstream Aerospace Corporation	Airplane Manufacturer	192,809,578	0.5
Oglethorpe Mall, LLC	Regional Shopping Mall	30,618,173	0.47
HH Savannah, LLC	Hyatt Hotel	28,800,000	0.44
Columbia Properties	Marriott Hotel	28,000,000	0.43
International Paper Company	Paper Manufacturer	27,396,174	0.5
CSH Savannah Owner, LLC	Westin Hotel	24,535,117	0.37
PRII Morgan Lakes, LLC	Industrial Warehouse	22,000,000	0.34
IA Lodging Savannah Barnard, LLC	Andaz Hotel	19,245,800	0.3
Total		\$389,651,194	6.5

Source: [2021 Annual Comprehensive Financial Report](#)

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	7	Fire Stations	15
Sworn Police Personnel	415	Fire Personnel	317
Police Vehicles	618	Fire Engine Companies	15
Motorcycles	6	Fire Truck Companies	6

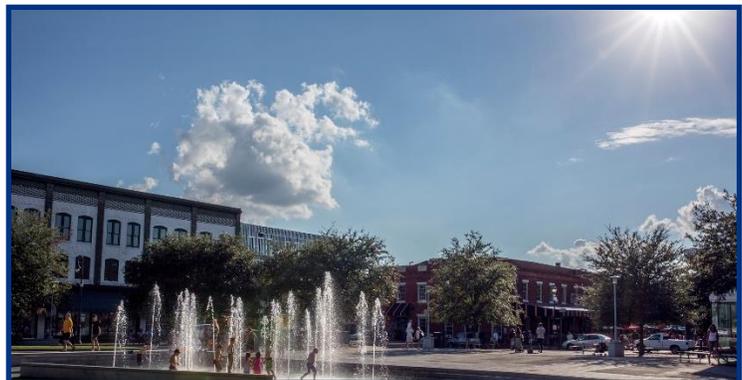
Annual Events

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 Festival	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
Phil The Park	November
Holiday Tour of Homes	December
Christmas on the River and Lighted Parade	December
Festival of Lights	December



Accolades, Awards & Honors

- ◆ "Best Historical Attractions, Domestic (#1)" *Global Traveler, June 2022*
- ◆ Tourism Leadership Council's Board of Director's Award, City of Savannah's Office of Special Events, Film, and Tourism, 2020
- ◆ Recognized as a Tree City, USA
- ◆ Government Finance Officers Association (GFOA) Distinguished Budget Presentation, 2022
- ◆ Government Finance Office Association (GFOA) Certificate for Excellence in Financial Reporting ACFR, 2020
- ◆ "Best Airports in the US (#1)" *Conde Nast Traveler, October 2022*
- ◆ "Best Places to Book a Winter Getaway (#1)" *Oprah Daily, September 2022*
- ◆ "The South's Best Bakeries 2022" (#1, Back in the Day Bakery), *Southern Living, March 2022*
- ◆ "Most Romantic Hotels in the U.S." (#1 Kehoe House; #9 The Gastonian) *TripAdvisor, May 2022*
- ◆ "Top 10 Destinations for Food Lovers in the U.S." (#5) *TripAdvisor, February 2022*
- ◆ "South's Best Cities 2022" (#2) *Southern Living, March 2022*
- ◆ The Enmarket Arena project won the following award through ENR (Engineering News Record): Award of Merit, Sports/Entertainment, Capital Projects Management Office



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 2023.

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 includes an overview of that Center's revenue sources, expenditures, and authorized full-time employee equivalents.

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
- Government Operations

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.

Funds – 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 or 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) as well as other federal and state grants which are used to address Savannah's distressed neighborhoods.

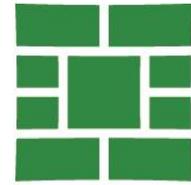
- **Grant Fund** – accounts for revenues received from federal or state sources which are used for designated purposes.
- **Sanitation Fund** – accounts for revenues collected for use of providing the following services: residential/commercial collection, refuse disposal, street sweeping, recycling, 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.

Rounding – All numbers are subject to rounding. Currency amounts are rounded up or down to the nearest whole dollar. Percentages are rounded up or down to one decimal.

SAVANNAH
savannahga.gov





CITY OF SAVANNAH RESIDENTS

Office of the City Attorney

Mayor and City Council

Office of the Clerk of Council

City Manager



Financial Services
Human Resources
Management & Budget
Marketing & Communications



Economic Strength & Poverty Reduction



Good Government



Infrastructure



Vibrant Neighborhoods

COO

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

ACM/CIDO

- Economic Development
- Parking Services
- Water Resources
- Development Services
- Transportation Services
- Park & Tree
- Planning & Urban Design
- Environmental Services & Sustainability
- Capital Projects Management

CCSO

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

CGO

- Sanitation
- Code Compliance

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 Priorities



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



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



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



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



GOOD GOVERNMENT - The mission of the City of Savannah is to provide exceptional public services to residents, businesses, and guests so they may experience a safe, healthy, and thriving community. Accountability and transparency require that the Government be committed to data-driven analysis of its performance and effective communication with the Public demonstrating measurable results of taxpayer investment. The City of Savannah is committed to creating a culture focused on results for customers and ensuring the community receives exceptional public service.

Strategic Priority Goals

City Council 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 Support Services**
- Goal 1.5: Community Health Outcomes**
- Goal 1.6: Community Outreach 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 Arts, Culture and Recreation**
- Goal 3.5: Access to Quality Housing**
- Goal 3.6: Access to Family Supports**



- 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						
Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Goal 1.1 Priority 1- Call Response						
7-minute response time to priority 1 calls for service	37%	64%	35%	30%	35%	Cad Data; Berkshire Report
Canine requests	2,000	1,920	2200	1,778	1,800	Weekly Activity Report
Number of officers trained in driver training	489	-	532	475	475	Training Logs / POST Records
Community Orientated Policing	100%	100%	100%	100%	100%	Training Logs / POST Records
Complete mandatory state training hours	100%	100%	100%	100%	100%	Records Mgt. System
Turnout time (seconds)	80	75	80	75	80	CAD/SFD Records Mgt. System (RMS)
Travel time (seconds)	240	221	240	221	240	CAD/RMS
First due engine total response time benchmark (seconds)	440	481	440	481	440	CAD/ RMS
Effective response force total response time benchmark (seconds)	680	718	680	718	680	CAD/ RMS
Turnout time (minutes)	1:15	1:30	1:15	1:25	1:20	Savannah Fire RMS
Travel time (minutes)	4:00	3:45	4:00	4:00	4:00	Savannah Fire RMS
First due engine total response time benchmark (minutes)	7:20	8:52	7:20	7:20	7:20	Savannah Fire RMS
Effective response force total response time benchmark (minutes)	11:20	11:58	11:20	11:20	11:20	Savannah Fire RMS
Goal 1.2 Reduction in Part 1 Violent Crimes						
Reduce violent crime by 5%	5%	-8%	5%	5%	-5%	Cad Data

Public Safety- Performance Measures						
Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Homicide/death investigation cases assigned	160	150	170	180	190	SARIC / CID Data
Robbery/aggravated assault cases assigned	192/350	150/298	200/ 368	200/368	210/370	SARIC / CID Data
Special victim's cases assigned	290	173	305	310	315	SARIC & CID Data
Homicide/death investigation cases clearance rate	85%	88%	85%	85%	85%	SARIC & CID Data
Robbery/aggravated assault cases combined clearance rate	16% / 23%	35% / 39%	20% / 24%	25% / 30%	30%	SARIC & CID Data
Special victim's cases clearance rate (rape only)	52%	77%	52%	65%	60%	SARIC & CID Data
Value of stolen property recovered by the pawn shop unit	\$92,915	\$54,000	\$105,000	\$50,000	\$60,000	LEADS Online Pawn Records
ShotSpotter Calls	1250	166	1150	1050	1150	Analyst Reports
NIBIN matches	300	434	320	450	440	NIBIN Book
Reduction of Gun violence	3	-13	5	5	-5	EGV Data Stats
Number of bi-weekly comp stat reports to be completed	26	26	26	26	26	Command Staff
Number of monthly posts made to SARIC website	60	70	60	65	65	www.saricmetro.com
Number of investigative searches performed by SARIC employees	13,000	12,500	13,500	13,000	13,000	Command Staff
Felony arrests	120	158	135	182	182	Weekly Activity Report
Misdemeanor Arrests	45	69	100	40	40	Weekly Activity Report
Number of officers trained in firearms	550		550	475	475	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	415	425	400	450	425	SIU Database
Drug complaints assigned	55	65	60	60	65	SIU Database
eTraces	650	773	600	750	750	ATF National Tracing Center
Gang/Gun Investigations	65	70	100	80	100	Comp Stat Reports
Goal 1.3 Residents Feeling Safe in Their Neighborhoods						
Increase in number of monthly safety advisories	75	80	80	85	90	Command Staff

Public Safety- Performance Measures						
Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Provide more end user data for use in neighborhood monthly association meetings	60	75	80	80	85	Command Staff
Fatal crashes	12	20	12	20	15	Traffic Excel Data Base
Fatal crashes investigated	15	17	12	15	15	Traffic Excel Data Base
Fatal crashes closed	15	12	12	15	15	Traffic Excel Data Base
Hit & run cases	1,900	2,200	1,900	2,200	1,800	Traffic Excel Data Base
Hit & run investigated	90%	26%	90%	40%	40%	Traffic Excel Data Base
Hit & run investigation closed	90%	26%	90%	40%	40%	Traffic Excel Data Base
Red light camera violations	8,000	11,367	10,000	12,000	12,000	Redflex Smarttops
Citizen contacts	14,000	14,345	17,000	15,000	15,000	Traffic Excel Data Base
Vehicle crashes	8,250	10,264	8,200	8,000	7,500	GEARS Data Base
Vehicle crashes w/ injuries	1,500	1,864	1,550	1,500	1,200	GEARS Data Base
Other enforcement methods	80	83	80	80	80	Traffic Excel Data Base
Citations Issued	100	75	125	125	150	Monthly Report
Special requests services provided	10	54	12	20	25	Monthly Report
Crowd control hours utilized	100	100	100	100	100	Monthly Report
Number of citizen contacts	5,500	7,923	5,700	8,250	9,000	Monthly Report
Number of special events attended to facilitate crowd control	12	15	12	12	15	Monthly Report
Scheduled patrol duties attained	100%	100%	100%	100%	100%	Monthly Report
Scheduled events attended	100%	100%	100%	100%	100%	Monthly Report
High crime area service request attained	100%	100%	100%	100%	100%	Monthly Report
Public demos	6	20	12	8	8	Weekly Reports
Demos honored	100%	100%	100%	100%	100%	K-9 Supervisor
Vehicles maintained	550	2023	600	604	650	Vehicle Report
Inventory items	861	-	861	-	861	Quartermaster Report
Payroll processing	635	525	635	500	505	Authorized Staffing
Cost center reports	364	600	364	300	250	Monthly Report

Public Safety- Performance Measures						
Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
State/Federal forfeitures processed	55	32	55	35	35	Monthly Report
Inventory accountability	100%	100%	100%	100%	100%	Monthly Report
Grants closed on schedule	100%	100%	100%	100%	100%	Monthly Reports
Purchase orders and vouchers processed	5,000	14,000	5,500	14,000	14,500	Lawson System
Officers trained C.A.L.E.A. and State standards	100%		100%	100%	100%	Power DS
Records entered	200,000	200,000	200,000	2,023	200,000	ARS, GEARS, Intellevue, GCIC/NCIC Portal
Open records processed	30,000	30,000	30,000	30,000	30,000	RMS, Evidence.com
Records checked	35,000	35,000	35,000	35,000	35,000	GCIC/NCIC Portal, RMS
Records scanned	50,000	50,000	50,000	50,000	50,000	Intellevue
Percent of files scanned	50.0%	50.00%	100%	100.0%	100%	Intellevue
Audit passed	100%	100%	100%	100%	100%	GCIC/NCIC Monthly Reports
Funds collected	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	Monthly Reports
Timely reports (3 days)	75.00%	75.0%	100%	100.00%	100%	Section Tallies
Record checks (3 days)	100%	100%	100%	100%	100%	Section Tallies
Warrants removed (within 1 business day)	100%	100%	100%	100%	100%	Section Tallies
Citizen initiated complaints	50	57	50	43	50	LEAA
Internal affairs cases investigated	100	101	100	126	114	LEAA
Use of force cases investigated	475	364	475	534	450	LEAA
Internal affairs cases investigated and closed	100	94	100	114	110	LEAA
Average cases assigned per investigator	14	14	14	22	20	LEAA
Percent of complaints referred for precinct investigation	65%	60%	65%	53%	59%	LEAA
Internal affairs cases sustained/not sustained	45/50	39/11	45/50	36/12	38/11	LEAA
Internal affairs investigations closed	100	97	100	114	110	LEAA
Percent of decided cases where outcome notifications were attempted	100%	100%	100%	100%	100%	LEAA
Number of felony related arrest	340	786	400	600	550	Monthly Reports

Public Safety- Performance Measures						
Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Number of guns seized	170	206	200	190	180	Monthly Reports
eTraces	650	773	600	750	750	ATF National Tracing Center
Successful prosecution of individuals associated with gang activity	22	25	30	45	50	Gang Unit Records
Successful prosecution from special investigations	70	75	80	80	90	ATF, FBI, US Marshals Collaboration
Public fire safety education events	400	195	420	300	400	Records Mgt. System
Commercial building inspections	3,000	1,956	3,500	2,200	2,475	Records Mgt. System
Fire cause determination rate	94%	96%	90%	94%	97%	Records Mgt. System
Conduct Incident Mgt. Team Exercises	4	21	4	5	5	COS Multiyear Training and Exercise Plan (MTEP)
IMT/ ICS planning/ training Courses delivered	6	6	6	6	7	COS Multiyear Training and Exercise Plan (MTEP)
Customer service surveys	1,650	1,650	1,650	1,650	1,650	SFD's RMS
Smoke detector installations/ home fire safety surveys	250	72	250	130	200	SFD's RMS
Tier II inspections	258	265	258	257	258	CEMA LEPC
Goal 1.4 Medical 911 BLS Support Services						
SFD staff certified as EMT-B by the end of 2022.	25	20	25	12	25	COS/SFD Strategic Plan
Amount of responses requiring prehospital medical care provided by trained first responders	2000	3846	2500	3974	4050	COS/SFD Strategic Plan
EMT training (number of students)	23	20	25	12	25	COS/SFD Strategic Plan
Goal 1.5 Community Health Outcomes						
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	2000	3452	2200	3568	3625	COS/SFD Strategic Plan
Start CPR within one minute of arrival on patients not breathing	20	181	20	168	195	COS/SFD Strategic Plan
Goal 1.6 Community Outreach Services						
Increase in number of monthly safety advisories	75	80	80	85	90	Command Staff

Public Safety- Performance Measures

Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Provide more end user data for use in neighborhood monthly association meetings	60	75	80	80	85	Command Staff
Number of Youth Ages 12-26 Directly Impacted by ONSE Programs and Services	-	-	-	350	500	Odyssey Monthly Reports
Number of Youth Engaged in Partner Services	-	-	-	315	400	Odyssey Monthly Reports
Percent of Youth Who Remain Engaged in Services	-	-	-	90%	80%	Odyssey Monthly Reports
Number of Partnership Meetings	-	-	-	22	45	Odyssey Monthly Reports
Number of Partners Working With ONSE Team	-	-	-	50	75	Odyssey Monthly Reports
Percent of Partnership Agreements Signed	-	-	-	40%	83%	Odyssey Monthly Reports
Number of ONSE Outreach and Awareness Events Hosted	-	-	-	5	8	Odyssey Monthly Reports
Total Number of Community Events Attended by ONSE	-	-	-	12	18	Odyssey Monthly Reports
Number of Neighborhood Association Meeting Attended by ONSE	-	-	-	12	36	Odyssey Monthly Reports

Infrastructure - Performance Measures

Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Goal 2.1 Resurfacing Savannah Streets						
Miles of asphalt placed per Lane	-	-	-	-	4	Grant Application Pipeline Report
Goal 2.2 Sidewalks						
Miles of sidewalk installed	15	9	15	5	10	Data collected from the Virtual One-Stop (VOS) case management system
Goal 2.3 Building Flooding						
Maintain pump stations on line	718	453	800	650	700	311 Work Order Reports & Management
Building permits issued shall comply with the City of Savannah's Flood Damage Prevention Ordinance	8,606	9,378	7,300	5,500	7,000	311 Work Order Reports & Management
Goal 2.4 Street Floodings						

Infrastructure - Performance Measures

Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Complete within standard priority requests for code 1113 "blocked catch basin"	-	-	13	25	19	Data collected from the Virtual One-Stop (VOS) case management system
Miles of sanitary/storm lines televised (miles)	25	54	25	33	25	Monthly data report collected from WSC Business Service Representative and Services Provider

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	31,708	21,400	65,000	28,000	35,000	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Water meter program (includes meter installations, maintenance, testing and Revenue tasks)	20,496	35,460	54,000	40,000	45,000	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Fire hydrant program (includes hydrant repairs, installations and preventative maintenance)	1,056	2,270	2,088	3,000	3,500	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Water main leak repair program (includes both water mains and water service leak repairs)	546	785	815	785	900	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Building permits issued for City facilities shall comply with State-mandated minimum construction and life safety codes	5	5.4	4	5	4.5	Internal Tracking & 311 Work Orders
New City facilities will comply with State-mandated minimum construction and life safety codes	35	16	35	15	20	Internal Tracking & 311 Work Orders
Maintain/repair water resources facilities to ensure that they meet building code standards	100%	100%	100%	100%	100%	Energov and GIS
Review plans, specifications and as-built documents	100%	100%	100%	100%	100%	Energov and GIS

Infrastructure - Performance Measures						
Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Update AutoCAD/GIS 1"=600' scale water and sewer maps (linear feet)	100%	100%	100%	100%	100%	Energov and GIS
Update water/sewer model based on features added	700	652	735	200	735	Monthly Report
RFP development for construction and design of water & sewer infrastructure	6	3	7	10	10	Monthly Report
Compliance with Safe Drinking Water Act	200	249	210	210	210	Monthly Reports
Maintain/Repair Water Resources facilities to ensure that they meet engineering and contract specifications	200	249	210	210	210	Monthly Report
Well Sites monitored for pressure	47	47	47	47	47	Water Supply and Treatment Staff
Well sites maintained	45	45	45	45	45	Water Supply and Treatment Staff
Water treated (MGD)	20	20	20	20	20	SCADA Reports
Samples collected	3,762	-	3,800	3,800	3,800	Water Supply and Treatment Staff
Annual water audits	7	7	7	6	6	Georgia Environmental Protection Division
Annual report on drinking water quality for customers	2	2	2	6	6	Georgia Environmental Protection Division
Watershed protection plan goals achieved	2	2	2	2	2	Georgia Environmental Protection Division
Sanitary Sewer Stoppages Cleared	483	371	450	310	300	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Feet of Sanitary Sewer Main repaired / extended	3,000	872	3,000	1,840	2,000	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Feet of Sanitary Sewer Main cleaned (includes contractor cleaning)	250,000	254,000	2,300	2,000	2,000	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records

Infrastructure - Performance Measures						
Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Sanitary Sewer Main Break Repairs	115	93	125	90	125	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Operate sanitary sewer lift station (within State EPD Compliance)	210	213	215	210	220	Asset Management Documentation and 311 and CityWorks
Perform station maintenance tasks (includes mechanical, electrical and grounds tasks)	503,601	575,330	510,000	411,210	450,000	Asset Management Documentation and 311 and CityWorks
Perform station ARV inspection, ARV inspection, ARV replacement and station head / capacity tests	303	248	400	227	250	Asset Management Documentation and 311 and CityWorks
Perform station inspections & operate odor control units	13,480	12,439	15,000	11,000	13,500	Asset Management Documentation and 311 and CityWorks
Gallons of wastewater treated (millions of gallons)	5,955	6,496	7,000	5,279	6,000	Flow Meters
Monthly N.P.D.E.S. permit compliance achieved	12	11	12	10		Laboratory Analysis
Industrial pretreatment permit renewals	9	9	7	7	10	Pretreatment Applications
Water treated by 3 regional wastewater facilities - (millions of gallons)	45	40	45	40	45	T.V. Truck Hardware
Monthly N.P.D.E.S. permit compliance achieved	200	249	210	210	210	Monthly Report
Water sold (millions of gallons)	750	763	787	620	620	Monthly Report
Chemical and biological tests performed	100,000	117,196	105,000	85,000	90,000	Monthly Report
Calibrations within standard	700	652	735	200	735	Monthly Report
Renovate community centers	-	-	-	-	5	Real Estate Services
Completed 311 request	-	-	2,500	-	-	311 Service Request System
Projects to cure deferred maintenance	4	-	5	-	-	Real Estate Services
#WO Created	-	2,275	-	0	3,200	Real Estate Services
#WO Completed	-	2,258	-	3,000	3,200	Real Estate Services
#WO Created/day	-	6.22	-	8.62	8.77	Real Estate Services
#WO Closed/day	-	6.14	-	8.22	8.77	Real Estate Services

Infrastructure - Performance Measures

Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Avg. Time to Close	-	14.24	-	9	9	Real Estate Services
project to cure deferred maintenance	-	-	-	8	8	Real Estate Services
Cost per WO	-	\$1,257	-	\$1,436	\$1,750	Real Estate Services

Goal 2.6 Internet Communication Conduit

Linear feet of conduit installation for future fiber optic cable	-	-	-	-	100	Georgia Environmental Protection Division
Linear feet of conduit installation for future fiber optic cable	0	0	200	0	0	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records

Vibrant Neighborhoods – Performance Measures

Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
------------------------	----------------	-------------	--------------	----------------	---------------	-------------

Goal 3.1 Reestablish & Preserve Neighborhoods

Site Development Permits and Subdivision Plats associated with neighborhood revitalization will be reviewed for compliance with City Ordinances	1,202	477	1,414	2,003	1,899	SCAC Program Data
Building Permits issued in established historic districts shall comply with City Ordinances	15	15	40	60	60	SCAC Program Data
New City facilities will add value to the neighborhood through quality, functionality, safety, code compliance, and/or improved aesthetics	500	489	2,775	2,262	2,262	SCAC Program Data
Plan Review: (Alcoholic Beverage Licenses, Antennas, Commercial and Residential Buildings, Signs/Awnings, Zoning Confirmation Letters, Zoning Information Requests, Zoning Amendments, Board of Appeals)	4,500	3,869	9,000	4,500	5,000	Quarterly Point in Time Counts
Business Location Approvals	1,390	620	2,780	1,170	1,307	Registration
Short-term Vacation Rental Certificates	500	160	960	465	540	Registration
Plan Improvements (Downtown Streetscape Improvements, Wayfinding & Direction Signage, CNU Legacy Projects, etc.)	69,000	6,200	138,000	35,200	38,600	Daily Center Counts

Vibrant Neighborhoods – Performance Measures						
Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Maintain/Repair Water Resources facilities to ensure that they meet building code standards	87%	85%	90%	89%	90%	Customer Survey
Complaints Investigated	1,390	201	2,726	1,368	1,087	Registration
EPD Violations	83	115	229	115	115	Registration
Complaints Investigated	1,117	1,260	1,760	1,292	1,350	Registration
EPD Violations	15,000	13,500	18,000	17,000	27,000	Quarterly Point in Time Counts
Increase the number of certified Neighborhood Associations	510	557	680	600	630	Registration
Increase the number of registered Neighborhood Associations	59,850	126,270	79,800	90,400	95,000	Daily Counts
Number of neighborhood grants administered	45	38	60	45	45	Registration
Number of neighborhood leaders and residents participating in leadership training activities	87%	80%	90%	90%	93%	Customer Survey
Number of Youth engaged in neighborhood improvement or leadership activities	200	131	250	300	350	Registration
Unsecure property secured within 30 days	34	55	35	55	68	Daily Counts
Complaint (311 or other) to initial inspection within 3 days	98%	98%	98%	98%	99%	Customer Survey
Initial inspection to compliance or summons issued within 30 days	580	579	600	550	550	Daily Counts
Voluntary compliance rate	600	684	600	650	650	Daily Counts
Recycling collection completed on schedule	700	508	750	700	700	Registration
Litter route collection completed on schedule	1,150	1,040	1,150	1,100	1,100	Daily Counts
Curbside recycling collected	50%	50%	90%	90%	90%	Citizenserve
Cost per recycling collection	90%	90%	90%	90%	90%	Citizenserve
Commercial Refuse Collections completed on schedule	70%	70%	80%	80%	80%	Citizenserve
Number of Commercial Refuse Customers	70%	70%	80%	80%	80%	Citizenserve
Containers Repaired	75%	75%	75%	85%	90%	311 Application

Vibrant Neighborhoods – Performance Measures						
Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
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)	30%	30%	30%	30%	50%	311 Application
Percent of service requests completed within the standard response time	24,864	24,864	25,000	25,000	25,000	Sanitation Monthly and Annual Report
Operational compliance with EPD permit conditions as demonstrated by landfill evaluation scores	\$8.87	\$8.87	\$8.87	\$8.87	\$8.87	Sanitation Monthly and Annual Report
Tons of refuse received	100%	100%	100%	100%	100%	311 Application
Tons of refuse diverted	750	750	780	780	780	Sanitation Monthly and Annual Report
Residential Refuse and Yard Waste collections completed on schedule	18	18	18	18	18	Sanitation Monthly and Annual Report
Residential units serviced weekly for residential refuse and yard waste collection	3.0	3.0	4.0	3.5	4.0	Mid-Point Cleanliness Evaluation Scores
Cost per residential unit for residential refuse collection	100%	100%	100%	100%	100%	311 Application
Cost per residential unit for yard waste collection	100%	100%	100%	100%	100%	Environmental Compliance reports
Cost per Special Collection	103,000	93,584	103,000	90,756	92,000	Certified Scale Transaction Reports
Sanitation operations conducted in accordance with Environmental and performance standards	13,000	11,932	13,000	10,500	10,500	Certified Scale Transaction Reports
Number of outreach and education sessions completed	100%	100%	100%	100%	100%	Monthly Report
Number of volunteer clean-ups and Adopt-a-Spots	55,000	55,000	57,000	57,000	57,000	Sanitation Monthly and Annual Report
Number of blighted, tax delinquent, underutilized real properties acquired	\$107.23	\$107.23	\$108.64	\$108.64	\$108.64	Sanitation monthly and annual report
Number of disposed, underutilized real properties returned to a tax generating and/or community improvement status	\$46.41	\$46.41	\$47.02	\$47.02	\$47.02	Sanitation monthly and annual report
Number of properties with clouded titles cleared and made marketable	\$6.40	\$6.40	\$6.49	\$6.49	\$6.49	Sanitation monthly and annual report

Vibrant Neighborhoods – Performance Measures

Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Number of properties demolished, cut and maintained and marketed on website.	100%	100%	100%	100%	100%	Environmental and Work Programs Reports
Number of properties in Land Bank Inventory maintained (property maintenance: cutting, demolition, etc.)	28	28	35	35	35	Sanitation Monthly and Annual Reports; Tentative Dates for Events and Activities
Develop policies and ordinances to expand tourism-related activities in emerging districts (percent complete)	75	75	85	85	85	Sanitation Monthly and Annual Reports; Tentative Dates for Events and Activities
Enhance and implement engagement and data gathering framework to support community led revitalization efforts.	N/A	N/A	1	1	N/A	Community Engagement Report

Goal 3.2 City-Owned Properties

Miles of Graded Lanes/Shoulders Maintained	503,601	575,330	510,000	411,210	450,000	Asset Management Documentation and 311 and CityWorks
Major Sidewalk Corridors of the Downtown Convention District Pressure Washed to Standards.	303	248	400	227	250	Asset Management Documentation and 311 and CityWorks
Parks and Squares Serviced to Standards	92%	92%	85%	85%	85%	Daily Work Reports
Park and Square Infrastructure Maintained to Standards	80%	83%	75%	77%	80%	Daily Work Reports and 311 Work Orders
Trash and Litter Collection within Downtown District Maintained to Standards	87%	98%	85%	87%	88%	Daily Work Reports
Public Trees Maintained to Standards	0%	79%	80%	73%	80%	311 Work Orders
Public Trees and Stumps Removed to Standards	0%	82%	86%	87%	88%	311 Work Orders
Plan Reviews for Tree Ordinance Compliance Completed to Standards	0%	99%	99%	99%	99%	EnerGov
ROW Vegetation Maintained to Standards	87%	87%	95%	95%	97%	Route Sheets & 311 Work Orders
Canals and Ditches Mowed to Standards	82%	85%	83%	70%	75%	Route Sheets & 311 Work Orders
City Owned Vacant Lots Mowed to Standards	92%	92%	95%	97%	97%	Route Sheets & 311 Work Orders
Maintain/repair water resources facilities to ensure that they meet building code standards	200	249	210	210	210	Monthly Reports

Vibrant Neighborhoods – Performance Measures						
Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Goal 3.3 Mobility & Neighborhood Connectivity						
Clean inlets and manholes to assure flow	0	81	0	123	100	Savannah Youth Council, Savannah Youth Ambassadors, and Summer Program Records
Traffic signal repairs	125	204	125	200	200	Housing & Neighborhood Services
Traffic sign repairs	75	76	75	60	60	Housing & Neighborhood Services
City-owned light repairs	200	408	150	150	150	Housing & Neighborhood Services
Percentage of signal malfunctions addressed within 24-hours	25	4	50	50	75	Housing & Neighborhood Services
Percentage of down/missing stop or yield signs addressed within 24-hours	25	33	25	25	25	Housing & Neighborhood Services
Traffic studies conducted	95%	100%	95%	95%	95%	Housing & Neighborhood Services
Submit customer Requests for the repair of Georgia Power street lights	75%	84%	75%	91%	93%	Customer Survey
Percent of citizen complaints responded to within 24-hours (priority 1)	87%	75%	90%	85%	90%	Customer Survey
Permits processed and reviewed	87%	80%	90%	90%	90%	Customer Survey
Goal 3.4 Access to Arts, Culture and Recreation						
Percent of responding participants rating Recreation programs/services as very good or excellent 90 percent customer survey	75%	84%	75%	91%	93%	Customer Survey
Percent of responding participants rating Athletics programs/services as very good or excellent	87%	75%	90%	85%	90%	Customer Survey
Percent of responding participants rating Sr. Services programs/services as very good or excellent	87%	80%	90%	90%	90%	Customer Survey

Vibrant Neighborhoods – Performance Measures						
Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Percent of responding participants rating Therapeutic Recreation programs/services as very good or excellent	98%	98%	98%	98%	99%	Customer Survey
Number of visual and performing arts classes	79	70	204	216	203	SCAC Program Data
Number of class participants	1202	477	1414	2003	1899	SCAC Program Data
Number of visual and performing arts events	15	15	40	60	60	SCAC Program Data
Total event attendance	500	489	2775	2262	2262	SCAC Program Data
Total attendance: Outdoor Pools/Playgrounds	4,500	3,869	9,000	4,500	5,000	Quarterly Point in Time Counts
Number of registered youth participants	1,390	620	2,780	1,170	1,307	Registration
Number of registered adult participants	500	160	960	465	540	Registration
Total attendance: Community Centers (Youth & Adults)	69,000	6,200	138,000	35,200	38,600	Daily Center Counts
% of responding participants rating programs/services as very good or excellent	87%	85%	90%	89%	90%	Customer Survey
Number of registered youth sports participants	1,390	201	2,726	1,368	1,087	Registration
Number of registered adult sports participants	83	115	229	115	115	Registration
Number of registered tennis program/league participants	1117	1260	1760	1292	1350	Registration
Number of open courts Participants (basketball/tennis)	15,000	13,500	18,000	17,000	27,000	Quarterly Point in Time Counts
Number of registered golden age participants	510	557	680	600	630	Registration
Number of senior lunches served	59,850	126,270	79,800	90,400	95,000	Daily Counts
Number of registered adult day care participants	45	38	60	45	45	Registration
Percent of responding participants rating programs/services as very good or excellent	87%	80%	90%	90%	93%	Customer Survey
Number of registered Therapeutic Recreation participants	200	131	250	300	350	Registration

Vibrant Neighborhoods – Performance Measures						
Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Number of registered Special Olympic participants	34	55	35	55	68	Daily Counts
Percent of responding participants rating programs/services as very good or excellent	98%%	98%	98%%	98%	99%	Customer Survey
Number of athletic field preparations completed	580	579	600	550	550	Daily Counts
Number of athletic grass field mowing's completed	600	684	600	650	650	Daily Counts
Number of playground inspections completed	700	508	750	700	700	Registration
Number of work order repairs/preventative maintenance functions completed	1,150	1,040	1,150	1,100	1,100	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	10	8	25	35	25	Land Bank Authority Database
New housing units created through Enterprise and Opportunity Zone Programs	18	23	25	20	25	Land Bank Authority Database
Number of affordable and/or workforce housing units constructed	5	5	6	8	5	Land Bank Authority Database
Number of owner-occupied homes repaired/improved	60	80	70	70	80	Land Bank Authority Database
Number of home buyers purchasing homes with City and/or DCA or similar assistance	90	80	100	70	100	Land Bank Authority Database
Number of rental housing units developed, repaired and/or retained	25	4	50	50	75	Housing & Neighborhood Services
Number of blighted, abandoned, properties acquired and/or otherwise resolved through 1K-in-10	25	33	25	25	25	Housing & Neighborhood Services
Number of new single-family houses (1-4 dwellings) built on vacant lots.	25	33	25	25	25	Housing & Neighborhood Services
Percent of responding participants rating programs/services as very satisfactory or satisfactory	95%	100%	95%	95%	95%	Housing & Neighborhood Services
Goal 3.6 Access to Family Supports						

Vibrant Neighborhoods – Performance Measures

Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Number of neighborhood grants administered	45	38	60	45	45	Registration
Number of neighborhood leaders and residents participating in leadership training activities	87%	80%	90%	90%	93%	Customer Survey
Number of Youth engaged in neighborhood improvement or leadership activities	200	131	250	300	350	Registration

Economic Strength & Poverty Reduction - Performance Measures

Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Goal 4.1 Poverty Reduction						
Total number of persons served (All center activities)	50	71	55	25	25	Data collected from the Virtual One-Stop (VOS) case management system
Total number of persons engaged in long-term Advancement Program with advancement along key indicators	-	-	15	33	25	Data collected from the Virtual One-Stop (VOS) case management system
Total partner organizations providing services	31,708	21,400	65,000	28,000	35,000	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Participation by Disadvantaged Business Enterprises (DBEs) in City Contracts	20,496	35,460	54,000	40,000	45,000	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Number of class participants	1,056	2,270	2,088	3,000	3,500	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Satisfaction rate of business education program	546	785	815	785	900	311 Service Requests and Work Orders, Daily Division and 2019 City Works (CMMS) Work Order Records
Apply for and support grant funding opportunities that reinforce economic development initiatives.	7	-	7	-	-	Georgia Environmental Protection Division

Economic Strength & Poverty Reduction - Performance Measures

Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Non-profit grants and contracts administered *includes prior year ESG-funded grants	75	75	75	76	81	One Year Action Plan (CDBG/ESG), CPP - General Fund Allocation, HOPWA
Grantee monitoring visits, technical assistance reviews and training conducted	1435	49	1435	181	190	One Year Action Plan (CDBG/ESG), CPP - General Fund Allocation, HOPWA Audit Checklists
Public hearings and citizen engagement sessions to support grant-funded programs	7	6	7	16	6	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	30,000	44,704	30,000	28,000	30,000	Community Partnership Agencies' Quarterly Status Reports
% of responding participants rating programs/services very good or excellent	20	20	30	41	41	SCAC Rentals
Total number of persons engaged in long-term Advancement Program with advancement along key indicators	47	45	50	50	50	Art & Cultural Grants
Total partner organizations providing services	92%	91%	92%	92%	92%	SCAC Survey Data
Number of Community Partners and service providers engaged	500	187	750	700	750	Member Attendance Tracking
Total number of Youth gaining summer or other employment	150	30	200	135	200	Member Attendance Tracking
Goal 4.2 Commercial Corridors						
Conduct developer tour of target commercial corridor	20	-	40	20	100	Attendance Records, Surveys
Complete assessment of target commercial corridor	2	-	4	4	12	Attendance Records, Surveys
Goal 4.3 Soft Skills & Work Readiness Training for Savannah Youth						
Provide soft skills and work readiness training for high school youth through Enrichment	\$30,000	\$157,356	\$50,000	\$80,000	\$70,000	Revenue Collection

Economic Strength & Poverty Reduction - Performance Measures

Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Number of work readiness sessions and soft skills training completed	275	438	350	375	350	EnerGov
Number of youth internships through department and contracted organizations (paid & unpaid)	\$18,000	\$164,589	\$50,000	\$120,000	\$100,000	EnerGov
Provide soft skills and work readiness training for high school youth through Enrichment	75%	75%	100%	85%	100%	Council Agenda / Minutes
Number of work readiness sessions and soft skills training completed	2	2	4	5	3	Council Agenda/Minutes
Total number of youths receiving work readiness training	50%	55%	100%	80.0%	100%	Reduced number of complaints from event organizers and residents
Goal 4.4 Soft Skills & Workforce Training for Unemployed & Underemployed						
Number of adults completing soft skills training	50.0%	-	100%	-	-	Council Agenda / Minutes
Number of soft skills classes, job fairs and hiring events targeting unemployed and underemployed adults	50%	20%	100%	60%	100%	Council Agenda / Minutes
WSC-Number of unemployed adults to complete on-the-job-training program	80%	100%	100%	-	-	Council Agenda / Minutes
WSC- Number of adults maintaining employment for at least 6 months after training	98%	98%	98%	98%	99%	Customer Survey
Number of adults completing soft skills training	79	70	204	216	203	SCAC Program Data
Number of soft skills classes, job fairs and hiring events targeting unemployed and underemployed adults	60%	30%	100%	50%	60%	Turf Field Application
Goal 4.5 Employment Assistance						
Total number of adults receiving employment assistance	9	9	7	7	10	Pretreatment Applications
WSC-Number of partners/employers to complete workforce development customer satisfaction survey	45	40	45	40	45	T.V. Truck Hardware
WSC-At least 75% of partners/employers "Satisfied" with business services provided by WSC	2,799	1,730	3,200	2,463	3,200	Flow Meters

Economic Strength & Poverty Reduction - Performance Measures

Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
WSC- Number of new business partners recruited for in-demand occupations	35	35	36	35	48	Laboratory Analysis
Goal 4.6 Resilient Diversified Economy						
Number of facility rentals	25	8	30	25	30	MOA/MOUs
Number of entrepreneurial skill development programs	25	107	50	50	50	Enrichment Attendance records
Income generated by special event application and permit fees	3	4	6	6	6	Attendance Records
Income generated by Temporary Use permits	75	15	150	50	75	Attendance Records, Surveys
Number of Food Truck Rodeo per year	5	3	10	10	10	Attendance Records, Surveys
Income generated through Film Permit Fees	\$5,000	-	\$15,000	\$15,000	\$15,000	Permit Database
Coordinate and encourage the use of parks and squares for events (# of scheduled events)	\$0	\$70,320	\$55,000	\$55,000	\$60,000	Revenue Collection
Total events	33	26	84	107	110	Rental Totals Document – Event Folders
Total ticket sales	\$1,450,000	\$2,152,716	\$2,023,500	\$3,903,800	\$4,313,520	Ticket Sales Audit
Total rental revenue	\$180,000	\$422,509	\$700,000	\$242,250.00	\$252,250	Lawson Revenue Report
Total concessions revenue	\$250,000	\$85,000	\$450,000	\$334,000	\$350,000	Lawson Revenue Report
Total alcohol revenue	\$150,000	\$149,000	\$150,000	\$209,400	\$215,000	Lawson Revenue Report

Good Government - Performance Measures

Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Goal 5.1 Online Dashboard						
Customer satisfaction survey (ITRG)	80%	80%	90%	80%	80%	Business Vision Survey
# of services available via MySavannah quarterly growth rate	10%	10%	10%	10%	10%	TechHub
Percentage of City business processes identified and mapped	25%	25%	50%	10%	10%	ITS Quality Assurance Team
Annual percentage increase of solutions provided and deployed	10%	10%	10%	10%	10%	ITS Program Management Office
Goal 5.2 Organizational Culture						
Reference/retrieval requests	1,500	-	1,500	1,500	1,600	Civicplus.com

Good Government - Performance Measures						
Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Percent of reference/retrieval requests responded to within 3 days or less	200	-	250	300	250	Savannahga.gov
Quality of customer service received in the Municipal Archives (percent of customers rating service very good or excellent)	100	-	100	100	100	Savannahga.gov
Number of service request	1	1	1	1	1	GFOA Award Notification
Average wait time (seconds)	1	1	1	1	1	Council Agenda Minutes & Budget Document
Average call completion time (seconds)	2	2	1	1	1	Advertisements from Media Outlets & CINC
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	310	310	ORR Database
Average number of calls received per day	400	-	410	326	400	ShoreTel Phone Reporting
Average phone service level (goal of 90%)	90%	-	90%	96%	90%	ShoreTel Phone Reporting
Average phone hold time less than 1 minute	90%	-	90%	40%	60%	ShoreTel Phone Reporting
Department participation in international customer service week including training	100%	-	100%	100%	100%	Department
Participate in creation of city-wide customer survey	0%	-	100%	0%	0%	Department
News Releases Published:	100	-	100	138	200	Savannahga.gov City News
Video Story Features Published	175	-	175	175	200	youtube.com/City of Savannah
Video Story Features Views	120,000	-	150,000	150,000	152,000	youtube.com/City of Savannah
Facebook Posts	950	-	1,000	1,000	1,000	Facebook Analytics
Facebook Post Reach	700,000	-	1,000,000	1,100,000	1,150,000	Facebook Analytics
Facebook Followers	44,000	-	50,000	50,000	53,000	Facebook Analytics
Twitter Posts	270	-	300	300	300	Twitter analytics
Twitter Impressions	45,000	-	50,000	50,000	52,000	Twitter analytics

Good Government - Performance Measures						
Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Twitter Followers	20,000	-	25,000	25,000	27,000	Twitter analytics
Website Pages Developed	125	-	125	235	250	Civicplus.com
Website Pages Updated	1,500	-	1,500	1,500	1,600	Civicplus.com
Printed and Digital Material Designed	200	-	250	300	250	Savannahga.gov
Events Hosted	100	-	100	100	100	Savannahga.gov
Participate in creation of city-wide customer survey	0%	0%	0%	0%	0%	Department
Property Tax Unit call service Level – average (goal of 90%)	93%	-	90%	87%	90%	Department
Percentage Business Analyst included in department staff meetings monthly. Annual growth	25%	-	100%	10%	10%	ITS Business Analysts Tracking
Goal 5.3 Performance Based Budget						
GFOA budget rating Received (1=yes, 0 = no)	1	1	1	1	1	GFOA Award Notification
Conservative, balanced budget prepared and approved by City Council by December 31st deadline	1	1	1	1	1	Council Agenda Minutes & Budget Document
Host events for civic engagement in the budget process	2	2	1	1	1	Advertisements from Media Outlets & CINC
Goal 5.4 Efficient Government Operations						
Establish a Nighttime Management Program	45	15	80	40	80	HR Training Report
Implement Eproval Event Permitting Program	725	648	800	615	600	Quarterly Department Report
Establish Liaison Program for City Capital Projects	155	168	210	220	250	IRPB
Establish Ellis Square as a Transportation Hub for Nighttime Management	48	48	48	48	48	Survey
% of Preventive Maintenance performed w/in 72Hrs.	24	24	24	24	24	Survey
% of Repair Work Orders performed w/in 72 Hrs.	97%	98%	95%	98%	95%	Audit Report
% of Scheduled Services completed on time	73,000	57,346	73,000	65,000	74,000	311 Action Monthly Report
Conduct Incident Review Board Prevention Board	65	26	65	55	45	311 Action Monthly Report
Alcohol & drug testing	100	102	100	102	102	311 Action Monthly Report

Good Government - Performance Measures						
Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Conduct agency safety committee meetings	4.81	4.86	4.8	4.86	4.8	Dept. Customer Service Satisfaction Surveys
Safety, driver's, CPR, supervisory training courses	1.35	1.34	1.35	1.35	1.35	Monthly Dept. Evaluations.
Auto liability, workers compensation, general liability claim administration	\$64.00	\$72.00	\$62.00	\$62.00	\$62.00	Dept. Performance Measure Calculations/Mthly Expenses
Customer satisfaction rating	80%	69%	80%	65%	80%	Dept. Performance Measure Calculations/Mthly Expenses & Interment Revenues
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)	350	434	350	375	350	Department financial reports
Cost per lot maintained	600	675	550	525	500	Department financial reports
Cost revenue per interment	100	100	100	138	200	Savannahga.gov City News
Lots and Niches Sold	175	175	175	175	200	youtube.com/Cityof Savannah
Interments	120,000	120,000	150,000	150,000	152,000	youtube.com/Cityof Savannah
Departmental reports on unit performance and outcomes	2	1	2	1	1	Departmental Reports
Presentations to Mayor and Aldermen	1	2	1	2	1	Council Minutes and Presentation
Civic Center & Visitor Centers: new operating agreements	0	0	1	1	1	Council Minutes, Department Reports, Signed Agreements.
Produce two Reviews each Qtr. for a total of eight for the year	6	6	6	6	8	2019 Annual Plan
Perform a Risk Assessment	1	1	1	1	2	Risk Assessment Report
Achieve at least one certification within our team	1	1	0	1	1	Training and Education
Average number of days to process a requisition	7	7	7	7	7	PO234 - Requisition Reports
Average number of open requisitions	45	42	45	45	45	PO234 - Requisition Reports

Good Government - Performance Measures						
Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Percent of annual contracts in expired state	10%	12%	8%	8%	10%	Annual contract spreadsheet
Technology Governance fully adopted and integrated into all purchases citywide	2	-	4	1	2	Attendance Records
Goal 5.5 Employee Recognition & Performance Development						
MVR reviews	270	-	300	300	300	Twitter analytics
Time to contact citizens after complaint (hours)	45,000	-	50,000	50,000	52,000	Twitter analytics
Time to contact injured employees after receipt of report (hours)	20,000	-	25,000	25,000	27,000	Twitter analytics
TPA audit (percent)	125	-	125	235	250	Civicplus.com
Perform mid-year and year end reviews of the team	4	-	4	4	4	HR Procedures
Number of certified purchasing staff (CPPB/CPPO)	1	1	1	1	7	www.uppcc.org
Time to fill vacancies	68	-	60	62	65	NEOGOVS
Positions Hired	-	349	-	349	TBD	NEOGOVS
Professional development hours completed annually	12,000	12,000	12,000	13,500	13,500	Learning Management System
Goal 5.6 City Code Update & Review						
Review and update of Revenue Ordinance	45%	-	100%	-	-	SPLOST Project List Reduced Number of Complaints on City Projects
Review and update of Alcoholic Beverage Ordinance	100%	0%	N/A	25%	-	Number of nights in Operation Number of Rideshare rides from Transportation Hub
Complete film section in special event ordinance (percent complete)	4,012	4,947	4,050	4,217	4,200	Division Monthly Reports
Number of Tourism-based ordinance revisions	100%	100%	100%	100%	100%	Records Retrieval Request Forms/Reference Request Records
Update policies and ordinances governing park and square rental (percent complete)	90%	100%	90%	90%	90%	City of Savannah Municipal Archives – Customer Surveys
Sound permits (percent complete)	85%	78%	87%	80%	85%	AssetWorks Software
Food Truck Ordinance (percent complete)	74%	74%	80%	74%	80%	AssetWorks Software

Good Government - Performance Measures

Performance Measure(s)	2021 Projected	2021 Actual	2022 Adopted	2022 Projected	2023 Proposed	Data Source
Special Event Ordinance (percent complete)	40%	39%	50%	45%	55%	AssetWorks Software
Goal 5.7 AAA Bond Rating						
General fund – unassigned fund balance (dollars)	-	-	-	80%	80%	Business Vision Survey
Achieve / Maintain AA+/AA1 Bond rating (yes = 1, no = 0)	-	-	-	10%	10%	TechHub
Pension plan funded status (percent)	-	-	-	10%	10%	ITS Data Team
In-year collection of property tax revenues (% of billed dollars)	-	-	-	10%	10%	ITS PMO
Collection of previous year delinquent property tax (% of billed dollars)	-	-	-	10%	10%	ITS Business Analysts tracking
Collection of known and active business tax accounts	-	-	-	100%	100%	# Projects submitted with Governance review and approval
Implementation of phase II of online payment options	15%	15%	45%	80%	100%	Council Agenda/Minutes
Percent of all payments made online	75%	75%	100%	100%	-	Eproval Permit Database

Financial Structure

The Governmental Accounting Standards Board (GASB) 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 than any other fund, and therefore is used to finance more activities than those funds. It is often the chief operating fund of a municipal government.
- **Special Revenue Funds** account for the proceeds of specific revenue sources, excluding 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:

- 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 similarly to the manner of 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, incorporating 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, excluding 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.

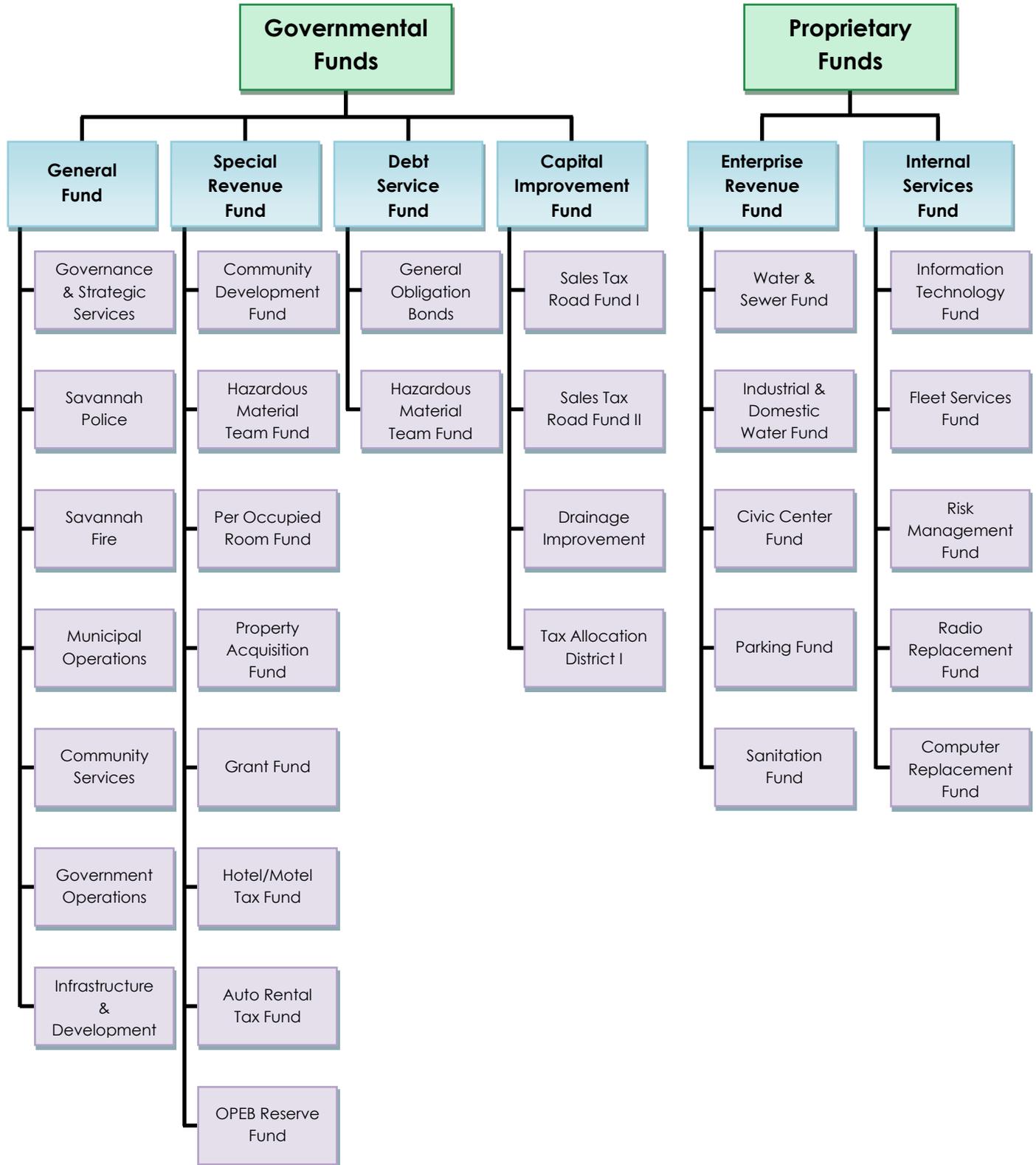
Budgets for Proprietary Funds are developed for planning purposes and are not consistent with GAAP. The major differences used for budgeting Proprietary Funds are as follows:

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, consisting of the Mayor and eight Aldermen, 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 in 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 investment 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. Revenue programs strictly adhere to principles which balance the City's need for revenue and the community's capacity to provide the necessary financial resources. Revenue policies which guide the City are outlined below:

- 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 to maximize flexibility in budgeting and utilize revenues more efficiently.
- The City will maintain effective collection systems and implement aggressive enforcement strategies to maximize revenues from available sources.
- Revenues will be projected conservatively 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, 2021, the City had outstanding general obligation bonded debt totaling \$4,975,000. 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 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 2021, the unassigned fund reserve totaled \$47,153,465. 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 is necessary in 2022 or is planned in the 2023 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 2023 sales tax revenue budget is \$60,860,000; thus, the maximum growth target is currently \$15,215,000.
- 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's budget process is conducted within the framework of City Council's Strategic Priorities, financial management policies, and fiscal forecasts. Information contained in these documents allow the Council an opportunity to review policies and goals intended to address long-term concerns and issues of the City and evaluate City services. The major steps in the budget preparation process are:

1. City Council meets to set strategic priorities and results for each fiscal year.
2. City of Savannah staff create workplans to meet strategic priority areas with equity and efficiencies in mind. 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 to achieve departmental goals and continuation/enhancement of performance indicators.
3. The Office of Management & Budget (OMB) prepares the Financial Trends & Indicators Report which identifies positive and negative financial trends impacting the City. Fiscal resources are presented resulting from needs analysis, service delivery priorities, and contingency planning. OMB also prepare a five-year financial plan. 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. With direction and guidance from the City Manager, OMB develops base budget expenditure levels for departments and city-wide revenue projections for the upcoming fiscal year. These proposals are reviewed and modified as necessary throughout the budget process to present a balanced budget proposal 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 document.
7. The City Manager meets with departments to review proposed work plans, staffing levels, department goals, performance indicators and expenditures for the upcoming year to provide guidance and direction. The City Manager also conducts budget meetings with the Executive Leadership Team to guide decision-making during the budget process. Feedback gained through all budget discussions are used to prepare the City Manager's proposed budget recommendation to City Council.
8. City 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 for the ensuing fiscal year.

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 in comparison to prior year projections. Problem areas that have an impact on the current fiscal year are closely monitored. Moreover, throughout the year, expenditures, revenues, and performance data are monitored to ensure the successful implementation of the City's spending plan.

Budget Amendment

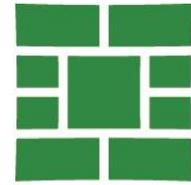
The Budget is a policy document. As conditions change or circumstances are altered, the budget policy allows for amendments. Because the Budget is a resolution adopted by the Mayor and Aldermen, the amendment process is similar to that used to amend other resolutions; a majority positive vote by Council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

ACTIVITY	DATE
OMB communicates the 2023 budget development guidelines; Business units begin by establishing their work plans and identifying efficiencies within work processes that best align with strategic priorities.	May 16 - June 6
Business units submit operating budget and service enhancement requests; OMB begins zero based budgeting analyses.	June 7 - June 24
Business units and OMB review revenue estimates and fee changes.	June 15 – June 24
OMB begins forecasting and Budget development and prepares preliminary operating budgets current year and upcoming year.	June 25 – Aug. 7
City Manager and Executive Team conduct Budget Review Team meetings to discuss departmental budget requests, efficiencies identified, performance metrics, and service enhancement requests.	Aug. 17 – Sept. 23
City Manager meets with Executive Team to discuss budget highlights, unresolved issues, and service enhancement requests.	Sept. 24 - Oct. 24
2023 Proposed Budget hearings are advertised to the public.	Nov. 6
2023 Proposed Budget distributed to City Council and public.	Nov. 10
City Council holds budget workshop and public meetings.	Nov. 14 – Dec. 8
First Budget Hearing for public comment	Nov. 22
Second and Final Public Budget Hearing/Adopt Proposed Budget	December 8

SAVANNAH
savannahga.gov



Trend Analysis and Financial Projections

National, Statewide and Local Economic Outlook

National Economy

The United States economy remains volatile on the heels of the COVID-19 pandemic. Real Gross Domestic Product (GDP) decreased at an annual rate of 1.6 percent in the first quarter of 2022, in contrast to an increase of 6.9 percent in the fourth quarter of 2021. GDP improved throughout 2022 with a decrease of only 0.6 percent in the second quarter and an increase of 2.6 percent¹ in the third quarter. Global investment firm Goldman Sachs estimates GDP growth of 1.1 percent in 2023 due to the Federal Reserve adjusting interest rates² in response to steep inflation.

E-commerce, healthcare, personal services, and food services industries³ have fared well in this post-pandemic economy and according to the Bureau of Labor Statistics are slated to experience continual growth¹ beyond 2022. Conversely, supply shortages adversely affected manufacturing and construction industries while COVID-19 safety protocols impacted profitability in the travel and hospitality⁴ industries. From 2022-2026, Forbes researchers forecast 13 percent growth in the travel industry due to relaxed health standards as well as 11 percent growth in the construction industry based on increased infrastructure and development demands.

Disposable personal income and spending power are influential on the strength of the American economy. Disposable personal income, which is defined as the income available to persons for spending or saving and is calculated by reducing personal income by personal taxes, increased \$268.3 billion in the third quarter of 2022 in comparison to an increase of \$253.3 billion¹ in the second quarter. The consumer price index (CPI) is a measure of the average change over time in the prices paid by consumers for goods and services. Over the past twelve months, CPI rose 8.2 percent for all goods and services, including food and energy. The Congressional Budget Office projects CPI will increase 2.7 percent⁵ in 2023, primarily due to housing services cost increases. The Federal Reserve will continue to monitor economic conditions⁶ in the United States to adjust monetary policy in efforts to control inflation and economic development.

State of Georgia Economy

The state of Georgia's economy is reflective of the national economy. According to the Georgia Department of Economic Development, Georgia achieved another record year for economic development investments and job creation during the fiscal year 2022, which we are still considering to be a "post COVID-19" era. Investments and job creation reached 94% and 53% above prior economic development records, respectively⁷. Investments in expansions and new locations totaled more than \$21.2 billion, and 51,132 jobs were created in the state through 358 projects supported by Georgia Department of Economic Development's Global Commerce team

¹ (Bureau of Economic Analysis, 2022)

² (Martin, 2022)

³ (U.S. Census Bureau, 2022)

⁴ (Vidovic, 2022)

⁵ (Congressional Budget Office, n.d.)

⁶ (Board of Governors of the Federal Reserve System, 2022)

⁷ (Georgia Department of Economic Development, 2022)

between July 1, 2021, and June 30, 2022.¹ Georgia continues to experience growth with major economic development projects and more companies are relocating their headquarters to Georgia, due to the state's viable business environment. The state also continues attracting a variety of business sectors, including film and television production industries, whose direct spending was a new record of \$4.4 billion in the state.² The results of the 2022 Georgia midterm elections will certainly influence bring the State of Georgia's economy.

The Savannah Area Economy

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. According to local economist, Michael Toma, Ph.D., "The Savannah metro economy is expected to grow through the remainder of 2022 at a slowing pace, but 2023 is subject to more economic uncertainty given a more challenging national macro-economic environment (inflation and additional tightening of monetary policy) and continued constraints in global supply chains and disturbances in energy markets."³ Summarizing his article, the regional economy growth is slowing, and we are now entering a phase where growth is normalizing. We have already been experiencing flickering signs of this, such as insurance of building permits for single family homes notably declining and retail activities significantly slowing down and indicating that we may be on our way to recession. Dr. Toma recommends guarded optimism for early 2023, hoping that the recent strength of the region's logistics and tourism sectors serve as protective shields against the predicted recession.

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 2022 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.

¹ Ibid

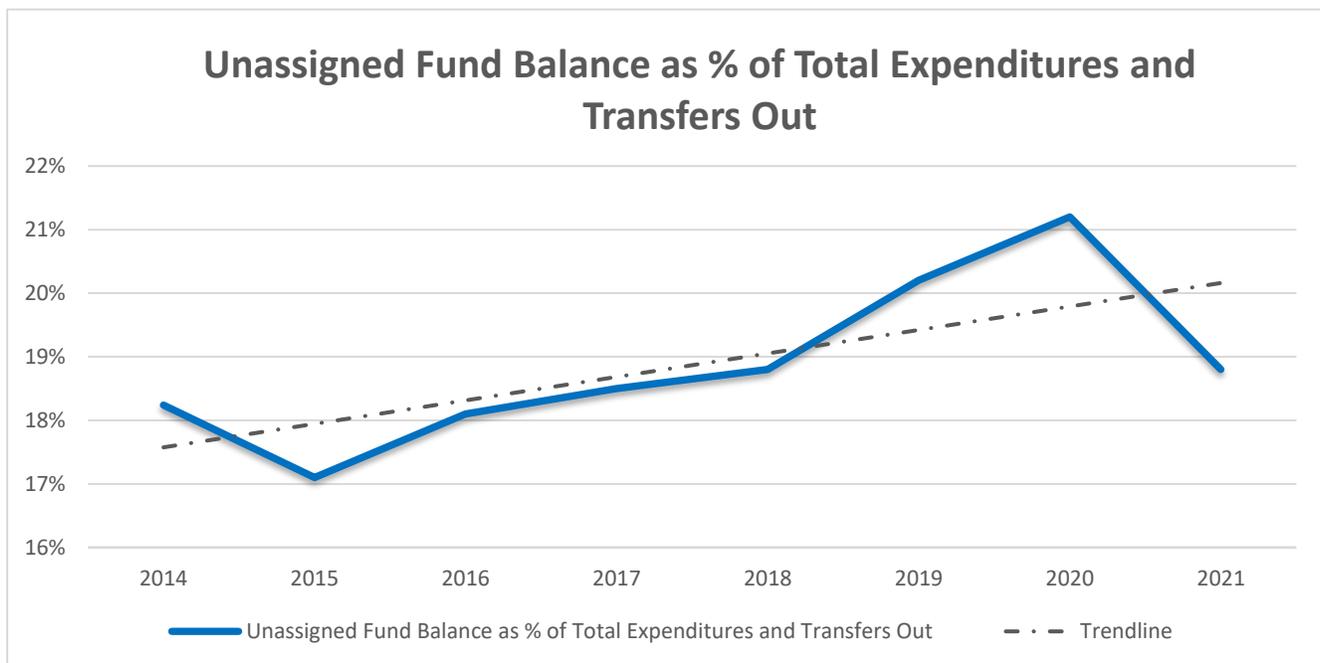
² Ibid

³ (Georgia Southern University Center for Business Analytics & Economic Research, 2022)

Unassigned Fund Balance

Unallocated fund reserves protect the City against catastrophic revenue losses and major emergency expenditures and 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 2021 was \$47,153,465 or 18.8 percent of total¹ General Fund expenditures and transfers out, which aligns with the City's policy. There is no planned draw from unrestricted fund balance in 2022 to cover expenditures nor is there a plan to draw from unrestricted fund balance in the 2023 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 2021, reserves totaled \$5,501,000.² There is no planned draw from the sales tax stabilization reserves in 2022 to cover expenditures nor is there a plan to draw from sales tax stabilization reserves to balance the 2023 Budget.

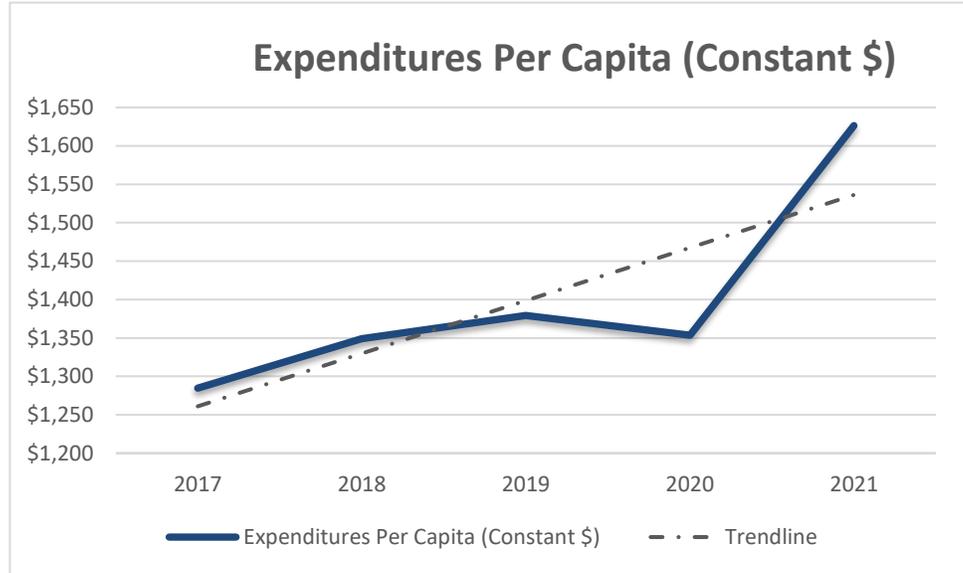


¹ (Finance Department, 2022), 24.

² (Finance Department, 2022), 13.

Expenditures Per Capita

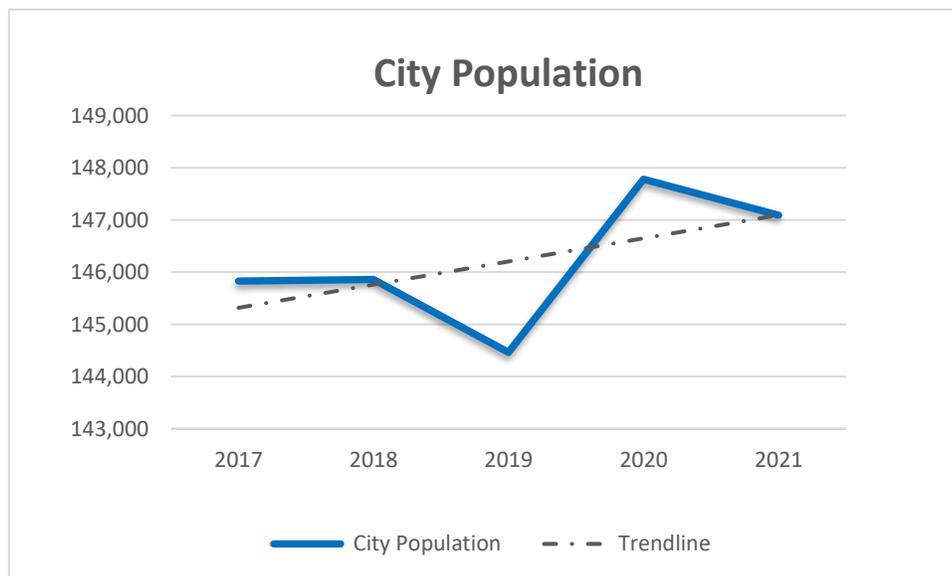
Services provided to meet the needs of City of Savannah residents, businesses and visitors are a top priority. Changes in expenditures are directly impacted by changes in population and service demands, as well as changes in economic conditions. Expenditures per capita on a constant dollar basis shows volatility during the 2017–2021 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. In 2021, as the economy rebounded from the COVID-19 induced recession, along with the inflation growth factor, the expenditures per capita rose to approximately \$1,626. The 16.7% increase when compared to 2020 includes expenditures and transfers from federal grants, mainly the American Rescue Plan Act.

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 2021 population estimate was 147,088. Trends during the 2017–2021 period reflect a population increase. Population data show city population increased by 1,259 persons during this 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

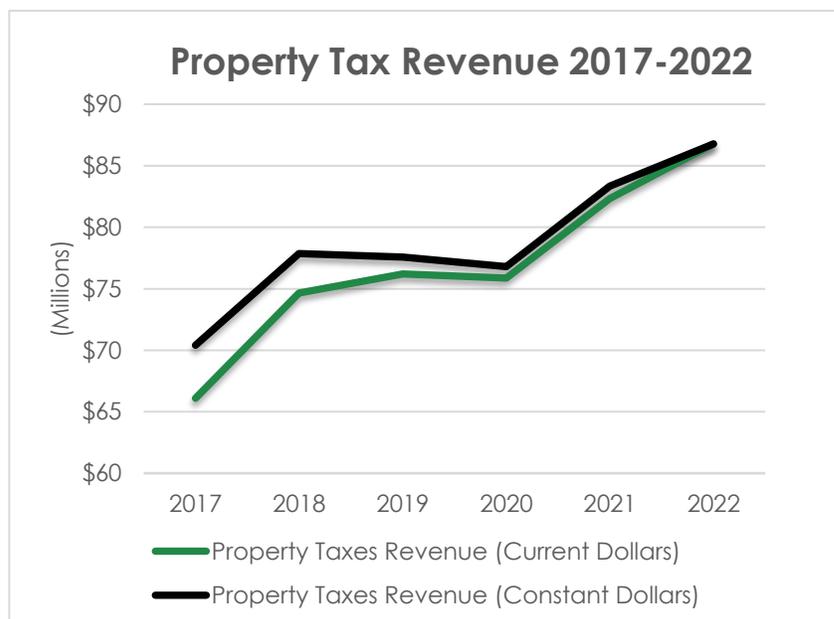
Property taxes are the single most significant source of revenue for the City and make up more than one-third of the City's General Fund revenue.

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.

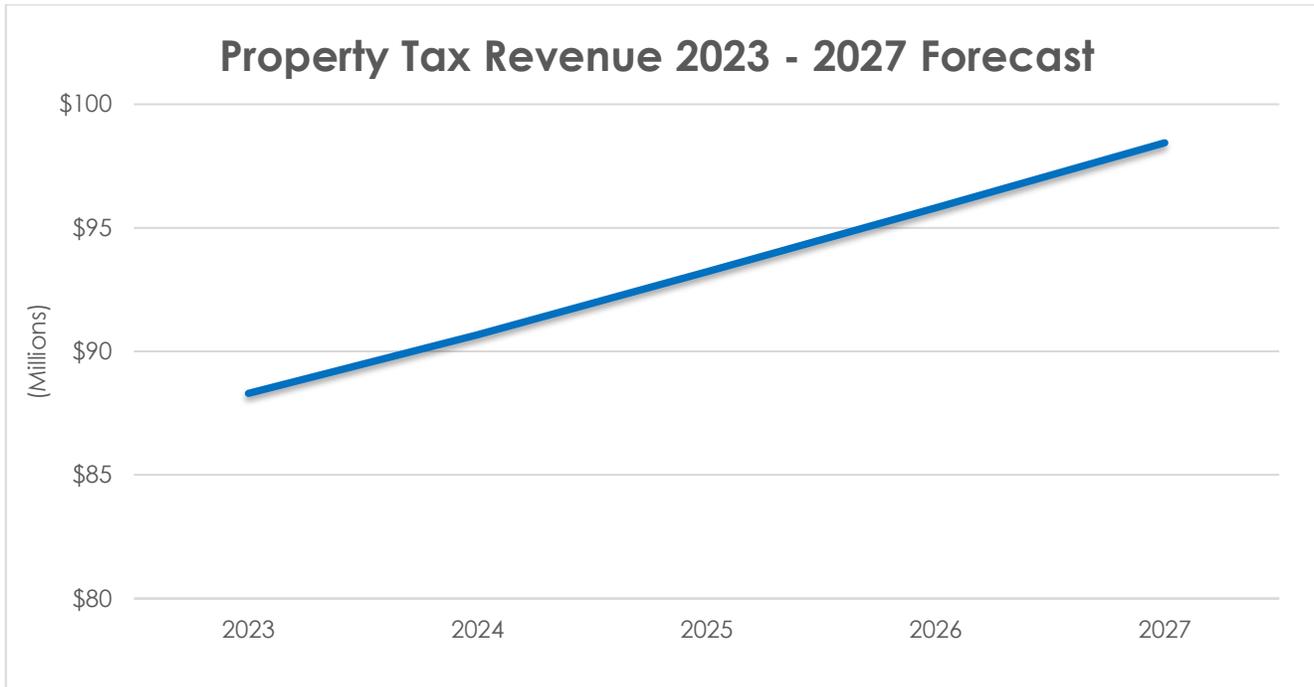
Property tax revenues have increased by an average of 5 percent over the past 6 years. In 2016 the City began phasing in the Freeport tax exemption for personal property taxes, which is expected to cause a slight decline in this revenue source. The 2018 revenue was higher, resulting from increased collection rates of current and delinquent real property taxes. In 2020, there was a slight decrease in property taxes due to the COVID-19 pandemic, which resulted in a lower collection rate.

The City's millage rate rolled back from 12.74 mills to 12.20 mills during fiscal year 2022. Rolling back the millage rate was deemed appropriate by City Council based on the 2022 Tax Digest released by the Chatham County Board of Assessors that indicated a growth rate of 6.6 percent in property assessments.

As the graph depicts, projected revenues for 2022 are expected to increase over last year by 5 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.



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% of the fair market value unless otherwise specified by law. For example, the assessed value of property that is worth \$100,000 is \$40,000. In the City of Savannah where the adopted millage rate for budgeting purposes is 12.20 mills for year 2022, the property tax would be \$488.00. This is \$12.20 for every \$1,000 of assessed value (or \$12.20 multiplied by 40).

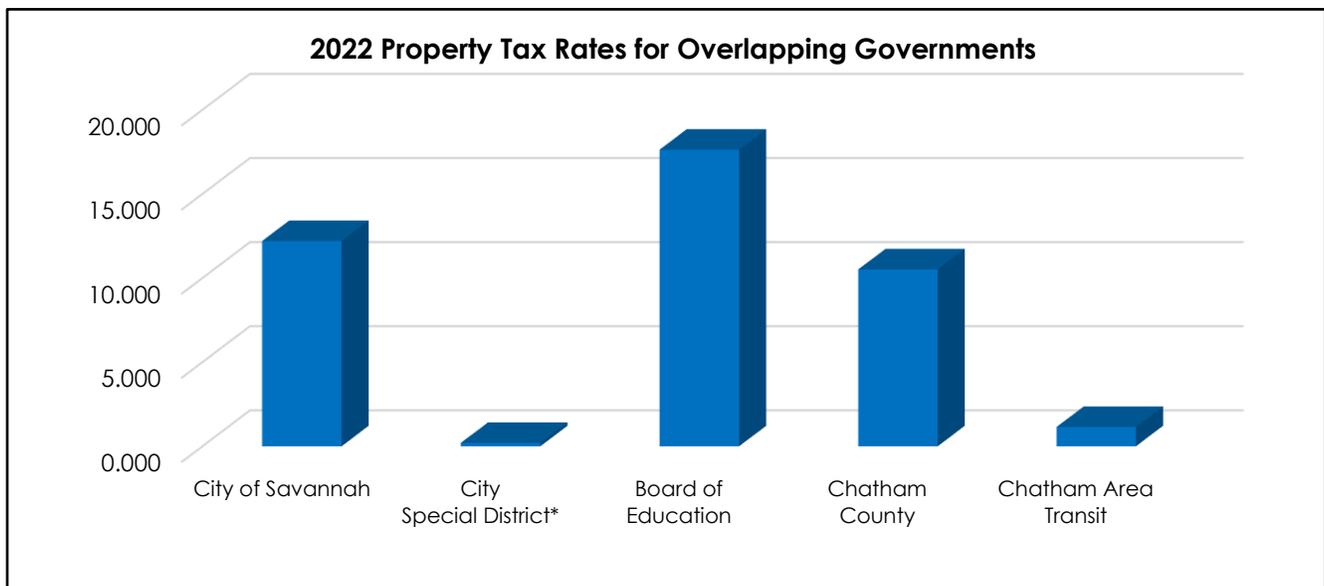
The 2023 budget proposes a millage rate of 12.20 mills, which remains the same as the 2022 adopted rate.



Year	Property Value	Assessed Value	Millage	City Property Tax
2022	\$100,000	\$40,000	\$12.74 per \$1,000	\$509.60
2023	\$100,000	\$40,000	\$12.20 per \$1,000	\$488.00

Property tax revenue derives from the interplay between growth in taxable property valuations and the property tax rate, which is established annually during the City's budget process. The City Council officially adopted a rollback millage rate for fiscal year 2022 at the public millage rate hearing in August 2022.

The graph¹ below shows City of Savannah direct and overlapping property tax rates for year 2022. 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.

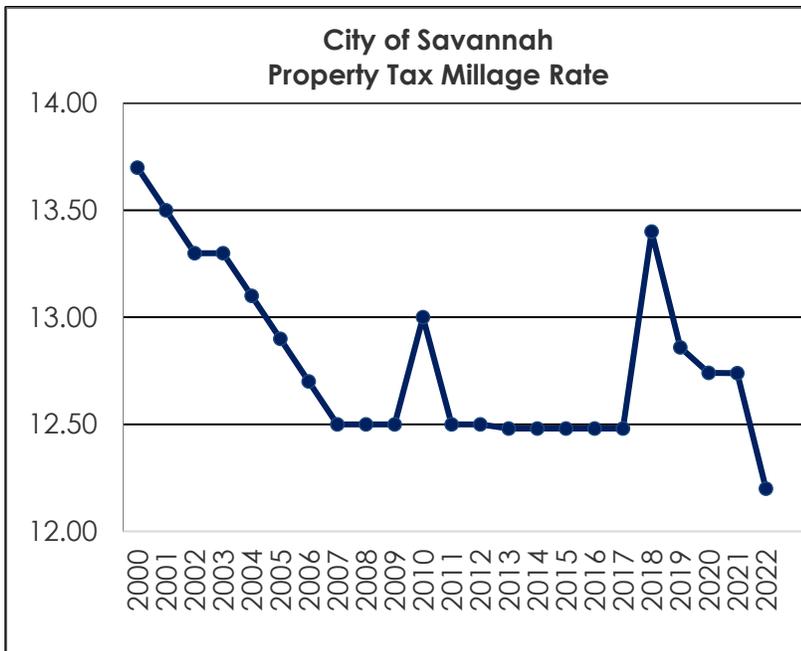


¹ In 2003, the City of Savannah created a special district called the "Water Transportation District." Only properties located within this district are subject to this millage levy. Source: <https://www.chathamcountyga.gov/OurCounty/PropertyTaxRates>

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 1999-2022. 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 of Savannah.

Property Tax Rates for Overlapping Governments Savannah, Georgia							
2009-2022 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
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
2022	12.200	0.200	17.631	10.518	1.150	0.000	41.499

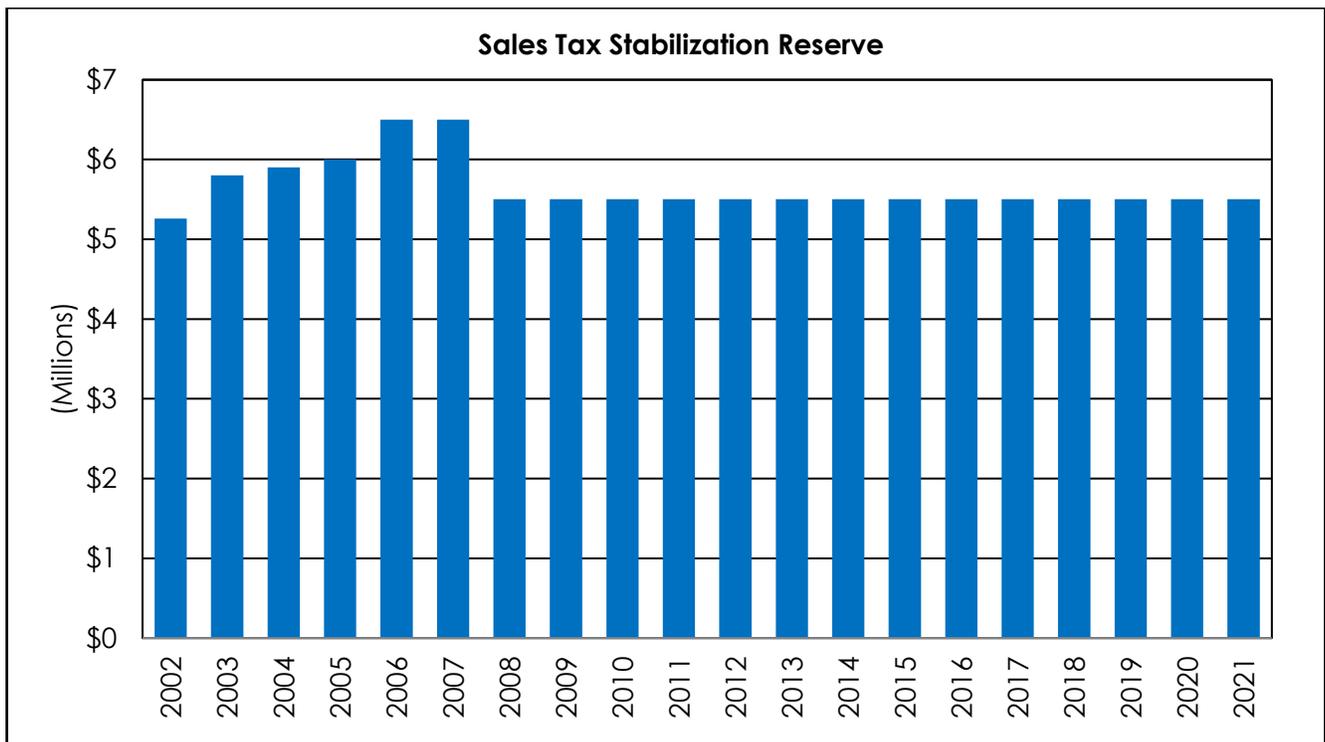
City of Savannah Property Tax Rates & Total Assessed Values			
Year	Tax Rate	Assessed Value (in thousands)	% Change
1999	14.80	2,417,831	9.5%
2000	13.70	2,643,372	9.3%
2001	13.50	2,740,865	3.7%
2002	13.30	2,899,254	5.8%
2003	13.30	3,027,851	4.4%
2004	13.10	3,288,480	8.6%
2005	12.90	3,593,557	9.3%
2006	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	5,968,804	5.8%
2020	12.74	6,142,815	2.9%
2021	12.74	6,545,931	6.6%
2022	12.20	7,368,704	12.6%



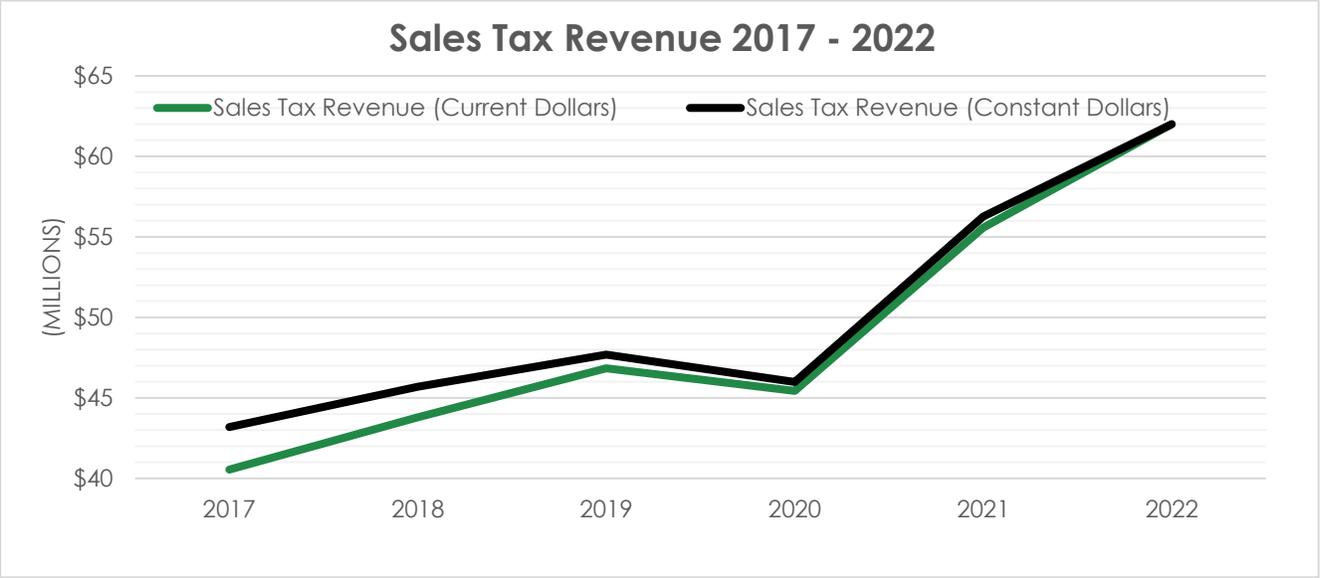
Sales Tax

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%.

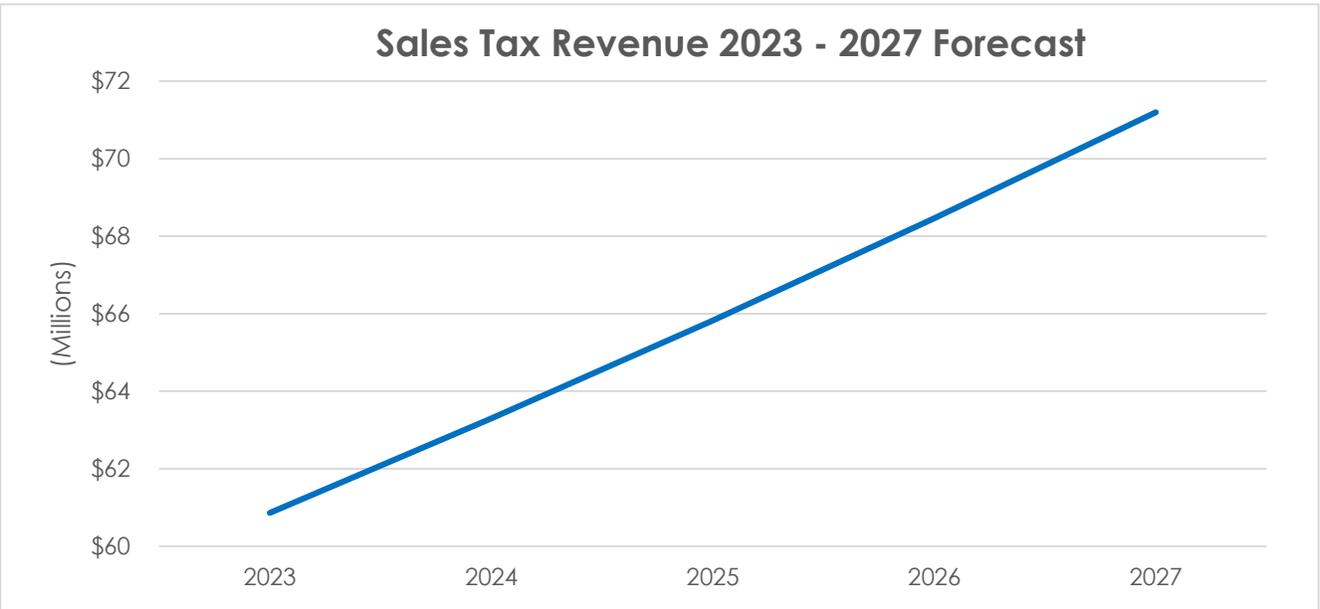
The City also maintains a sales tax stabilization reserve as revenue from sales tax is highly elastic and directly impacted by performance of the economy. The reserve was funded from higher than anticipated local option sales tax revenue in previous years and can be used to fund sales tax revenue deficits. No draw on the sales tax stabilization reserve was necessary in 2022 nor planned in the 2023 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 2022 in the graph below. From 2017-2019, sales tax revenue increased on average of 7 percent. In 2020 sales taxes revenues decreased 3 percent, when compared to the prior year. This decline can be attributed somewhat due to the mandatory stay-at-home orders established at the state and local levels. Offsetting this decline, the Georgia Department of Revenue conducted an audit of sales tax collections for years 2015 - 2018. 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 increases in 2021 and 2022 are primarily due to elevated consumer spending following loosened COVID-19 protocols coupled with inflation.



The five-year sales tax forecast includes modest growth based on inflation. Although, 2022 sales tax collections are continuing to exceed pre-pandemic numbers, the City must consider the possibility of a decline in 2023 per macroeconomic forecasts. This revenue source is forecasted to decrease primarily due to the possibility of a renegotiated distribution in the Local Option Sales Tax throughout Chatham County, but this revenue source is expected to increase 3 percent thereafter.

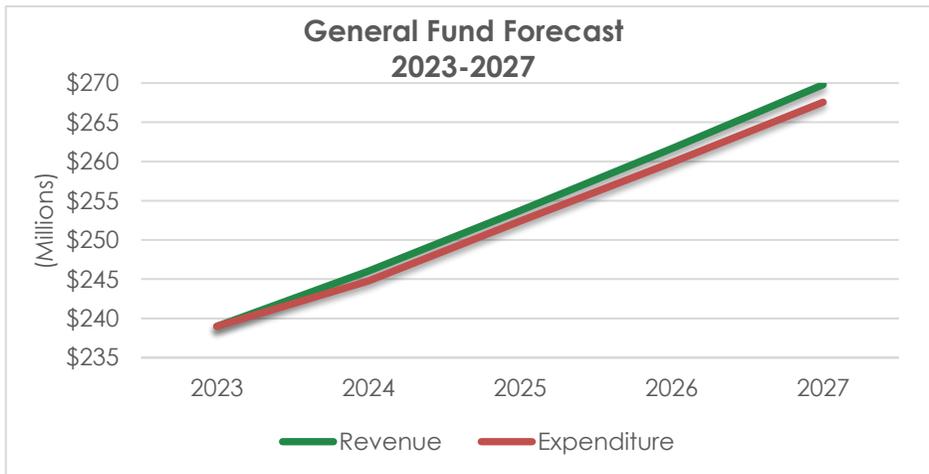


Five-Year Forecast

General Fund revenue grew in 2022 despite the continued rise of inflation. As a result of the growth in 2022, both the property tax digest and sales tax revenue have been positively impacted. As growth continues at a steady pace throughout 2022; 2023 remains volatile, as economic indicators are expected to grow a slower pace when compared to 2022. Unlike 2021 and 2022, the City of Savannah is not scheduled to receive any stimulus payments from the federal government. Instead, the General Fund forecast is reliant on tax revenue generated from major sources, such as property and sales tax. For 2023, the General Fund is estimated to collect \$239 million and forecasted to rise at a conservative rate thereafter.

General Fund expenditures are projected to continue to rise in fiscal years 2023-2027 and should be closely monitored and managed. Strict spending control of variable costs is essential as the City is facing great uncertainties which can unfavorably impact revenue collections and consequently expenditures. Currently, this forecast projects revenue exceeding expenditure by less than 1 percent, however, it is imperative to note that revenue and expenditures can be significantly impacted by future policies, spending trends, and inflation. 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 in 2022, imposing a 2.5% cost of living adjustment for all employees and enacting pay enhancements for CDL drivers and mechanics in 2023. In addition, expenses for commodities and contractual services are also anticipated to increase due inflation.

While this forecast is based on currently available information and assumes economic conditions will plateau, 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.



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.

	2023	2024	2025	2026	2027
Revenue	\$238,985,149	\$246,032,055	\$253,727,008	\$261,646,206	\$269,791,743
Expenditure	\$238,985,149	\$244,784,957	\$252,415,496	\$259,874,320	\$267,562,477

Utility Enterprise Rates

Sanitation Rates

Residential refuse rates for 2022 are \$36.60 per month. The recommended rate for 2023 is \$37.70, which is an increase of 3.0 percent or \$13.20 per year. This rate includes curbside refuse collection, curbside recycling service, bulk item service and collection of yard waste.

It is recommended that the commercial disposal fee be increased from \$4.87/CY to \$5.01/CY (3.0%), and that commercial collection rates are raised from an average of \$4.69/CY to \$4.83/CY (3.0%).

Sanitation Rates	2022	2023
Residential Service		
Base Charge (monthly)	\$36.60	\$37.70
Commercial Disposal Fee (per CY)		
	\$4.87	\$5.01
Commercial Collection Fee (per CY)		
River Street	\$6.72	\$6.92
Downtown Lanes	\$6.28	\$6.47
2-15 CY	\$4.26	\$4.39
16-47 CY	\$3.76	\$3.88
48-95 CY	\$3.34	\$3.44
96+ CY	\$2.62	\$2.70

Water Rates

Rates proposed for water for 2023 are increased from 2022. The proposed base charge for 2023 is unchanged from 2022; 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 2023 through 2027 and are summarized later in this section. The 2022 and proposed 2023 water rate schedules are as follows:

Water Rates	2022	2023
Water, Inside City (bi-monthly)		
Base Charge	\$11.06	\$11.06
Consumption Charges (per CCF)		
First 15 CCFs (bi-monthly)	\$1.25	\$1.31
Over 15 CCFs	\$1.43	\$1.49
Water, Outside City (bi-monthly)		
Base Charge	\$16.59	\$16.59
Consumption Charges (per CCF)		
First 15 CCFs (bi-monthly)	\$1.87	\$1.96
Over 15 CCFs	\$2.14	\$2.23

Sewer Rates

Rates proposed for sewer service for 2023 are higher than 2022. The proposed base charge for 2023 is unchanged from 2022; 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 2023 through 2027 and are summarized later in this section. The 2022 and proposed 2023 sewer rate schedules are as follows:

Sewer Rates	2022	2023
Sewer, Inside City (bi-monthly)		
Base Charge	\$8.80	\$8.80
Consumption Charges (per CCF)		
First 15 CCFs bi-monthly	\$4.08	\$4.28
Over 15 CCFs	\$4.46	\$4.66
Sewer, Outside City (bi-monthly)		
Base Charge	\$13.20	\$13.20
Consumption Charges (per CCF)		
First 15 CCFs bi-monthly	\$6.12	\$6.42
Over 15 CCFs	\$6.69	\$6.99

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

	2022	2023	2024	2025	2026	2027
Residential Service						
Base Charge (monthly)	\$36.60	\$37.70	\$38.83	\$39.99	\$41.99	\$43.25
Commercial Disposal Fee (per cu. yd.)						
	\$4.87	\$5.01	\$5.16	\$5.32	\$5.58	\$5.75
Commercial Collection Fee (per cu. yd.)						
River Street	\$6.72	\$6.92	\$7.13	\$7.35	\$7.71	\$7.94
Downtown Lanes	\$6.28	\$6.47	\$6.67	\$6.87	\$7.21	\$7.43
2-15 cu. yd.	\$4.26	\$4.39	\$4.52	\$4.66	\$4.89	\$5.04
16-47 cu. yd.	\$3.76	\$3.88	\$3.99	\$4.11	\$4.32	\$4.45
48-95 cu. yd.	\$3.34	\$3.44	\$3.54	\$3.64	\$3.83	\$3.94
96+ cu. yd.	\$2.62	\$2.70	\$2.78	\$2.86	\$3.01	\$3.10

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 2023-2027 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

Monthly Increase in Combined Bill				Percent Increase in Combined Bill		
Year	15CCF ¹	25CCF	35CCF	15CCF ¹	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)	1.50	2.50	3.50	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)	0.00	0.00	0.00	0.00%	0.00%	0.00%
2022 (actual)	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%	3.93%	4.01%
2025	1.95	3.25	4.55	3.62%	3.79%	3.86%
2026	1.95	3.25	4.55	3.50%	3.65%	3.72%
2027	1.95	3.25	4.55	3.38%	3.52%	3.58%
Average (last 5 years)	\$1.39	\$2.32	\$3.25	3.07%	3.23%	3.31%

¹ 15 CCF is the usage of the system's median customer; meaning half of the customers use more and half use less.

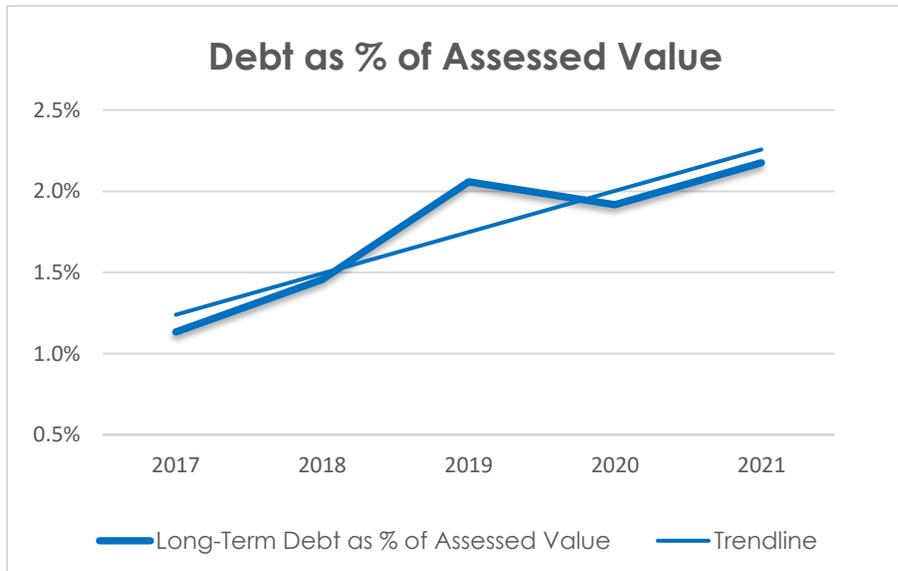
Debt Service

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 2021 debt limitation for the City was \$654,593,083. As of December 31, 2021, the City had outstanding general obligation bonded debt totaling \$4,975,000 which is below the 10 percent policy requirement.

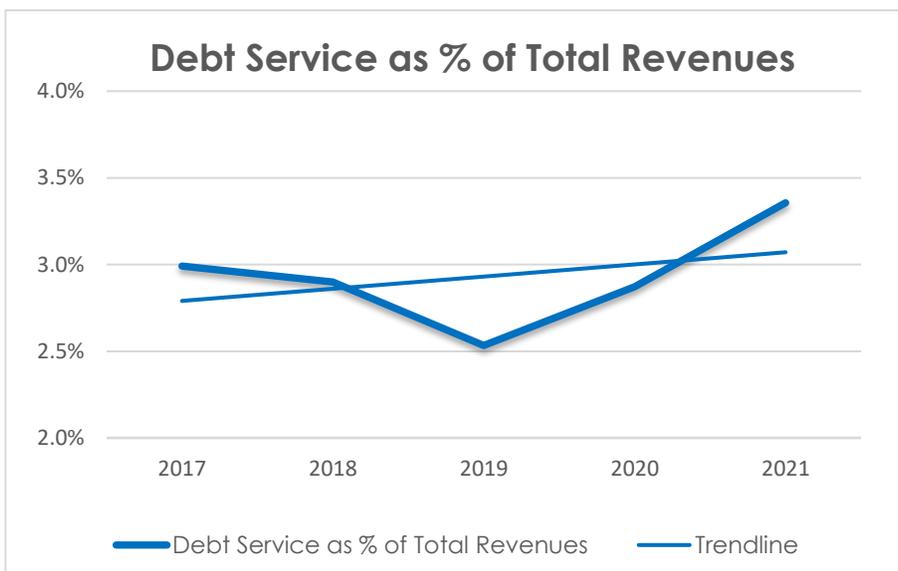
Debt as a Percent of Assessed Value

The chart 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 2019, the sharp increase is related to the new debt associated with the operations of the Civic Center. In 2021, the City's long-term debt/contractual obligations were only 2.18% 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 2017-2021 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 2023 includes \$18 million to be issued in 2023 to fund the Madison Retail project and the Savannah Harbor infrastructure. As such, the debt service on these issues will have an impact on the General Fund.

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

Issue ¹	Purpose	Original Amount	Issue Date	Final Maturity	Amount Outstanding at 12/31/2022	2023 Debt Service Requirement ²
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	\$2,800,000	\$1,007,000
DSA Series 2015	TAD district improvements	\$19,950,000	7/1/2015	8/1/2035	\$13,930,000	\$1,418,638
DSA Series 2016	Streetscape Improvements for downtown corridors	\$8,000,000	8/30/2016	8/1/2029	\$5,765,000	\$892,029
DSA Series 2017	Road improvements to Gwinnett Street	\$6,585,000	8/31/2017	8/1/2030	\$5,390,000	\$748,821
DSA Series 2018	West River Street Improvements and Riverwalk Extension	\$14,095,000	2/22/2018	8/1/2038	\$12,320,000	\$1,001,981

¹ DSA - Downtown Savannah Authority contractual obligation. RRDA - Resource Recovery Development Authority contractual obligation

Issue ¹	Purpose	Original Amount	Issue Date	Final Maturity	Amount Outstanding at 12/31/2022	2023 Debt Service Requirement ²
DSA Series 2019	Refunding DSA 2009 Series which funded infrastructure improvements	\$8,440,000	4/22/2019	8/1/2032	\$8,365,000	\$255,037
DSA Series 2021	Road Improvements on Veterans Parkway	\$26,720,000	1/26/2021	12/1/2040	\$26,720,000	\$885,700
DSA Series 2022	Road Improvements on Veterans Parkway	\$6,095,000	5/24/2022	12/1/2040	\$6,095,000	\$161,518
<u>SPLOST 7 Fund Supported Obligations</u>						
General Obligation Series 2016	Streetscape Improvements for downtown corridors	\$2,000,000	9/8/2016	8/1/2025	\$1,030,000	\$355,291
General Obligation Series 2017	Streetscape Improvements for downtown corridors	\$2,000,000	8/31/2017	8/1/2025	\$1,220,000	\$422,448
General Obligation Series 2018	Streetscape Improvements for downtown corridors	\$2,000,000	8/31/2017	8/1/2025	\$1,625,000	\$438,300
<u>Water and Sewer Revenue Obligations</u>						
Series 2014	Refund Water and Sewer Revenue Bonds Series 2003 and certain maturities of the Water and Sewer Revenue Bonds Series 2009B	\$17,690,000	5/19/2014	12/1/2029	\$7,150,000	\$1,154,500
Series 2016	Refund Water and Sewer loans received through GEFA	\$21,255,000	1/6/2016	8/1/2029	\$9,570,000	\$1,542,613
<u>Sanitation Fund Supported Obligations</u>						
RRDA Series 2018	Expand the Dean Forest Landfill Facility	\$11,085,000	8/2/2018	8/1/2029	\$8,095,000	\$1,294,612
<u>Civic Center Fund Supported Obligations</u>						
DSA Series 2019	Civic Center Arena Construction	\$45,120,000	12/19/2019	8/1/2049	\$43,250,000	\$1,933,382
<u>Parking Service Fund Supported Obligations</u>						
DSA Series 2015	Whitaker Street Garage	\$25,055,000	7/1/2015	8/1/2032	\$19,715,000	\$2,267,768
DSA Series 2016	West River Street Garage	\$33,060,000	11/17/2016	8/1/2046	\$32,190,000	\$2,085,136
DSA Series 2018	Eastern Wharf Garage	\$30,205,000	9/19/2018	8/1/2039	\$29,015,000	\$2,363,629
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	\$762,426
Total		\$307,615,000			\$252,535,000	\$21,287,524

ANNUAL BOND MATURITY AND INTEREST REQUIREMENTS
For Direct General Obligation, Revenue Bonds and Contractual Obligations 2023-2049
As of December 31, 2022

Year	General Obligation Bonds		Revenue Bonds ¹		Tax Supported Contractual Obligations ²		Non-Tax Supported Contractual Obligations ³		Total
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	
2022	\$1,100,000	\$122,108	\$910,000	\$241,800	\$3,695,000	\$2,611,232	\$6,520,000	\$5,449,087	\$20,649,226
2023	\$1,120,000	\$96,039	\$940,000	\$214,500	\$3,810,000	\$2,560,725	\$7,305,000	\$5,241,261	\$21,287,525
2024	\$1,150,000	\$69,452	\$965,000	\$186,300	\$5,335,000	\$2,428,286	\$7,550,000	\$5,013,471	\$22,697,508
2025	\$1,180,000	\$42,083	\$990,000	\$157,350	\$5,525,000	\$2,227,951	\$8,145,000	\$4,777,026	\$23,044,409
2026	\$425,000	\$13,940	\$1,020,000	\$127,650	\$5,780,000	\$2,019,769	\$8,515,000	\$4,517,942	\$22,419,300
2027			\$1,050,000	\$97,050	\$5,935,000	\$1,824,821	\$8,900,000	\$4,264,302	\$22,071,173
2028			\$1,075,000	\$65,550	\$6,105,000	\$1,623,651	\$9,295,000	\$3,997,557	\$22,161,758
2029			\$1,110,000	\$33,300	\$6,265,000	\$1,430,131	\$9,200,000	\$3,718,717	\$21,757,147
2030					\$5,555,000	\$1,228,395	\$7,270,000	\$3,450,901	\$17,504,296
2031					\$4,955,000	\$1,038,165	\$7,535,000	\$3,219,821	\$16,747,985
2032					\$5,095,000	\$874,471	\$7,805,000	\$2,974,879	\$16,749,349
2033					\$4,115,000	\$720,951	\$5,575,000	\$2,715,781	\$13,126,732
2034					\$4,240,000	\$591,492	\$5,760,000	\$2,532,685	\$13,124,177
2035					\$4,380,000	\$456,468	\$5,960,000	\$2,341,508	\$13,137,976
2036					\$3,110,000	\$334,633	\$5,395,000	\$2,142,283	\$10,981,916
2037					\$3,185,000	\$258,489	\$5,585,000	\$1,951,092	\$10,979,581
2038					\$3,265,000	\$180,408	\$5,780,000	\$1,750,485	\$10,975,893
2039					\$2,340,000	\$100,223	\$5,990,000	\$1,542,119	\$9,972,342
2040					\$2,390,000	\$50,660	\$3,840,000	\$1,325,151	\$7,605,811
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

58

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, Series 2021 and Series 2022.

³ Non-tax Supported Contractual Obligations include the Downtown Savannah Authority Revenue Bonds, Series 2015.

All Funds Summary

The tables below provide a summary of 2021 actual, 2022 projected, and 2023 proposed revenues and expenditures.

City-wide proposed revenues for 2023 total \$492,629,881. This is a decrease of \$72,663,639 or 12.9 percent less than the 2022 projected amount.

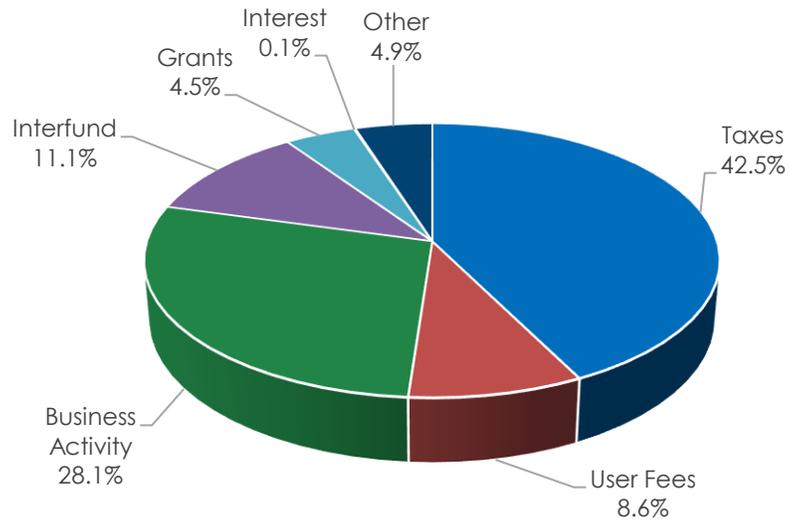
Revenue Source	Actual 2021	Projected 2022	Proposed 2023	%Change 2022 - 2023
Taxes	193,235,091	212,098,278	206,483,170	(2.6)
User Fees	39,839,963	43,071,862	41,905,765	(2.7)
Business Activity	121,894,117	145,312,977	136,532,727	(6.0)
Interfund	48,412,419	57,826,205	54,059,011	(6.5)
Grants	13,891,127	20,732,292	21,963,657	5.9
Interest Earned	1,260,304	1,407,677	514,900	(63.4)
Other Revenues	20,736,270	60,966,004	24,009,864	(60.6)
Subtotal	\$439,269,291	\$541,415,296	\$485,469,094	(10.3)
Draw/(Contributions)	3,201,416	(2,308,489)	7,160,786	(410.2)
American Rescue Plan Act	27,795,624	26,186,713	-	(100.0)
Total Revenues	\$470,266,331	\$565,293,520	\$492,629,881	(12.9)

After adjusting for transfers between funds, total proposed expenses for 2023 are \$492,629,881. This is a decrease of \$72,663,639 or 12.9 percent less than the 2022 projected amount.

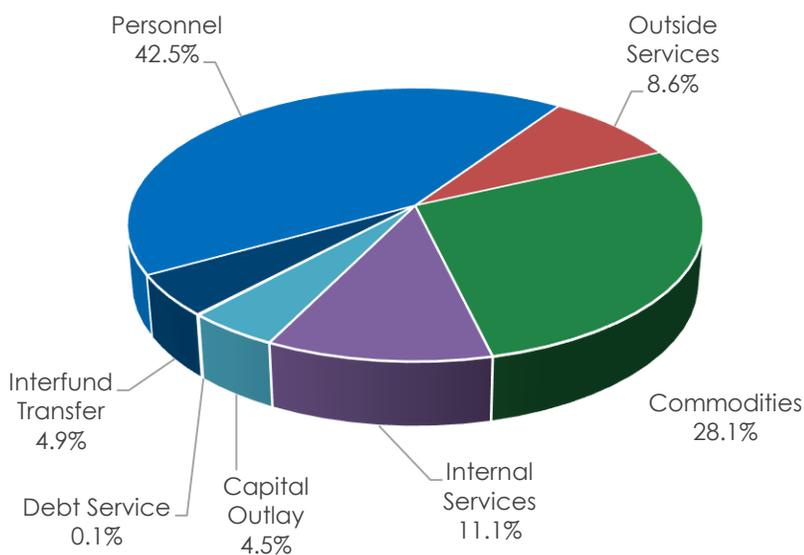
Expenditures by Type	Actual 2021	Projected 2022	Proposed 2023	%Change 2022 - 2023
Personnel Services	164,154,099	167,800,276	187,330,545	11.6
Outside Services	60,839,274	84,880,314	72,731,814	(14.3)
Commodities	16,563,123	22,979,000	22,883,639	(0.4)
Internal Services	46,774,939	61,006,305	50,809,560	(16.7)
Capital Outlay	6,535,128	11,527,804	18,143,605	57.4
Debt Service	10,186,349	14,154,765	15,145,217	7.0
Interfund Transfers	115,986,299	159,884,595	79,914,131	(50.0)
Other Expenses	49,227,120	43,060,461	45,671,369	6.1
Total Expenditures	\$470,266,331	\$565,293,520	\$492,629,881	(12.9)

All Funds Revenue

The graph presents a breakdown by category of total revenues for 2023. Taxes include Property, Sales, and Other Taxes. User Fees are comprised of Recreation Service, Inspection & Development, License & Permit, Fine & Penalty, Grant-supported Program, and Miscellaneous Service Fees. The Business Activity category represents Civic Center, Industrial & Domestic Water, Parking Services, Sanitation, Water, Sewer, and Miscellaneous Enterprise revenues. Contribution to reserve balances are not shown in the graph as these are not true revenues generated through activities in the current year.



All Funds Expenses



The graph presents total expenditures by major category for 2023 prior to adjusting for transfers between funds. Within the total funds budgeted, Personnel Services is the largest expenditure category. This category supports salaries and a comprehensive benefits program. Funding for Outside Services, Commodities and Capital Outlay are used to provide direct services to citizens.

Revenue Overview

The City of Savannah is a multi-faceted municipal operation, and its revenue sources reflect the many businesses that make up City operations. City-wide revenue totals \$492,629,881 in 2023, for a decrease of \$72,663,639 or 12.9 percent below 2022 projections. Nearly every revenue category shows a decrease compared to 2022 projections, however total 2023 revenue, before accounting for contributions or draws, is proposed at 3.9 percent above 2021 actuals. The economy has rebounded faster than anticipated particularly in the tourism and development sectors of Savannah in 2022. The 2023 proposed revenue budget conservatively projects continued growth by anticipating that volatile funding sources like Sales Tax currently at a high point will come back down somewhat, but still stay above 2021 levels. City revenue sources are divided into the following categories:

Taxes represent the largest stream of revenue for the City, consisting of 42.5 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 \$12.20 per \$1,000 of valuation, property tax revenue is anticipated at \$88.3 million. Additional tax revenue includes \$60.9 million from sales tax, \$30 million from hotel/motel occupancy tax and \$27.3 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 non-enterprise services provided by the City and represent 8.6 percent of revenue. Services funded by user fees such as Recreation, Special Event, License & Permit, and Inspection & Development fees are not self-supported and are subsidized by other funding sources to ensure the user fees are set a level to provide equitable access to services while still collecting sufficient revenue to fund sustainable programming.

Business Activity Revenues represent services provided by the City's enterprise fund activities and comprise 28.1% of total revenue. Revenues in this category include service payments such as residential and commercial water, sewer, and sanitation billing, service connection fees, Civic Center rental and sales, and parking services. These revenues directly fund the services provided and utility rates are set by calculating the amount of revenue required to fund operations that produce the desired service delivery outcomes.

Interfund Revenues are funds transferred to one City fund from another City fund. Revenues from the operating funds to Internal Service funds represent both the cost of annual services provided by IT and Fleet, as well as long-term asset management and replacement planning. Interfund revenues also come from City operating units to other funds for services such as sanitation collection from City buildings.

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 budgeted to decrease by 63.4 percent in 2023 compared to 2022 projections. This funding stream is extremely volatile, thus conservative budgeting practices are implemented when estimating revenues annually.

Other Revenues primarily consist of contributions to capital and distribution of Hotel/Motel and Auto Rental taxes within the appropriate funds as required by the Revenue Ordinance.

Revenue Details

Revenue Source	Actual 2021	Projected 2022	Proposed 2023	%Change 2022 - 2023
Property Taxes	82,328,901	86,776,005	88,302,032	1.8
Sales Tax	55,570,286	62,000,000	60,860,000	(1.8)
Other Taxes	55,335,904	63,322,273	57,321,138	(9.5)
Taxes Total	\$193,235,091	\$212,098,278	\$206,483,170	(2.6)
User Fees				
Special Events & Recreation Fees	428,072	767,128	502,750	(34.5)
Inspection & Development Fees	4,765,436	4,772,717	4,560,480	(4.4)
License & Permit Fees	22,408,750	24,584,072	25,371,776	3.2
Fines & Penalties	4,027,293	2,980,000	3,273,000	9.8
Grant Program Income	1,423,099	1,873,150	795,594	(57.5)
Other Services (General Fund)	4,545,535	5,111,750	5,055,000	(1.1)
Miscellaneous Services	2,241,778	2,983,045	2,347,165	(21.3)
User Fees Total	\$39,839,963	\$43,071,862	\$41,905,765	(2.7)
Business Activities				
Civic Center Services	739,912	1,086,412	982,000	(9.6)
Industrial & Domestic Services	7,671,403	8,181,655	8,793,518	7.5
Parking Services	19,138,245	20,737,204	19,878,121	(4.1)
Sanitation Services	21,721,931	28,010,717	24,388,000	(12.9)
Water Services	28,718,582	37,208,946	32,187,774	(13.5)
Sewer Services	43,906,608	50,093,043	50,353,314	0.5
Other Enterprise Services	(2,564)	(5,000)	(50,000)	900.0
Business Activities Total	\$121,894,117	\$145,312,977	\$136,532,727	(6.0)
Interfund Revenue	48,412,419	57,826,205	54,059,011	(6.5)
Grant Revenue	13,891,127	20,732,292	21,963,657	5.9
Interest Earned	1,260,304	1,407,678	514,900	(63.4)
Other Revenues	20,736,270	60,966,004	24,009,864	(60.6)
Subtotal	\$439,269,291	\$541,415,296	\$485,469,094	(10.3)
Draw/(Contributions)	3,201,416	(2,308,489)	7,160,787	(410.2)
American Rescue Plan Act	27,795,624	26,186,713	-	(100.0)
Total Revenues	\$470,266,331	\$565,293,520	\$492,629,881	(12.9)

Expenditure Overview

City-wide expenditures total \$492,629,881 in 2023, which is a decrease of \$72,663,639 or 12.9 percent below 2022 projections. As with revenues, although the total 2023 expenditures are proposed at levels below the 2022 projections, they are 4.8 percent above the 2021 actual expenses indicating a continued upward trend.

Personnel Services represent 42.5 percent of City expenditures providing funding for employee salaries as well as the comprehensive benefits program for employees and their dependents. This category increased \$19,530,270 or 11.6 percent above 2022 projected expenditures.

The 2023 workforce budget is built on a base of 2,539.31 full-time equivalent (FTE) permanent positions, which funds 72.41 additional FTE positions compared to the 2022 workforce, more than two thirds of which are in the General Fund Park & Tree Department. Recruitment and retention initiatives include a 2.5 percent cost of living increase for all employees at an expense of \$3.5 million citywide, CDL pay enhancements and shift differentials with the most significant impact in the Enterprise Funds, and Public Safety pay enhancements borne solely in the General Fund.

The 2023 budget does not require a post-retirement medical benefit allocation in 2023 because the 2022 valuation analysis shows the current plan is fully funded. The Pension Fund contribution for 2023 is \$10,375,580, which is calculated to keep the fund solvent and ensure the City's continued ability to provide the earned benefit to our retirees.

Special Revenue Fund expenditures total \$57,194,530, which is a decline of 16.2 percent primarily driven by exceptional interfund transfers in 2022. The Community Development Funds expenses include a \$7 million transfer to the Savannah Affordable Housing Fund that was included in the budget to prefund the first three years of a ten-year contribution plan. The Hotel/Motel Tax Fund is also projected to have uncommonly high expenses in 2022 due to interfund transfers that allocate the uncommonly high restricted-use revenues. As with almost all revenue and expense categories, although the 2023 Budget is proposed below 2022 projections, Special Revenue expenses are proposed 17.7 percent higher than 2021 actuals anticipating sustained support of initiatives begun with ARPA funding.

Enterprise Fund expenditures decrease by approximately \$11.7 million or 6.9 percent in 2023, mainly due to one-time exceptional investments in 2022 rather than an indication of a decreasing trend, and 2023 expenses are proposed 3.5 percent higher than 2021 actuals. The 2022 budget included significant investment in Sanitation to enhance equitable service delivery across the City, and a large portion of that investment was interfund contribution for Fleet Additions. Replacement costs are annualized over the expected useful life of the assets, and while overall year-to-year expenses increase to operate and maintain the assets, annual expenses appear to decrease when compared to the time of initial purchase.

Internal Services Fund expenditures increase by \$7 million or 21.4 percent, primarily due to supply chain lag deferring vehicle purchases planned for 2022 from actualizing until 2023. Increases in the Computer and Radio Purchase Funds reflect a shift of vehicle accessory expenses previously incurred in the Vehicle Purchase Fund to align the budgetary structure with the personnel managing the purchase and installation.

The table on the next page shows total spending by fund category.

Expenditure Details

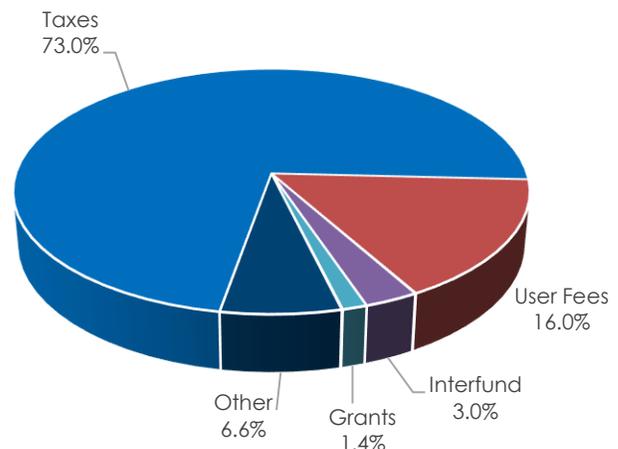
Expenditures by Fund	Actual 2021	Projected 2022	Proposed 2023	%Change 2022 - 2023
General Fund Total	\$247,752,229	\$295,951,572	\$238,985,149	(19.2)
Special Revenue Funds				
Hazardous Material Services	529,517	591,284	694,843	17.5
Recorder's Court Technology	73,236	80,000	100,000	25.0
Grant	6,066,962	8,417,267	10,758,294	27.8
Community Development	9,858,484	19,248,664	11,743,393	(39.0)
Hotel Motel Tax	27,945,085	35,000,000	30,000,000	(14.3)
Per Occupied Room	1,426,558	1,800,000	1,872,000	4.0
Motor Vehicle Rental	2,691,118	3,122,273	2,026,000	(35.1)
Special Revenue Fund Total	\$48,590,960	\$68,259,488	\$57,194,530	(16.2)
Enterprise Funds				
Sanitation Services	33,774,163	40,062,251	35,280,056	(11.9)
Civic Center Services	3,156,984	7,270,590	5,628,000	(22.6)
Water Services	33,369,632	37,002,590	34,270,389	(7.4)
Sewer Services	48,200,434	53,859,631	51,885,841	(3.7)
I&D Water Services	12,474,187	8,370,212	8,984,091	7.3
Transportation Services	20,324,599	21,682,858	20,546,548	(5.2)
Enterprise Fund Total	\$151,299,999	\$168,248,132	\$156,594,925	(6.9)
Internal Services Funds				
Internal Services	15,301,478	19,438,299	18,340,513	(5.6)
Computer Purchase	1,040,217	1,308,380	1,847,581	41.2
Vehicle Purchase	6,281,448	11,907,775	18,970,383	59.3
Radio Purchase	-	179,874	696,800	287.4
Internal Services Fund Total	\$22,623,143	\$32,834,328	\$39,855,277	21.4
Total Expenditures	\$470,266,331	\$565,293,520	\$492,629,881	(12.9)

General Fund Overview

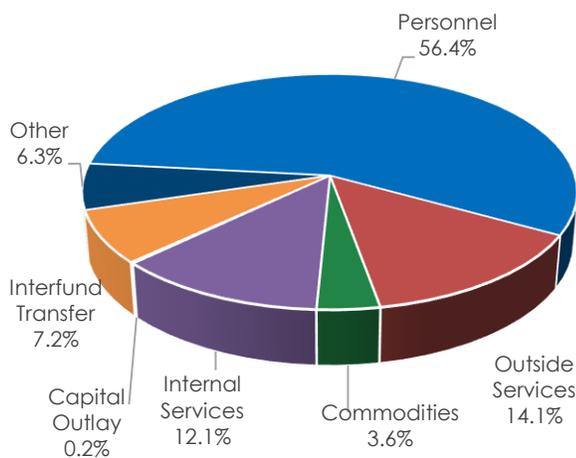
The General Fund is the primary general operating fund for the City of Savannah. This fund accounts for revenues and expenditures for general governmental services. In FY23 the City has proposed revenue appropriations of \$238,985,149. The charts below give a broad overview of the major revenue streams and expense categories for the City's operating budget. Taxes account for the most significant sources of revenue, and Personnel Services comprise the primary expenditure category within this fund.

Where the Money Comes From

Category	Amount	% of Total Revenue
Taxes	174,457,170	73.0
User Fees	38,290,106	16.0
Business Activity	90,000	0.0
Interfund Revenue	7,081,358	3.0
Grants Revenue	3,252,515	1.4
Interest Earned	105,000	0.0
Other Revenues	15,709,000	6.6
Total	\$238,985,149	100



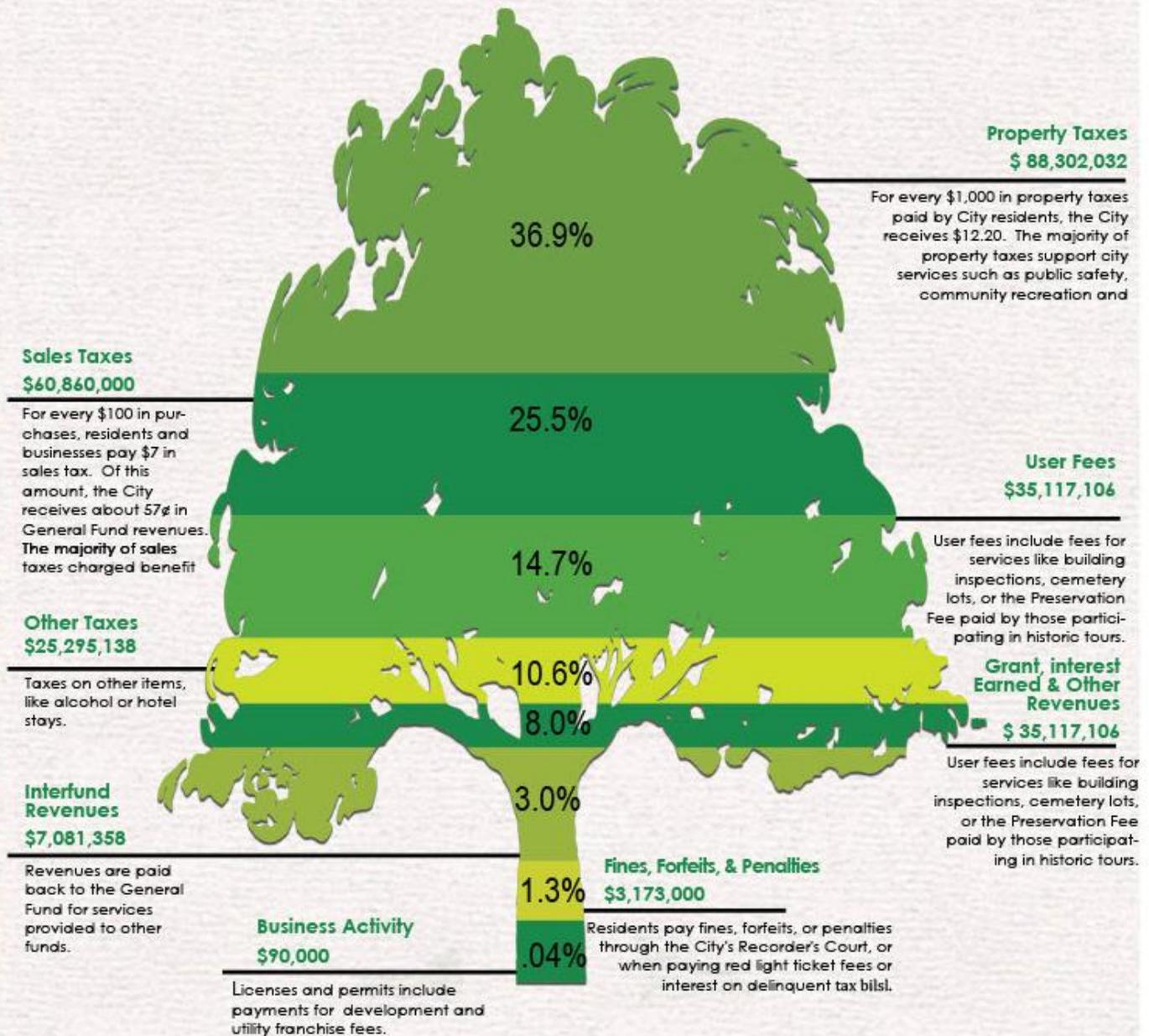
Where the Money Goes



Category	Amount	% of Total Revenue
Personnel Services	134,728,106	56.4
Outside Services	33,738,151	14.1
Commodities	8,618,366	3.6
Internal Services	28,984,057	12.1
Capital Outlay	498,255	0.2
Interfund Transfers	17,321,955	7.2
Other Expenses	15,096,259	6.3
Total	\$238,985,149	100

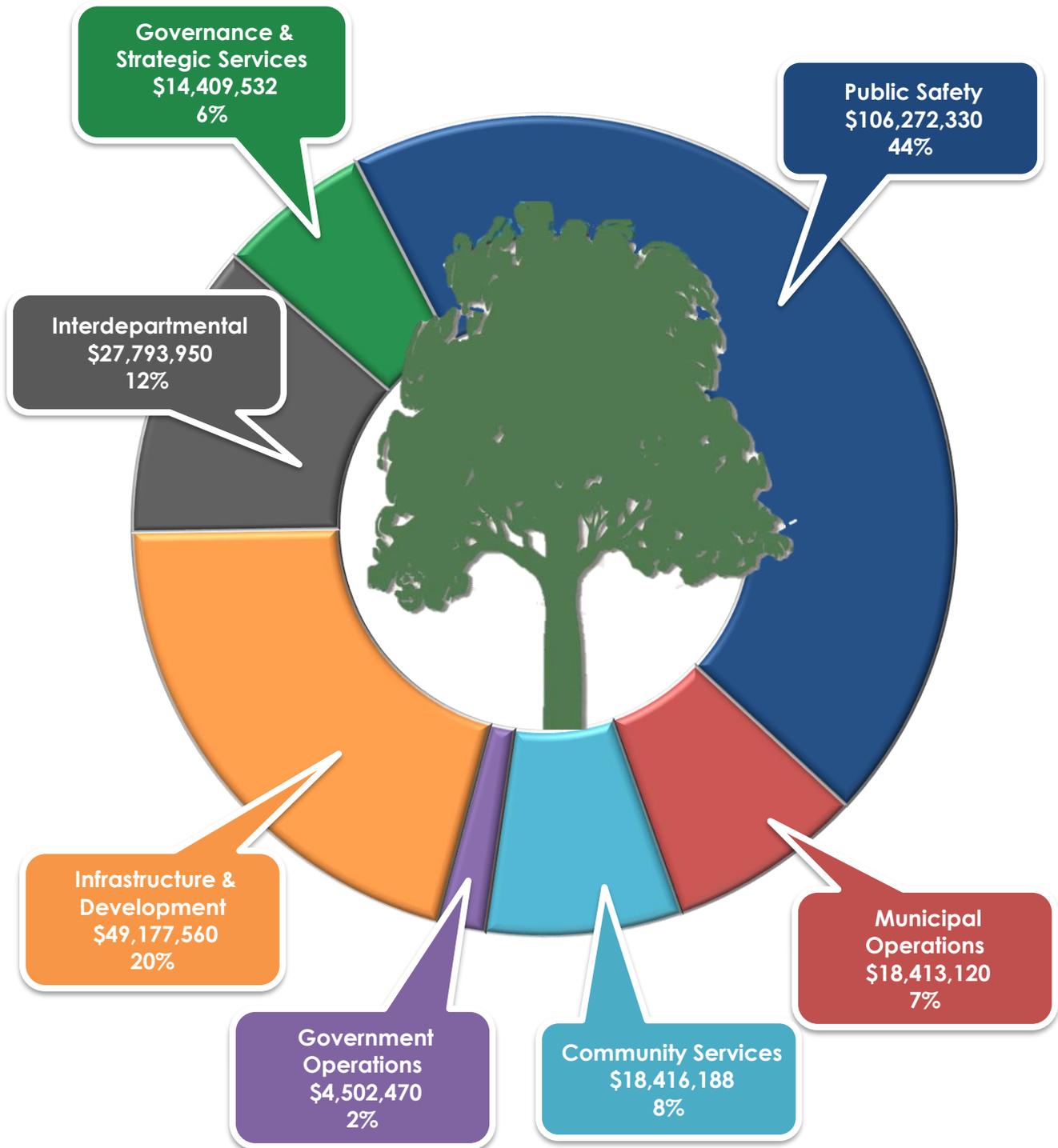
General Fund Revenues

WHERE DO YOUR TAX DOLLARS AND FEE PAYMENTS GO? - The City's General Fund revenue portfolio is quite diversified. About 73% 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 \$238,985,149

General Fund Expenses



Revenues by Source

General Fund revenue is proposed at \$238,985,149 for FY23. Property taxes are the largest and most stable revenue source, comprising 36.9 percent of total General Fund revenue. Sales tax revenue, a significant but highly volatile revenue source, is proposed \$1.1 million or 1.8 percent lower than FY22 projected collections, but 9.5 percent above FY21 actual collections, indicating an overall upward trend.

Highlights

- **Property Taxes** - The revenue forecast includes growth in the tax digest and a millage rate of 12.20 mills.
- **American Rescue Plan Act** – The second disbursement of ARPA funding was received and allocated in FY22 at \$26,186,713, which along with net-zero FY21-FY22 carry-forward accounting is a primary driver of the exceptionally high General Fund revenues and expenses projected in 2022.
- Excluding the Other Revenues accounts which primarily consist of ARPA and the General Fund portion of the Hotel/Motel Tax revenues, the variance between FY22 Projected and FY23 Proposed revenues is \$505,086 or a decrease 0.002%.

Revenue Source	2021	2022	2023	%Change 2022-2023
Taxes				
Property Taxes				
Real Property Taxes (Current)	63,535,655	69,871,637	71,967,786	3.0
Personal Property Taxes (Current)	7,301,533	6,962,724	7,171,606	3.0
Real Property Taxes (Delinquent)	5,637,816	5,000,000	5,150,000	3.0
Personal Property Taxes (Delinquent)	579,350	1,600,000	500,000	(68.8)
Mobile Home Taxes	22,050	24,089	24,811	3.0
Industrial Area Taxes	619,365	600,000	618,000	3.0
Vehicle Taxes	311,573	262,634	270,513	3.0
Intangible Taxes	2,852,629	1,500,000	1,545,000	3.0
Public Utility Taxes	2,024,055	1,600,000	1,648,000	3.0
Railroad Equipment Tax	38,195	38,500	39,655	3.0
Blighted Property Levy	96,688	-	50,000	100.0
Ferry SSD Tax	10,144	8,000	8,240	3.0
TAD Tax from City	(700,154)	(691,579)	(691,579)	0.0
Subtotal	\$82,328,901	\$86,776,005	\$88,302,032	1.8
Sales Taxes	\$55,570,286	\$62,000,000	\$60,860,000	(1.8)

Revenue Source	2021	2022	2023	%Change 2022-2023
Other Taxes				
Beer Taxes	1,985,916	1,900,000	1,976,000	4.0
Liquor Taxes	604,513	630,000	621,920	(1.3)
Wine Taxes	639,516	640,000	665,600	4.0
Insurance Premium Tax	11,356,196	11,330,000	11,669,900	3.0
Mixed Drink Tax	2,689,244	3,000,000	2,880,718	(4.0)
Vehicle Title Fee	5,058,765	5,000,000	4,680,000	(6.4)
Energy Excise Tax	1,432,027	2,000,000	2,080,000	4.0
Execution Fees	551,505	400,000	412,000	3.0
Delinquent Taxes (Interest)	382,017	300,000	309,000	3.0
Subtotal	\$24,699,700	\$25,200,000	\$25,295,138	0.4
Subtotal - Taxes	\$162,598,888	\$173,976,005	\$174,457,170	0.3

User Fees**Special Events & Recreation Fees**

Grayson Stadium Rent	25,000	25,000	25,000	0.0
Tennis Fees	122,211	125,000	120,000	(4.0)
Athletic Fees	4,436	7,000	5,000	(28.6)
Softball Fees	(1,258)	3,717	6,000	61.4
Athletic Tournament Fees	23,995	26,161	25,000	(4.4)
Softball Tournament Fees	18,980	20,000	20,000	0.0
Cultural Art Fees	50,038	100,000	62,000	(38.0)
Neighborhood Center Fees	29,993	160,000	82,400	(48.5)
Golden Age Registration Fee	2,112	4,500	5,000	11.1
Park & Square Event Fee	63,875	45,000	46,350	3.0
Film Permit Fees	80,710	250,000	103,000	(58.8)
Coffee Bluff Marina	2,250	750	3,000	300.0
After School Program	5,730	-	-	0.0
Subtotal	\$428,071	\$767,128	\$502,750	(34.5)

Fines & Penalties

Recorder's Court Fines	3,437,561	2,500,000	2,781,000	11.2
Red Light Camera Fines	490,074	400,000	392,000	(2.0)
Subtotal	\$3,927,635	\$2,900,000	\$3,173,000	9.4

Inspection & Development Fees

Inspections Administrative Fees	23,269	23,967	20,800	(13.2)
Sign Inspection Fees	17,344	14,000	26,500	89.3
Zoning Hearing Fees	69,280	180,000	75,000	(58.3)
Building Inspection Fees	3,729,320	3,502,000	3,607,060	3.0
Electrical Inspection Fees	50,357	65,000	43,260	(33.4)
Plumbing Inspection Fees	38,334	42,000	38,110	(9.3)
Traffic Engineering Permit Fees	121,029	125,000	120,000	(4.0)

Revenue Source	2021	2022	2023	%Change 2022-2023
Inspection & Development Fees (continued)				
Expedited Plan Review Fee	2,071	750	2,500	233.3
Private Development Fees	633,435	600,000	500,000	(16.7)
Fuel Storage Tank Inspection Fees	700	-	-	0.0
Mechanical Inspection Fees	48,587	60,000	50,000	(16.7)
Fire Inspection Fees	31,709	160,000	77,250	(51.7)
Subtotal	\$4,765,435	\$4,772,717	\$4,560,480	(4.4)
Licenses & Permits				
Business License Fees	36,300	50,000	43,260	(13.5)
Telcom Franchise Fee	96,654	240,000	103,000	(57.1)
Water & Sewer Franchise Fee	3,219,510	3,429,000	3,644,000	6.3
Electric Franchise Fee	8,469,355	8,976,000	9,245,280	3.0
Telephone Franchise Fee	257,927	157,738	161,616	2.5
Gas Franchise Fee	752,598	769,449	792,533	3.0
Cable Television Franchise Fee	1,603,055	1,534,494	1,580,529	3.0
Regular Business Licenses	4,333,786	5,650,000	5,665,000	0.3
Insurance Business License	72,825	90,000	125,000	38.9
Alcoholic Beverage License	2,284,593	2,460,000	2,781,000	13.0
Professional License Fee	218,619	225,000	220,000	(2.2)
Parking Franchise Fee	312,418	326,212	314,094	(3.7)
Bank License	472,859	397,179	409,094	3.0
Vacation Rental Registration Fee	278,250	279,000	287,370	3.0
Subtotal	\$22,408,750	\$24,584,072	\$25,371,776	3.2
Fees for Other General Fund Services				
Chatham Co Police Reimb	1,426,972	1,391,000	1,432,730	3.0
Cemetery Event Fees	78,010	70,000	70,000	0.0
Cemetery Lot Sales	522,715	600,000	618,000	3.0
Cemeteries - CIP	301,339	309,000	318,270	3.0
Public Information Fees	1,296	500	1,000	100.0
St. Patrick's Shuttle Fee	750	-	-	0.0
Alarm Registration Fees	109,985	62,000	62,000	0.0
Off-duty Police Fees	191,359	400,000	250,000	(37.5)
Accident Reporting Fees	68,250	70,000	75,000	7.1
Fire Protection Fees	227,995	220,000	200,000	(9.1)
Building Demolition Fees	56,346	70,000	36,000	(48.6)
Building Boarding-Up Fees	93,847	70,000	70,000	0.0
Fire Incident Report Fee	777	2,000	1,000	(50.0)
Preservation Fees	1,201	-	-	100.0
Code Enforcement Citations	43,207	45,000	45,000	0.0
Fire Equipment User Fee	1,216	2,000	2,000	0.0
Subtotal	\$3,125,265	\$3,311,500	\$3,181,000	(3.9)

<u>Revenue Source</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>%Change 2022-2023</u>
Other User Fees				
Miscellaneous Rents	978,319	900,000	800,000	(11.1)
Transmitter Tower Rent	-	160	-	(100.0)
Advertising Fees	960	2,000	1,000	(50.0)
Cashier Over/Short	85	100	100	0.0
Discounts	444,033	400,000	300,000	(25.0)
Miscellaneous	535,218	600,000	400,000	(33.3)
Subtotal	\$1,958,616	\$1,902,260	\$1,501,100	(21.1)
Subtotal - User Fees	\$36,613,772	\$38,237,677	\$38,290,106	0.1
Business Activity Revenues				
Tourism Management Fees	24,590	6,000	40,000	566.7
Tour Bus Rents	11,210	-	-	0.0
Motor Coach Permits	1,435	-	-	0.0
Lot Clearing Fees	123,097	130,000	100,000	(23.1)
Line Televising Fees	-	2,310	-	(100.0)
Misc. Uncollected A/R	(14,985)	(50,000)	(50,000)	0.0
Subtotal - Business Activity	\$145,347	\$88,310	\$90,000	1.9
Interfund Revenues				
Services to Haz-mat Fund	19,569	26,388	31,458	19.2
Services to Coastal Workforce	200,852	27,259	57,868	112.3
Services to Community Dev Fund	419,090	321,226	475,798	48.1
Services to Sanitation Fund	903,043	1,015,026	1,071,245	5.5
Services to Water & Sewer Funds	2,910,518	3,025,576	3,202,198	5.8
Services to I&D Water Fund	224,901	250,192	281,082	12.3
Services to Civic Center Fund	332,791	510,409	144,457	(71.7)
Services to Parking Fund	1,705,695	1,577,752	991,225	(37.2)
Services to Internal Services Fund	668,694	808,924	826,027	2.1
Subtotal - Interfund Revenues	\$7,385,153	\$7,562,752	\$7,081,358	(6.4)
Grants & Other Government Entity Revenues				
CDBG Contribution	-	226,256	226,256	0.0
Payment in Lieu of Taxes	2,950,653	2,250,000	2,317,500	3.0
Adult Daycare	10	-	-	0.0
State Grant - Elderly	148,042	115,125	120,574	4.7
State Grant - CRDC	203,655	262,857	131,180	(50.1)
State Grant - Title B Elderly	194,393	210,333	195,585	(7.0)
Poverty Reduction Initiative	168,866	206,691	248,870	20.4
Homeowner Tax Relief	7,513	7,513	7,550	0.5
Chatham Co Witness Fee Reimb	-	-	5,000	100.0
Subtotal - Grants/Other Govn't	\$3,673,132	\$3,278,775	\$3,252,515	(0.8)

<u>Revenue Source</u>	2021	2022	2023	%Change 2022-2023
<u>Interest Earned</u>				
Sale of Surplus Property	814,344	263,258	50,000	(81.0)
General Investments	32,661	350,000	50,000	(85.7)
Cemetery Perpetual Care Trust	3,788	24,458	5,000	<u>(79.6)</u>
Subtotal - Interest	\$850,793	\$637,716	\$105,000	(83.5)
<u>Other Revenues</u>				
Contributions from Other Funds	13,018,592	45,983,624	15,709,000	(65.8)
American Rescue Plan Act	27,795,624	26,186,713	-	<u>(100.0)</u>
Subtotal - Other	\$40,814,215	\$72,170,337	\$15,709,000	(78.2)
Total General Fund Revenue	\$252,081,299	\$295,951,572	\$238,985,149	(19.2)

Expenditures by Type

The 2023 General Fund proposed expenditure budget is \$238,985,149. Personnel services are the highest expenditure area, accounting for 56.4% of the total General Fund budget.

Highlights include:

- **Personnel Services** – The FY23 Proposed Budget includes a 2.5% cost of living adjustment for employees citywide and pay enhancements and incentives supporting Public Safety recruitment and retention. These factors contribute to the 9.6% increase in FY23 expenses compared to FY22 projections.

Additionally, 57.51 of the 79.42 new FTE positions added in FY23 are General Fund supported. Over half of the new positions are assigned to Park & Tree Department, which is intended to support complementary initiatives to bring cemetery grounds maintenance in-house from outside contract service and improve greenspace management efficiency, consistency, and equity citywide.

- **Outside Services** – Approximately 37% of the \$2.1 million dollar increase in outside contractual services is due to energy cost increases. In addition, 57% of the increase is driven by the increase prices associated with contractual labor. It is worthwhile to note, the City has also nearly doubled investment in professional development, almost universally increasing education and training across all General Fund departments.
- **Commodities** – FY23 cost for supplies is anticipated to decrease slightly compared to FY22 projections after a nearly 46% increase between FY21 and FY22. Primary drivers such as fuel (gasoline and diesel) and chemicals appear to be leveling out after significant inflationary increase, although construction supply and uniform costs are still projected to increase another 9.5% and 17% respectively.
- **Interfund Transfers** - General funds available for capital improvement investment increased significantly due to American Rescue Plan Act (ARPA) revenue replacement funds in FY22. General Fund capital investment for FY23 is budgeted at \$5 million, which prior to FY22 is a level exceeded only once since FY15. Although when compared to the unprecedented FY22 capital contribution the FY23 allocation shows a decrease of 91.6%, however, this is an increase when compared to the last seven-year trend.

Expenditure Area	Actual 2021	Projected 2022	Proposed 2023	%Change 2022 - 2023
Personnel Services	121,150,079	122,976,986	134,728,106	9.6%
Outside Services	25,259,996	31,675,171	33,738,151	6.5%
Commodities	5,919,462	8,756,151	8,618,366	(1.6%)
Internal Services	27,253,530	37,989,977	28,984,057	(23.7%)
Capital Outlay	70,098	531,448	498,255	(6.2%)
Interfund Transfers	58,809,117	83,441,413	17,321,955	(79.2%)
Other Expenses	9,289,947	10,580,426	15,096,259	42.7%
Total	\$247,752,229	\$295,951,572	\$238,985,149	(19.2%)

Expenditures by Service Center

Expenditures by Service Center	Actual 2021	Projected 2022	Proposed 2023	%Change 2022 - 2023
Governance				
Mayor & Alderman	781,269	879,846	903,631	2.7%
Clerk of Council	376,659	356,525	749,019	110.1%
City Attorney	956,629	1,058,912	1,387,892	31.1%
Governance Subtotal	\$2,114,557	\$ 2,295,283	\$ 3,040,542	32.5%
Strategic Services				
Office of the City Manager	912,435	1,065,379	1,395,424	31.0%
Office of Human Resources	2,305,896	2,430,825	2,813,078	15.7%
Office of Management & Budget	994,218	918,708	1,221,245	32.9%
Office of Marketing and Comms	609,118	672,436	1,361,757	102.5%
Accounting Services	1,347,981	1,285,945	1,441,755	12.1%
Purchasing	671,711	914,177	984,233	7.7%
Revenue Administration	2,180,582	1,992,726	2,151,498	8.0%
Strategic Services Subtotal	\$9,021,941	\$ 9,280,196	\$11,368,990	22.5%
Public Safety				
Office of Police Chief	1,603,715	1,497,032	1,523,070	1.7%
Canine	729,847	718,979	872,109	21.3%
Counter Narcotics Team (CNT)	1,426,972	1,299,244	1,538,469	18.4%
Criminal Investigations	9,776,590	9,525,762	10,430,362	9.5%
Information Management	1,587,730	1,717,557	1,722,393	0.3%
Management Services	1,086,308	1,085,709	790,558	(27.2%)
Mounted Patrol	617,287	713,115	708,256	(0.7%)
Patrol	31,105,106	34,480,736	35,624,745	3.3%
Professional Standards & Training	819,434	836,778	934,957	11.7%
SARIC - Sav Area Regional Intel Ctr	972,015	972,765	973,643	0.1%
Savannah Impact	-	652,213	877,273	34.5%
Strategic Investigative	3,330,049	3,187,893	3,869,850	21.4%
Support Services	1,581,089	1,953,317	4,471,652	128.9%
Traffic	2,478,503	2,390,265	2,650,451	10.9%
Training and Recruitment	1,847,577	1,811,517	2,040,350	12.6%
Office of the Fire Chief	5,583,393	6,764,501	7,927,739	17.2%
Fire Operations	27,833,138	28,934,102	29,070,710	0.5%
Emergency Planning	222,212	239,769	245,743	2.5%
Public Safety Subtotal	\$92,600,965	\$98,781,254	\$106,272,330	7.6%

Expenditures by Service Center	Actual 2021	Projected 2022	Proposed 2023	%Change 2022 - 2023
Municipal Operations				
Office of the COO	333,021	391,151	398,462	1.9%
311 Action Center	313,303	362,295	383,447	5.8%
Municipal Archives	358,532	323,273	430,940	33.3%
Risk Management	1,477,434	2,447,796	2,559,854	4.6%
Real Estate Administration	3,025,040	2,258,817	1,447,449	(35.9%)
Visitor Center Facility Management	132,233	145,505	853,983	486.9%
Property Acquisition & Disposition	3,179,862	1,782,327	451,819	(74.7%)
Facility Maintenance & Operations	2,802,416	4,350,682	6,498,856	49.4%
Central Services Complex	83,727	304,648	339,084	11.3%
Performance & Accountability	369,080	383,766	412,449	7.5%
Recorder's Court	2,345,006	2,217,744	2,516,301	13.5%
Special Events, Film & Tourism	901,986	1,796,152	2,120,476	18.1%
Municipal Operations Subtotal	\$15,321,640	\$16,764,156	\$18,413,120	9.8%
Community Services				
Office of the CSO	584,364	973,784	1,140,988	17.2%
Neighborhood Safety & Engagement	550	1,344,296	1,467,852	9.2%
Athletic Services	819,241	1,263,247	1,101,836	(12.8%)
Cultural Resources	1,545,158	1,670,748	1,837,337	10.0%
Family and Community Services	554,467	597,587	620,688	3.9%
Human Services Administration	1,319,642	2,410,990	1,916,207	(20.5%)
Moses Jackson Advancement Center	143,904	319,014	514,689	61.3%
Penn Ave Center PARC (Gen Fund)	524,262	772,395	679,162	(12.1%)
Recreation & Leisure Services Admin	621,973	593,035	913,317	54.0%
Recreation Maintenance	1,173,345	1,278,659	1,633,288	27.7%
Recreation Services	3,146,531	4,019,102	3,580,681	(10.9%)
Senior Services	1,998,735	2,239,288	2,376,802	6.1%
Step-Up Program	168,866	210,903	254,833	20.8%
Therapeutic Recreation	256,680	321,881	378,508	17.6%
Community Services Subtotal	\$12,857,718	\$18,014,929	\$18,416,188	2.2%
Government Operations				
Office of the CGO	-	93,751	434,902	363.9%
Code Compliance Administration	576,977	548,401	534,506	(2.5%)
Code Enforcement	3,315,187	3,342,266	3,533,062	5.7%
Government Operations Subtotal	\$3,892,164	\$3,984,418	\$4,502,470	13.0%

Expenditures by Service Center	Actual 2021	Projected 2022	Proposed 2023	%Change 2022 - 2023
Infrastructure & Development				
Office of the CIDO	575,413	1,868,585	455,289	(75.6%)
Capital Projects Management	865,837	931,654	1,066,962	14.5%
Planning & Urban Design	618,956	680,243	780,030	14.7%
Environmental Services & Sustainability	-	-	410,190	100.0%
Development Services	3,705,599	3,972,867	4,343,280	9.3%
Economic Development	573,417	714,772	848,066	18.6%
Park & Tree Administration	960,934	836,609	777,514	(7.1%)
Historic Squares & Parks Maintenance	5,148,739	5,793,191	3,660,122	(36.8%)
Neighborhood Parks Maintenance	-	-	4,040,899	100.0%
Urban Forestry	2,336,059	2,882,137	4,055,371	40.7%
Greenscapes Maintenance	3,706,993	4,247,716	4,517,591	6.4%
City Cemeteries	2,247,570	2,315,368	3,692,796	59.5%
Stormwater Management	5,160,608	5,724,406	7,023,351	22.7%
Streets Maintenance	3,377,376	3,635,950	4,585,511	26.1%
Traffic Engineering	838,619	817,613	1,140,276	39.5%
Traffic Operations	6,298,870	7,097,265	7,780,312	9.6%
Infrastructure & Development Subtotal	\$36,414,990	\$41,518,376	\$49,177,560	18.4%
Interdepartmental				
Contingencies	-	-	1,500,000	100.0%
Convention & Visitors Bureau	10,144	-	-	0.0%
Metro Planning Commission	1,784,030	1,750,391	1,916,088	9.5%
Other Community Promotion	1,618,984	1,092,423	505,650	(53.7%)
Other Dues and Memberships	192,326	247,958	252,000	1.6%
Other Expenses	32,395,173	25,690,647	1,429,812	(94.4%)
Services From Civic Center Fund	135,000	135,000	135,000	0.0%
Services From Sanitation Fund	7,072,572	10,486,290	10,021,936	(4.4%)
Interdepartmental Subtotal	\$43,208,229	\$39,402,709	\$15,760,486	(60.0%)
Interfund Transfers				
Transfer To CDBG Spec Revs	1,225,793	739,812	1,096,630	48.2%
Transfer To CIP Fund	25,362,577	59,409,555	5,000,000	(91.6%)
Transfer To Civic Ctr Fund	145,765	-	-	0.0%
Transfer To Debt Serv Fund	2,649,203	3,621,068	3,695,049	2.0%
Transfer To Haz-Mat	207,035	197,653	333,609	68.8%
Transfer To TAD Fund	2,729,651	1,942,163	1,908,176	(1.7%)
Interfund Transfers Subtotal	\$32,320,024	\$65,910,251	\$12,033,464	(81.7%)
Total Expenses	\$247,752,229	\$295,951,572	\$238,985,149	(19.2%)

2023 Permanent Authorized Positions

The FY23 operating budget includes funding for 2,539.31 full-time equivalent positions. A summary of the personnel changes by service center are shown on the following pages.

BUISNESS UNITS	2021 Permanent	2022 Permanent	2023 Permanent	2022-2023 Change
<u>GOVERNANCE</u>				
Mayor and Aldermen	12.00	12.00	12.00	-
Clerk of Council	3.00	4.00	4.00	-
City Attorney ¹	5.00	5.00	3.00	(2.00)
Governance Total	20.00	21.00	19.00	(2.00)
<u>STRATEGIC SERVICES</u>				
Office of the City Manager	6.00	6.00	8.00	2.00
Office of Human Resources	22.00	23.00	25.00	2.00
Office of Management & Budget	11.00	12.00	12.00	-
Office of Marketing & Communications	6.00	6.00	15.00	9.00
Subtotal	45.00	47.00	60.00	13.00
Office of Financial Services				
Accounting Services Division	14.00	14.00	15.00	1.00
Purchasing Division	11.00	12.00	12.00	-
Revenue Administration Division	22.00	23.00	24.00	1.00
Utility Services	36.00	41.00	41.00	-
Subtotal	83.00	90.00	92.00	2.00
Strategic Services Total	128.00	137.00	152.00	15.00
<u>PUBLIC SAFETY</u>				
Savannah Police Department				
Office of the Police Chief	16.13	13.13	10.13	(3.00)
Patrol	336.24	339.24	339.24	-
Canine	7.00	7.00	7.00	-
Counter Narcotics Team (CNT)	15.00	15.00	14.00	(1.00)
Criminal Investigations	98.25	98.25	98.25	-
Information Mgmt. Division	26.00	26.00	26.00	-

¹ Two positions were transferred out of the City Attorney's Office to increase capacity in other areas; one position was transferred to Human Resources and one to Environmental Services and Sustainability.

BUISNESS UNITS	2021 Permanent	2022 Permanent	2023 Permanent	2022-2023 Change
Savannah Police Department (continued)				
Management Services	8.00	7.00	7.00	-
Mounted Patrol	6.00	6.00	6.00	-
Professional Standards & Training	8.00	8.00	9.00	1.00
SARIC - Sav Area Regional Intel Ctr	12.00	10.00	10.00	-
Savannah Impact	-	7.00	8.00	1.00
Strategic Investigative	43.00	38.00	38.00	-
Support Services	9.00	9.00	9.00	-
Traffic	28.00	28.00	24.00	(4.00)
Training and Recruitment	16.00	15.00	15.00	-
Subtotal	628.62	626.62	620.62	(6.00)
Savannah Fire Department				
Office of the Fire Chief	23.00	23.00	22.00	(1.00)
Emergency Planning	2.00	2.00	2.00	-
Fire Operations	309.00	309.00	309.00	-
Hazardous Material Team	4.00	4.00	4.00	-
Subtotal	338.00	338.00	337.00	(1.00)
Public Safety Total	966.62	964.62	957.62	(7.00)
<u>MUNICIPAL OPERATIONS</u>				
Office of the COO	3.00	3.00	3.00	-
311 Action Center	5.00	5.00	5.00	-
Municipal Archives Department	3.00	3.00	4.00	1.00
Risk Management	6.00	6.00	6.00	-
Subtotal	17.00	17.00	18.00	1.00
Fleet Services Department				
Fleet Administration	5.00	5.00	6.00	1.00
Fleet Maintenance	38.00	38.00	39.00	1.00
Subtotal	43.00	43.00	45.00	2.00
Real Estate Services Department				
Real Estate Administration	4.25	6.25	4.25	(2.00)
Property Acquisition & Disposition	9.00	7.00	5.00	(2.00)
Facility Maintenance & Operations	23.00	23.00	29.00	6.00
Civic Center / Arena Operations	8.00	7.00	7.00	-
Subtotal	44.25	43.25	45.25	2.00

BUISNESS UNITS	2021 Permanent	2022 Permanent	2023 Permanent	2022-2023 Change
Municipal Operations (continued)				
Innovation & Technology	38.60	37.60	37.60	-
Organizational Performance & Accountability	3.00	3.00	3.00	-
Recorder's Court Department	28.00	29.00	29.00	-
Special Events, Film & Tourism	9.00	15.00	15.00	-
Municipal Operations Total	182.85	187.85	192.85	5.00
<u>COMMUNITY SERVICES</u>				
Office of the CCSO	6.00	5.00	5.00	-
Neighborhood Safety & Engagement Services	-	3.00	3.00	-
Cultural Resources Department	11.50	11.50	13.50	2.00
Housing & Neighborhood Services				
Housing Services Division	12.00	15.00	17.00	2.00
Neighborhood Services Division	9.00	9.00	10.00	1.00
Subtotal	21.00	24.00	27.00	3.00
Human Services Department				
Family and Community Services	9.00	7.00	7.00	-
Grants and Contracts Division	5.00	5.00	5.00	-
Human Services Administration	4.00	7.00	8.00	1.00
Moses Jackson Advancement Center (MJAC)	4.00	4.00	7.00	3.00
Pennsylvania Ave. Resource Center (PARC)	8.11	8.11	8.63	0.52
Subtotal	30.11	31.11	35.63	4.52
Recreation & Leisure Services				
Recreation & Leisure Services Administration	6.50	6.50	10.00	3.50
Athletic Services Division	10.75	10.75	10.50	(0.25)
Recreation Maintenance Division	16.50	16.50	20.50	4.00
Recreation Services Division	59.82	59.82	46.76	(13.06)
Senior Services Division	26.73	26.73	26.73	-
Therapeutic Recreation Division	4.20	4.20	5.00	0.80
Subtotal	124.50	124.50	119.49	(5.01)
Community Services Total	193.11	199.11	203.62	4.51

BUISNESS UNITS	2021 Permanent	2022 Permanent	2023 Permanent	2022-2023 Change
<u>GOVERNMENT OPERATIONS</u>				
Office of the CGO	-	-	3.00	3.00
Code Compliance				
Code Compliance Administration	5.00	5.00	5.00	-
Code Enforcement Division	40.00	36.00	36.00	-
Subtotal	45.00	41.00	41.00	-
Sanitation				
Sanitation Administration	8.00	8.00	8.00	-
Commercial Refuse Division	17.00	17.00	17.00	-
Recycling & Litter Services Division	33.00	58.00	58.00	-
Refuse Disposal Division	14.00	14.00	14.00	-
Residential Refuse Division	101.00	105.00	105.00	-
Street Cleaning Division	22.00	22.00	23.00	1.00
Subtotal	195.00	224.00	225.00	1.00
Government Operations Total	240.00	265.00	269.00	4.00
<u>INFRASTRUCTURE & DEVELOPMENT</u>				
Office of the CIDO¹	5.00	5.00	3.00	(2.00)
Capital Projects Management	9.00	9.00	10.00	1.00
Planning & Urban Design	6.00	6.00	7.00	1.00
Subtotal	20.00	20.00	20.00	-
Environmental Services and Sustainability¹	-	-	3.00	3.00
Development Services Department²	43.00	44.00	45.00	1.00
Economic Development Department³	6.00	7.00	7.00	-

¹ Two FTEs move from the Office of the CIDO in FY23 to establish the stand-alone Environmental Services & Sustainability Department. Capital Projects Management gains an FTE to specialize in major transportation projects and community outreach. Planning & Urban Design gains an additional Zoning Plans Reviewer. See department pages for details regarding additional FTE changes throughout the Service Center.

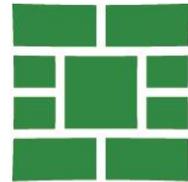
² Development Services FTE count increases by one in FY23 with the addition of a Deputy City Engineer position to provide business continuity and succession planning solutions while also addressing the increasing volume of services requested without increasing response-time.

³ WorkSource Coastal operates with 12 grant-funded employees not shown since they are not part of the City's permanent workforce.

BUISNESS UNITS	2021 Permanent	2022 Permanent	2023 Permanent	2022-2023 Change
Infrastructure & Development (continued)				
Park & Tree Department				
City Cemeteries ¹	23.63	23.63	47.63	24.00
Park & Tree Administration	5.00	6.00	3.00	(3.00)
Parks Maintenance ¹	72.00	71.00	98.00	27.00
Urban Forestry	25.00	24.00	25.00	1.00
Greenscapes Maintenance	28.00	28.00	30.00	2.00
Subtotal	153.63	152.63	203.63	51.00
Parking Services Department				
Parking Services Management	31.00	33.00	32.00	(1.00)
Parking Facilities	33.70	33.70	30.60	(3.10)
Subtotal	64.70	66.70	62.60	(4.10)
Transportation Services				
Traffic Engineering	12.00	12.00	12.00	-
Traffic Operations	22.00	22.00	23.00	1.00
Streets Maintenance	30.00	31.00	31.00	-
Subtotal	64.00	65.00	66.00	1.00
Water Resources				
Water Resources Administration	6.00	6.00	6.00	-
Stormwater Management Division	50.00	50.00	50.00	-
Water Resources Planning & Engineering	18.00	21.00	21.00	-
Water Distribution & Conveyance	114.00	115.00	115.00	-
Water Reclamation	82.00	79.00	79.00	-
Water Supply & Treatment	26.00	25.00	26.00	1.00
I & D Water Distribution	41.00	41.00	41.00	-
Subtotal	337.00	337.00	338.00	1.00
Infrastructure & Development Total	688.33	692.33	745.23	52.90
City-Wide Total				
	2,418.90	2,466.90	2,539.31	72.41

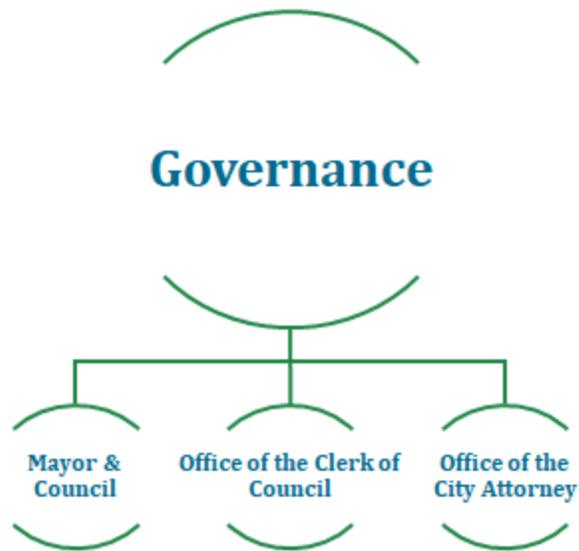
¹ 51 total new FTE positions added to the Parks Maintenance and Cemeteries divisions as well as the associated tools/equipment, supply, and vehicles required for greenspace management service enhancement. See the Park & Tree Department page for additional details.

SAVANNAH
savannahga.gov



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.



Governance 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).

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	2,114,557	2,295,283	3,040,542
Total Revenue	\$2,114,557	\$2,295,283	\$3,040,542

Expenditure by Type

Personnel Services	1,411,448	1,529,745	1,781,231
Outside Services	521,614	618,120	1,086,893
Commodities	28,328	35,300	35,451
Internal Services	153,167	112,118	123,061
Other Expenditures	-	-	13,906
Total Expenditures	\$2,114,557	\$2,295,283	\$3,040,542

Expenditure by Office

Mayor and Council	781,269	879,846	903,631
Office of the City Attorney	956,629	1,058,912	1,387,892
Office of the Clerk of Council	376,659	356,525	749,019
Total Expenditures	\$2,114,557	\$2,295,283	\$3,040,542

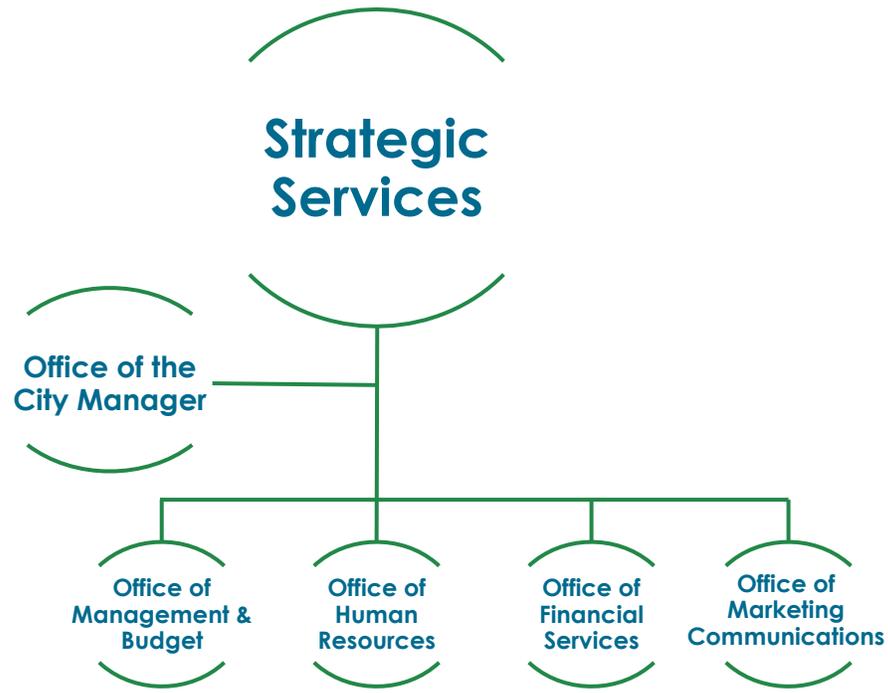
Authorized Positions

Governance	2022 FTE	2023 FTE	2022-2023 Difference
Mayor and Council	12.00	12.00	-
Office of the Clerk of Council	4.00	4.00	-
Office of the City Attorney ¹	5.00	3.00	(2.00)
Total Full-Time Equivalents	21.00	19.00	(2.00)

¹ Two positions were transferred out of the City Attorney's Office to increase capacity in other areas; one position to Human Resources and the other to Environmental Services and Sustainability.

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 organization in effort to foster a community in which stakeholders desire to work, visit, and live.



Strategic Services 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, businesses, and visitors 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 and 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, Government Operations, and Infrastructure & Development Service Center chiefs report directly to the City Manager.

Strategic Services, working with the governing body, City staff, and the community, implements 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
- Fiscal Planning and Management
- Policy Development and Implementation
- Strategic Planning and Initiatives
- Special Projects
- Legislative Coordination
- City Council Administrative Services
- Media Relations, Web Content and Social Media Relations

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	9,021,941	9,280,196	11,368,990
Water & Sewer Fund	2,404,288	3,062,063	3,212,573
Total Revenue	\$11,426,229	\$12,342,259	\$14,581,563

Expenditure by Type

Personnel Services	8,917,877	9,326,361	11,192,555
Outside Services	1,371,756	1,291,682	1,555,272
Commodities	401,537	702,541	561,727
Internal Services	810,336	988,035	1,101,658
Other Expenditures	(75,277)	33,640	170,351
Total Expenditures	\$11,426,229	\$12,342,259	\$14,581,563

Expenditure by Office

Office of the City Manager	912,435	1,065,379	1,395,424
Office of Financial Services	6,604,562	7,254,911	7,790,059
Office of Human Resources	2,305,896	2,430,825	2,813,078
Office of Management & Budget	994,218	918,708	1,221,245
Office of Marketing & Communications	609,118	672,436	1,361,757
Total Expenditures	\$11,426,229	\$12,342,259	\$14,581,563

Authorized Positions

Strategic Services	2022 FTE	2023 FTE	2022-2023 Difference
Office of the City Manager	6.00	8.00	2.00
Office of Financial Services	90.00	92.00	2.00
Office of Human Resources	23.00	25.00	2.00
Office of Management & Budget	12.00	12.00	-
Office of Marketing & Communications	6.00	15.00	9.00
Total Full-Time Equivalents	137.00	152.00	15.00



Office of Human Resources Overview

The [Office of Human Resources](#) is responsible for filling all City positions with qualified and capable individuals, and 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 Savannah citizens, businesses, and visitors, 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. 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; investigate and respond to all Equal Employment Opportunity Commission (EEOC) official complaints; negotiate and administer last chance agreements; advise on problems and conflict resolution; administer the grievance/arbitration process; conduct 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.
- Serve 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 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.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	2,305,896	2,430,825	2,813,079
Total Revenue	\$2,305,896	\$2,430,825	\$2,813,079

Expenditure by Type	Actual 2021	Projected 2022	Proposed 2023
Personnel Services	1,711,982	1,752,470	2,046,141
Outside Services	421,870	457,818	498,475
Commodities	21,509	37,939	47,400
Internal Services	150,385	177,227	191,184
Other Expenditures	150	5,371	29,879
Total Expenditures	\$2,305,896	\$2,430,825	\$2,813,079

Authorized Positions

Human Resources	2023 FTE	Grade
Assistant Director, Human Resources	1.00	305
Compensation & Data Specialist	1.00	115
Compensation and Data Manager	1.00	120
Employee Health Coordinator	1.00	113
Equal Employment Opportunity 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
Recruiter	1.00	113
Senior Administrative Assistant	1.00	109
Senior Director, Human Resources	1.00	313
Total Full-Time Equivalents	25.00	



Office of Management & Budget Overview

The [Office of Management & Budget](#) is responsible for preparing a fiscal plan that provides resources needed to support the City Council's strategic priorities and the service delivery needs of residents, businesses, and visitors. This office maintains budgetary controls, ensures a diversified revenue base that includes researching, securing, and managing grant funds; and updates 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 organization-wide performance measurement 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 to strengthen grant applications while streamlining the submission process and acting as liaison with funding agencies.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	994,218	918,709	1,221,246
Total Revenue	\$994,218	\$918,709	\$1,221,246

Expenditure by Type

Personnel Services	899,770	816,124	1,090,822
Outside Services	19,742	20,000	33,340
Commodities	11,969	23,600	22,450
Internal Services	62,737	58,985	67,669
Other Expenditures	-	-	6,965
Total Expenditures	\$994,218	\$918,709	\$1,221,246

Authorized Positions

Office of Management & Budget	2023 FTE	Grade
Assistant Director, Budget	1.00	305
Budget Analyst	1.00	114
Lead Fiscal Analyst	1.00	118
Principal Budget Analyst	2.00	117
Project Manager	1.00	117
Senior Administrative Assistant	1.00	109
Senior Budget Analyst	4.00	115
Senior Director, Budget	1.00	313
Total Full-Time Equivalents	12.00	



Office of Financial Services 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 Annual Comprehensive 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.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	4,200,274	4,192,847	4,577,485
Water & Sewer Fund	2,404,288	3,062,063	3,212,573
Total Revenue	\$6,604,562	\$7,254,910	\$7,790,058

Expenditure by Type

Personnel Services	5,037,756	5,418,149	5,873,032
Outside Services	812,040	575,689	651,894
Commodities	327,867	600,152	459,255
Internal Services	507,169	637,494	696,911
Other Expenditures	(80,270)	23,426	108,966
Total Expenditures	\$6,604,562	\$7,254,910	\$7,790,058

Expenditure by Division

Accounting Services	1,347,981	1,285,945	1,441,755
Purchasing	671,711	914,177	984,233
Revenue Administration	2,180,582	1,992,726	2,151,498
Utility Services	2,404,288	3,062,062	3,212,572
Total Expenditures	\$6,604,562	\$7,254,910	\$7,790,058

Authorized Positions

Financial Services	2023 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
Cashier	3.00	102
Customer Service Representative	11.00	103
Director, Purchasing	1.00	306
Director, Utilities	1.00	306
Inventory Control Supervisor	1.00	113
Lead Water Service Representative	1.00	107
Purchasing Specialist	4.00	109
Purchasing Technician	2.00	106
Revenue Compliance Analyst	1.00	111
Revenue Coordinator	2.00	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	11.00	105
Senior Administrative Assistant	1.00	109
Senior Director, Financial Services	1.00	313
Senior Director, Revenue	1.00	310
Senior Systems Analyst	1.00	118
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	92.00	

The logo for the Office of Marketing & Communications features a green arc above the text and another green arc below it, forming a partial circle around the text. The text is in a bold, blue, sans-serif font.

Office of Marketing & Communications

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

- Develop, coordinate, and administer activities to enhance awareness of City services; promote a unified brand; and deliver a common message.
- Develop and administer an employee communications program to keep employees informed; promote positive morale; and builds awareness of the City's activities.
- Collect and distribute timely information to a variety of interested parties through broadcast, print, and electronic media; conduct community outreach in support of City services, programs, and events.
- Develop and maintain professional media relations to foster positive media coverage of City programs and events.
- Manage Savannah's Internet and Intranet web sites by providing standards for content presentation, quality control, content development and technology improvements for site-wide enhancements that improve customer accessibility.
- Provide emergency public information services when needed.
- Organize special events such as news conferences, groundbreakings, ribbon cuttings, open houses, public meetings, and celebrations.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	609,118	672,436	1,361,757
Total Revenue	\$609,118	\$672,436	\$1,361,757

Expenditure by Type

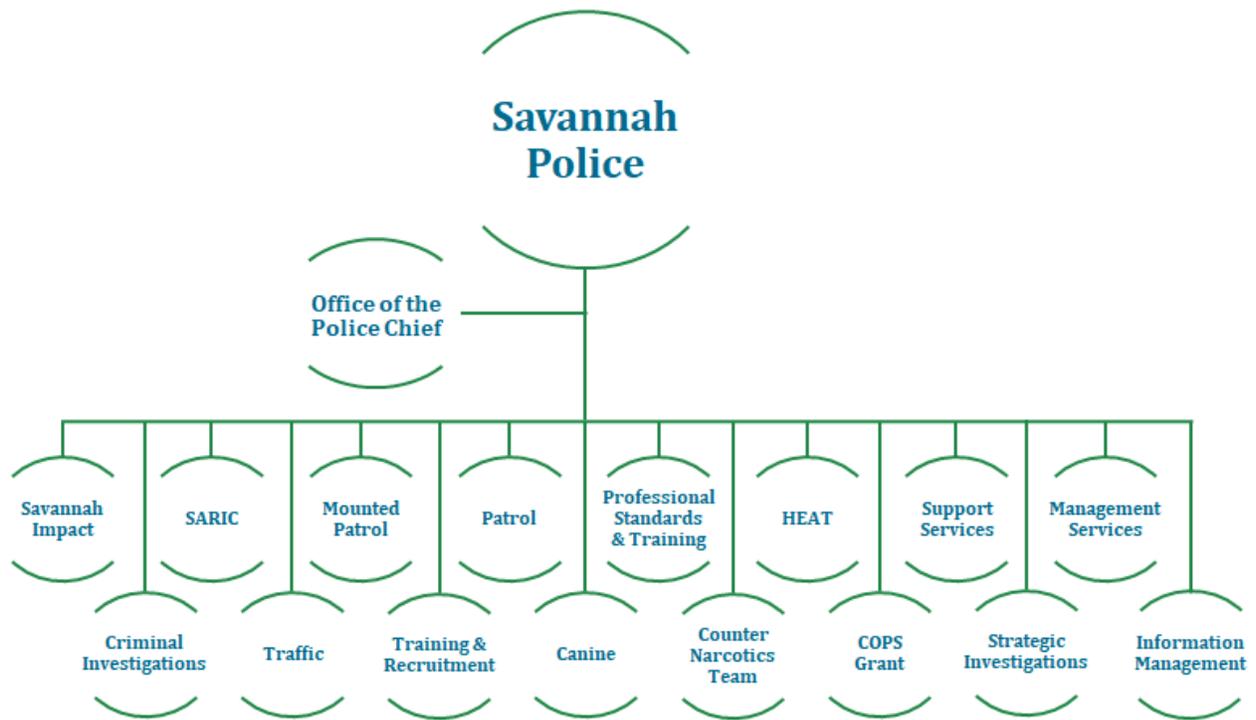
Personnel Services	489,953	514,832	1,132,480
Outside Services	51,806	75,484	106,916
Commodities	26,366	9,600	24,372
Internal Services	40,843	72,370	87,283
Other Expenditures	150	150	10,706
Total Expenditures	\$609,118	\$672,436	\$1,361,757

Authorized Positions

Marketing & Communications	2023 FTE	Grade
Administrative Assistant	1.00	106
Public Communications Coordinator	1.00	111
Public Communications Specialist	9.00	113
Public Safety Communications Manager	1.00	118
Senior Director, Public Communications	1.00	308
Senior Public Communications Specialist	1.00	115
Television and Video Manager	1.00	118
Total Full-Time Equivalents	15.00	

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.



Savannah Police 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 throughout 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.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	58,962,222	62,842,882	69,028,137
Grant Fund	992,020	1,114,932	1,051,749
Total Revenue	\$59,954,242	\$63,957,814	\$70,079,886

Expenditure by Type

Personnel Services	47,096,248	46,360,820	53,354,708
Outside Services	2,652,282	3,214,630	3,672,316
Commodities	1,954,601	2,536,160	2,440,023
Internal Services	6,018,566	6,526,953	6,812,113
Capital Outlay	10,000	47,000	122,955
Interfund Transfers ¹	-	2,804,536	-
Other Expenditures	2,222,545	2,467,715	3,677,771
Total Expenditures	\$59,954,242	\$63,957,814	\$70,079,886

Expenditure by Division²

Office of the Police Chief	1,603,716	1,497,031	1,523,069
Patrol	31,917,891	35,453,106	36,676,494
Canine Unit	729,847	718,979	872,108
Counter Narcotics Team (CNT)	1,426,972	1,299,244	1,538,469
Criminal Investigations	9,776,590	9,525,762	10,430,362
Information Management	1,587,730	1,717,557	1,722,393
Management Services	1,086,308	1,085,709	790,558
Mounted Patrol	617,287	713,115	708,256
Professional Standards and Training	819,434	836,778	934,957
Sav Area Regional Intel Ctr (SARIC)	972,015	972,765	973,643
Savannah Impact (SIP) ³	-	652,213	877,273
Strategic Investigative	3,330,049	3,187,893	3,869,850
Support Services	1,581,089	1,953,317	4,471,652
Traffic	2,657,737	2,532,828	2,650,452
Training & Recruitment	1,847,577	1,811,517	2,040,350
Total Expenditures	\$59,954,242	\$63,957,814	\$70,079,886

¹ Interfund transfer for planned additions to Police fleet.

² Expenditures incurred to administer the COPS and HEAT Grants are included in the Patrol and Traffic Divisions.

³ SIP was reinstated in mid-FY22 after a six-year hiatus to support at-risk youth and adults within the community.

Authorized Positions

Savannah Police	2023 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	515
Board of Education Officer	2.24	505
Cold Case Investigator	2.25	505
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	110
Groom	1.00	105
Inventory Coordinator	1.00	113
Open Records Request Specialist	1.00	105
Open Records Request Supervisor	1.00	111
Outside Employment Specialist	1.00	105
Police Captain	10.00	512
Police Chief	1.00	317
Police Corporal	144.00	507
Police Forensic Technician	2.00	111
Police Lieutenant	21.00	511
Police Major	3.00	513
Police Officer	286.00	505
Police Property Coordinator	1.00	109
Police Sergeant	67.00	508
Police Training Coordinator	1.00	111
Principal Crime Analyst	2.00	113
Property & Evidence Supervisor	1.00	111
Property & Evidence Technician	5.00	107
Records Division Supervisor	1.00	113
Records Supervisor	4.00	106
Records Technician	14.00	105
Recruiting Assistant	1.00	105
Reserve Police Officer Manager	0.13	110
Revenue Investigator	2.00	108
Senior Accountant	1.00	114
Senior Accounting Clerk	1.00	105
Senior Crime Analyst	1.00	112
Teletype Supervisor	1.00	108
Teletype Technician	2.00	105
Total Full-Time Equivalents	620.62	



Savannah Fire 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 throughout 15 stations. Since December 2020, the Fire Operations unit started providing emergency medical service response, as a result, SFD is able to educate citizens on first aid and CPR skills, stop-the-bleed practices, medical alert devices, environmental/climate illness prevention, and in-home trip/fall hazard prevention. All members of SFD are trained to be emergency medical responders, with 145 emergency medical technicians and nine paramedics. Fire Logistics is responsible for directing the Fire Prevention Office, Training Division, Safety & Wellness, Fire Investigations, Support Services, Fleet, Facility maintenance, and SFD's budget. Special Operations includes the Hazardous Materials (Haz-Mat) and Marine Response Divisions. The Hazardous Materials Response Team meets all requirements of a FEMA Type II Haz-Mat Entry Team and includes on-duty firefighters certified as technicians and specialists. The Marine Unit responds to fires 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 assistance 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 developing 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.
- 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 examination of building 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.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	33,638,743	35,938,372	37,244,192
Haz-Mat Fund	529,517	591,284	694,842
Total Revenue	\$34,168,260	\$36,529,656	\$37,939,034

Expenditure by Type

Personnel Services	29,469,849	29,629,153	29,571,298
Outside Services	524,590	649,914	730,636
Commodities	838,979	1,034,305	1,265,406
Internal Services	2,312,018	2,981,799	3,102,699
Capital Outlay	5,785	100,000	19,500
Other Expenditures	1,017,039	2,134,485	3,249,495
Total Expenditures	\$34,168,260	\$36,529,656	\$37,939,034

Expenditure by Division

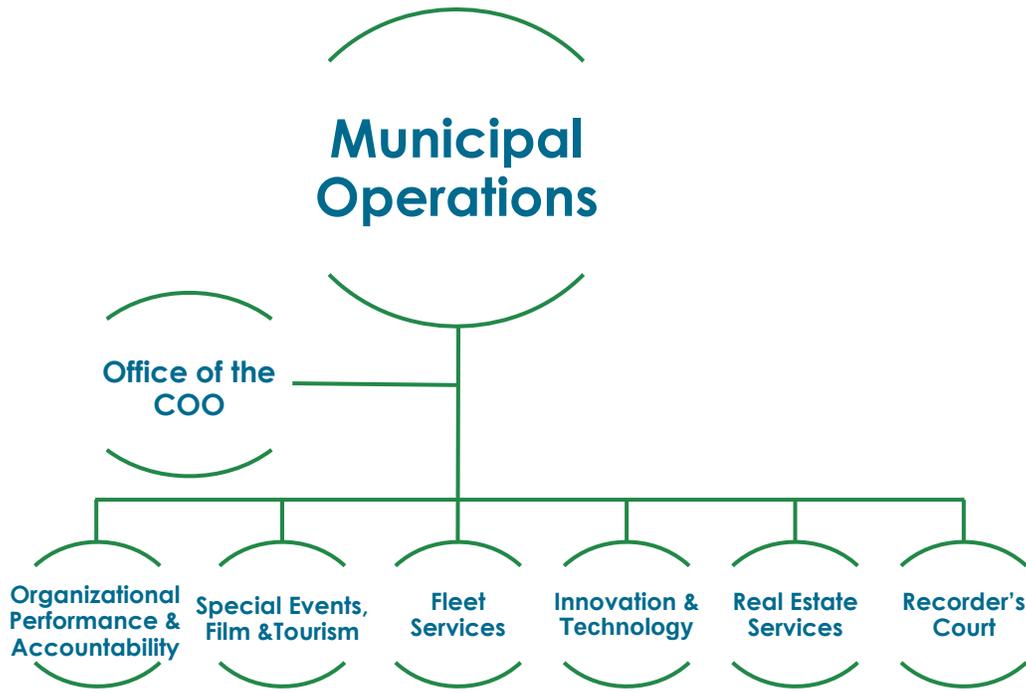
Office of the Fire Chief	5,583,393	6,764,501	7,927,739
Fire Operations	27,833,138	28,934,102	29,070,710
Emergency Planning	222,212	239,769	245,743
Hazardous Materials Team	529,517	591,284	694,842
Total Expenditures	\$34,168,260	\$36,529,656	\$37,939,034

Authorized Positions

Savannah Fire	2023 FTE	Grade
Administrative Assistant	2.00	106
Administrative Secretary	3.00	105
Assistant Fire Chief	2.00	514
Chief Fire Investigator	1.00	509
Director, Emergency Management	1.00	306
Executive Assistant	1.00	110
Fire Battalion Chief	13.00	510
Fire Captain	73.00	509
Fire Chief	1.00	317
Fire Engineer	75.00	506
Fire Investigator	1.00	506
Fire Marshall	1.00	510
Fire Prevention Inspector	5.00	506
Firefighter, Advanced	155.00	504
Inventory Specialist	1.00	110
Research & Planning Officer	1.00	506
Senior Management Analyst	1.00	114
Total Full-Time Equivalents	337.00	

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.



Municipal 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 City 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.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	15,321,640	16,764,156	18,413,120
Civic Center Fund ¹	3,156,984	7,270,590	5,628,000
Internal Service Fund	15,283,662	19,438,300	18,340,513
Total Revenue	\$33,762,286	\$43,473,046	\$42,381,633

Expenditure by Type

Personnel Services	12,382,325	13,036,515	14,722,354
Outside Services	14,887,135	18,755,985	18,689,648
Commodities	2,219,596	2,606,033	2,254,924
Internal Services	2,417,476	3,035,295	2,714,937
Capital Outlay	10,800	332,742	170,000
Debt Service	1,335,173	1,903,484	1,901,356
Interfund Transfers	(600,000)	2,372,288	1,630,675
Other Expenditures	1,109,781	1,430,704	297,739
Total Expenditures	\$33,762,286	\$43,473,046	\$42,381,633

Expenditure by Division

Office of the Chief Operating Officer	2,482,289	3,524,515	3,772,704
Org. Performance & Accountability	369,080	383,766	412,449
Special Events, Film & Tourism	901,986	1,796,152	2,120,476
Fleet Services	5,898,587	6,770,608	6,913,131
Innovation & Technology Services	9,385,076	12,667,691	11,427,382
Real Estate Services ¹	12,380,262	16,112,570	15,219,190
Recorder's Court	2,345,006	2,217,744	2,516,301
Total Expenditures	\$33,762,286	\$43,473,046	\$42,381,633

¹ 3.3% of the Hotel/Motel tax is distributed to the Civic Center Fund within the Real Estate Services Department to support operations and maintenance. Hotel/Motel tax is uncommonly high in FY22, resulting in an interfund contribution expense to balance, reserving restricted revenues for necessary large-scale capital renovation pending design.

Authorized Positions

Municipal Operations	2022 FTE	2023 FTE	2022-2023 Difference
Office of the Chief Operating Officer	17.00	18.00	1.00
Organizational Performance & Accountability	3.00	3.00	-
Special Events, Film, & Tourism	15.00	15.00	-
Fleet Services	43.00	45.00	2.00
Innovation & Technology Services	37.60	37.60	-
Real Estate Services	43.25	45.25	2.00
Recorder's Court	29.00	29.00	-
Total Full-Time Equivalents	187.85	192.85	5.00



Organizational Performance & Accountability

Organizational Performance & Accountability Overview

[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.
- Submit 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; provide 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.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	369,080	383,766	412,449
Total Revenue	\$369,080	\$383,766	\$412,449

Expenditure by Type			
Personnel Services	323,104	330,754	343,366
Outside Services	26,422	30,977	18,802
Commodities	413	675	775
Internal Services	19,141	21,360	47,448
Other Expenditures	-	-	2,058
Total Expenditures	\$369,080	\$383,766	\$412,449

Authorized Positions

Organizational Performance & Accountability	2023 FTE	Grade
Principal Internal Auditor	2.00	117
Senior Director, Performance & Accountability	1.00	308
Total Full-Time Equivalents	3.00	



Special Events, Film & Tourism

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, pedicabs, 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 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 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.

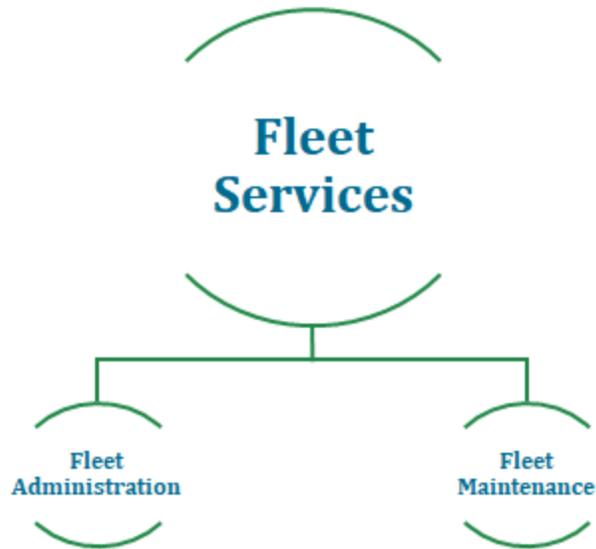
FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	901,986	1,796,152	2,120,476
Total Revenue	\$901,986	\$1,796,152	\$2,120,476

Expenditure by Type			
Personnel Services	711,813	1,047,083	1,080,747
Outside Services	91,299	482,420	696,804
Commodities	28,401	9,946	14,350
Internal Services	57,900	130,089	142,829
Capital Outlay	-	109,500	150,000
Other Expenditures	12,573	17,114	35,746
Total Expenditures	\$901,986	\$1,796,152	\$2,120,476

Authorized Positions

Special Events, Film, & Tourism	2023 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
Night Manager	1.00	304
Program Coordinator	1.00	111
Project Coordinator	1.00	111
Senior Administrative Assistant	1.00	109
Senior Director, Special Events, Film & Tourism	1.00	312
Tourism Compliance Officer	4.00	102
Tourism Management Coordinator	1.00	111
Total Full-Time Equivalents	15.00	



Fleet Services 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.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
Internal Service Fund	5,898,587	6,770,608	6,913,131
Total Revenue	\$5,898,587	\$6,770,608	\$6,913,131

Expenditure by Type			
Personnel Services	2,371,885	2,495,560	3,349,243
Outside Services	1,377,092	1,721,483	1,137,181
Commodities	1,387,915	1,512,010	1,475,199
Internal Services	709,837	920,733	852,741
Capital Outlay	10,800	93,242	20,000
Other Expenditures	41,058	27,580	78,768
Total Expenditures	\$5,898,587	\$6,770,608	\$6,913,131

Expenditure by Division			
Fleet Administration	601,532	571,116	662,071
Fleet Maintenance	5,297,055	6,199,492	6,251,060
Total Expenditures	\$5,898,587	\$6,770,608	\$6,913,131

Authorized Positions

Fleet Services	2023 FTE	Grade
Accounting Technician	1.00	105
Assistant Director, Fleet Services	1.00	304
Auto Parts Buyer	1.00	108
Automotive Mechanic I	9.00	110
Automotive Mechanic II	8.00	113
Automotive Mechanic III	7.00	114
Automotive Mechanic IV	2.00	115
Automotive Mechanic Supervisor	3.00	117
Emergency Vehicle Mechanic	3.00	115
Fleet Maintenance Manager	1.00	119
Inventory Coordinator	1.00	113
Management Analyst	1.00	111
Senior Administrative Assistant	1.00	109
Senior Director, Fleet Services	1.00	310
Senior Equipment Mechanic	8.00	113
Supply Clerk	2.00	103
Vehicle Maintenance Contracts Coordinator	1.00	112
Vehicle Maintenance Coordinator	2.00	107
Total Full-Time Equivalents	45.00	



Innovation & Technology Services

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 conducts business analyses with user departments to develop solutions to meet business needs, manages technology 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

- User Support Services
- Technology Program Management
- Networking, Engineering, and Telephone System Support
- Information Security and Compliance
- Public Safety Surveillance System Management
- 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, including 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.
- 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.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
Internal Service Fund	9,385,076	12,667,692	11,427,382
Total Revenue	\$9,385,076	\$12,667,692	\$11,427,382

Expenditure by Type			
Personnel Services	3,088,481	3,161,673	3,358,341
Outside Services	4,739,307	7,338,877	7,078,395
Commodities	91,276	328,983	146,800
Internal Services	532,683	528,396	577,538
Interfund Transfer	-	-	220,000
Other Expenditures	933,329	1,309,763	46,308
Total Expenditures	\$9,385,076	\$12,667,692	\$11,427,382

Authorized Positions

Innovation & Technology Services	2023 FTE	Grade
Administrative Assistant	1.00	106
Administrative Clerk	0.60	102
Assistant Director, Information Tech	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
Innovation Technology Manager	4.00	121
Innovation + Technology Project Manager	2.00	119
Network Supervisor	1.00	118
Radio Systems Technician I	1.00	110
Radio Systems Technician II	2.00	111
Security Engineer	1.00	119
Senior Administrative Assistant	1.00	109
Senior Director, Innovation Technology	1.00	313
Senior Network Technician	4.00	116
Senior Systems Analyst	2.00	118
Systems Analyst	1.00	117
Systems Engineer	3.00	119
Total Full-Time Equivalents	37.60	



Real Estate Services 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 and Enmarket Arena 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
- Arena Operations
- Contract Management

Core Responsibilities

- Perform work order repairs, minor renovations, and preventative maintenance services at more than 100 City facilities and provide property management functions such as janitorial, pest-control, contracted mail/courier services, and grounds maintenance oversight.
- Conduct all real property transactions for the City of Savannah, portfolio inventory management and reporting, property research and monitoring, and related functions.
- Operate and manage the Civic Center, including the Martin Luther King Jr. Arena, ballroom, and several meeting venues, and manage the Johnny Mercer Theatre operating contract.
- Administer the operating contract and capital asset management plan for the Enmarket Arena.
- Maintain the River Street Visitor Center, MLK Visitor Center, and the Tricentennial Park facilities and coordinate the center operating contracts with managing partners.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	9,223,278	8,841,980	9,591,190
Civic Center Fund ¹	3,156,984	7,270,590	5,628,000
Total Revenue	\$12,380,262	\$16,112,570	\$15,219,190

Expenditure by Type			
Personnel Services	2,873,678	3,064,485	3,214,199
Outside Services ²	7,371,653	6,911,468	7,338,465
Commodities	503,950	615,164	542,225
Internal Services	774,045	1,039,509	724,915
Capital Outlay	-	130,000	-
Debt Service	1,335,173	1,903,484	1,901,356
Interfund Transfers ¹	(600,000)	2,372,288	1,410,675
Other Expenditures	121,763	76,172	87,355
Total Expenditures	\$12,380,262	\$16,112,570	\$15,219,190

Expenditure by Division³			
Real Estate Administration	3,157,273	2,404,323	2,301,431
Property Acquisition & Disposition	3,179,862	1,782,327	451,819
Facility Maintenance & Operations	2,886,143	4,655,330	6,837,940
Civic Center & Arena Operations ¹	3,156,984	7,270,590	5,628,000
Total Expenditures	\$12,380,262	\$16,112,570	\$15,219,190

¹ 3.3% of the Hotel/Motel tax is distributed to the Civic Center Fund to support operations and maintenance. Hotel/Motel tax is uncommonly high in FY22, resulting in an interfund contribution expense to balance the fund and reserve restricted revenues for necessary large-scale capital renovation pending design.

² Variance between FY22 Projected and FY23 Proposed is mainly driven by the citywide General Fund electricity bill management by Facilities Maintenance & Operations. Fuel and energy costs are rising, and utility billing is variable with weather trends.

³ The budgets of the Real Estate Administration, Property Acquisition & Disposition, and Facility Maintenance & Operations divisions were reorganized mid-FY22 to clarify and align duties and responsibilities with division missions and to streamline operations. The Expenses by Category table shows that although the budget distribution within the Department has changed considerably, overall expenses are trending stable.

Authorized Positions

Real Estate Services	2023 FTE	Grade
Administrative Assistant	3.00	106
Assistant Director, Civic Center	1.00	304
Building & Electrical Maintenance Supervisor	4.00	112
Building Maintenance Technician I	9.00	107
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
Maintenance Crew Chief	1.00	110
Maintenance Superintendent	1.00	117
Maintenance Worker	1.00	102
Painter	1.00	103
Production Operations Coordinator	1.00	114
Real Estate Manager	1.00	119
Real Estate Specialist	6.00	115
Senior Administrative Assistant	1.00	109
Senior Director, Real Estate Services	1.00	310
Total Full-Time Equivalents	45.25	

The logo for Recorder's Court features a green arch above the text "Recorder's Court" in a blue, serif font, with another green arch below the text.

Recorder's Court

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, including case flow, records, and budgetary management. Manage statistical and computer system analysis, court technology, grant oversight, and public relations. Manage 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. Arrange court appearances and update records by entering conditions of sentence for each offense.
- Provide administrative support to the Recorder's Court Judges.
- Manage the dockets of the court, assign cases to judges, schedule hearings, assign court resources and staff to ensure effective and efficient administration of justice in the court.
- Coordinate and consult with City and county information technology departments to ensure court information systems are maintained and operated efficiently.
- 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.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	2,345,006	2,217,744	2,516,301
Total Revenue	\$2,345,006	\$2,217,744	\$2,516,301

Expenditure by Type			
Personnel Services	1,867,567	1,741,126	2,020,483
Outside Services	256,073	241,492	243,004
Commodities	56,307	50,700	55,200
Internal Services	165,059	184,426	177,434
Other Expenditures	-	-	20,180
Total Expenditures	\$2,345,006	\$2,217,744	\$2,516,301

Authorized Positions

Recorder's Court	2023 FTE	Grade
Case Disposition Clerk	3.00	106
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 Administrative Assistant	1.00	109
Senior Deputy Court Clerk	1.00	107
Senior Director, Recorders Court	1.00	308
Total Full-Time Equivalents	29.00	

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".



Community Services 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 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

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.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	12,857,718	18,014,929	18,416,188
Community Development Fund	2,571,218	1,516,923	1,852,007
Total Revenue	\$15,428,936	\$19,531,852	\$20,268,195

Expenditure by Type			
Personnel Services	10,689,233	10,739,067	11,819,256
Outside Services	1,184,663	2,982,588	2,601,505
Commodities	449,215	1,962,364	1,696,340
Internal Services	1,615,074	1,856,002	2,181,020
Interfund Transfers	-	42,000	-
Other Expenditures	1,490,751	1,949,831	1,970,074
Total Expenditures	\$15,428,936	\$19,531,852	\$20,268,195

Expenditure by Department			
Office of the Chief CSO	584,365	973,785	1,140,987
Neighborhood Safety & Engagement	551	1,344,296	1,467,852
Cultural Resources	1,545,158	1,670,748	1,837,337
Human Services	3,473,989	4,538,622	4,184,569
Housing & Neighborhood Services	1,808,369	1,289,189	1,653,018
Recreation & Leisure Services	8,016,504	9,715,212	9,984,432
Total Expenditures	\$15,428,936	\$19,531,852	\$20,268,195

Authorized Positions

Community Services	2022 FTE	2023 FTE	2022-2023 Difference
Office of the Chief Community Services Officer	5.00	5.00	-
Neighborhood Safety & Engagement Services	3.00	3.00	-
Cultural Resources	11.50	13.50	2.00
Human Services	31.11	35.63	4.52
Housing & Neighborhood Services	24.00	27.00	3.00
Recreation & Leisure Services	124.50	119.49	(5.01)
Total Full-Time Equivalents	199.11	203.62	4.51



Neighborhood Safety & Engagement

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.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	551	1,344,296	1,467,852
Total Revenue	\$551	\$1,344,296	\$1,467,852

Expenditure by Type			
Personnel Services	-	192,428	232,716
Outside Services	551	594,906	703,506
Commodities	-	510,750	506,200
Internal Services	-	4,212	19,953
Interfund Transfer	-	42,000	-
Other Expenditures	-	-	5,477
Total Expenditures	\$551	\$1,344,296	\$1,467,852

Authorized Positions

Neighborhood Safety & Engagement Services	2023 FTE	Grade
Neighborhood Safety and Engagement Director	1.00	121
Program Coordinator	2.00	111
Total Full-Time Equivalents	3.00	



Cultural Resources Overview

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

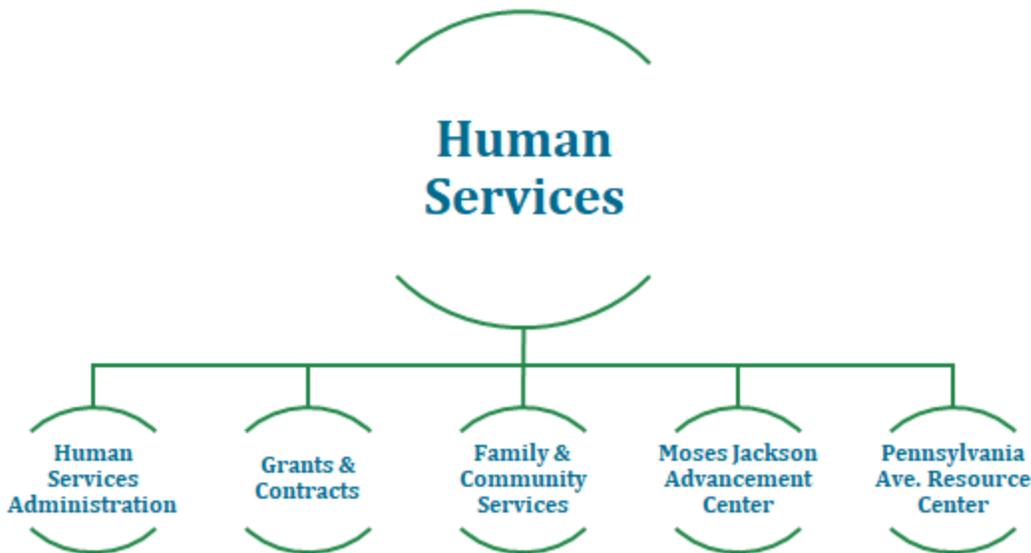
FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	1,545,158	1,670,748	1,837,337
Total Revenue	\$1,545,158	\$1,670,748	\$1,837,337

Expenditure by Type			
Personnel Services	733,780	756,949	895,594
Outside Services	61,297	110,289	110,707
Commodities	49,224	57,150	60,007
Internal Services	77,218	88,360	98,778
Other Expenditures	623,639	658,000	672,251
Total Expenditures	\$1,545,158	\$1,670,748	\$1,837,337

Authorized Positions

Cultural Resources	2023 FTE	Grade
Audio/Video Production Specialist	1.50	110
Cultural Services Contract Coordinator	1.00	112
Customer Service Representative	2.00	103
Marketing Coordinator	1.00	112
Performing Arts Program Coordinator	1.00	114
Performing Arts Specialist	1.50	105
Senior Administrative Assistant	1.00	109
Senior Director, Cultural Resources	1.00	308
Senior Program Coordinator	1.00	118
Visual Arts Specialist	2.50	105
Total Full-Time Equivalents	13.50	



Human Services 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, 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.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	2,711,140	4,310,889	3,985,579
Community Development Fund	762,849	227,734	198,990
Total Revenue	\$3,473,989	\$4,538,623	\$4,184,569

Expenditure by Type			
Personnel	1,917,013	1,909,612	2,033,318
Outside Services	159,882	846,513	468,884
Commodities	60,029	145,687	121,475
Internal Services	522,161	398,042	477,450
Other Expenditures	814,904	1,238,769	1,083,442
Total Expenditures	\$3,473,989	\$4,538,623	\$4,184,569

Expenditure by Division			
Human Services Administration	1,319,642	2,410,990	1,916,207
Family & Community Services	554,467	597,587	620,688
Grants & Contracts	576,592	227,734	198,990
Moses Jackson Advancement Center	330,160	319,014	514,689
Pennsylvania Avenue Resource Center	524,262	772,395	679,162
Step-up Program	168,866	210,903	254,833
Total Expenditures	\$3,473,989	\$4,538,623	\$4,184,569

Authorized Positions

Human Services	2023 FTE	Grade
Administrative Assistant	2.00	106
Administrative Clerk	2.00	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	3.63	106
Educational Specialist	1.00	110
Grants Manager	2.00	119
Loan Officer	1.00	108
Principal Grants Analyst	1.00	113
Program Analyst	4.00	111
Program Coordinator	4.00	111
Recreation Services Activity Coordinator	1.00	108
Resource Center Manager	2.00	118
Senior Administrative Assistant	1.00	109
Senior Director, Human Services	1.00	308
Senior Grants Analyst	2.00	112
Total Full-Time Equivalents	35.63	



Housing & Neighborhood Services 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.

FY23 Resources

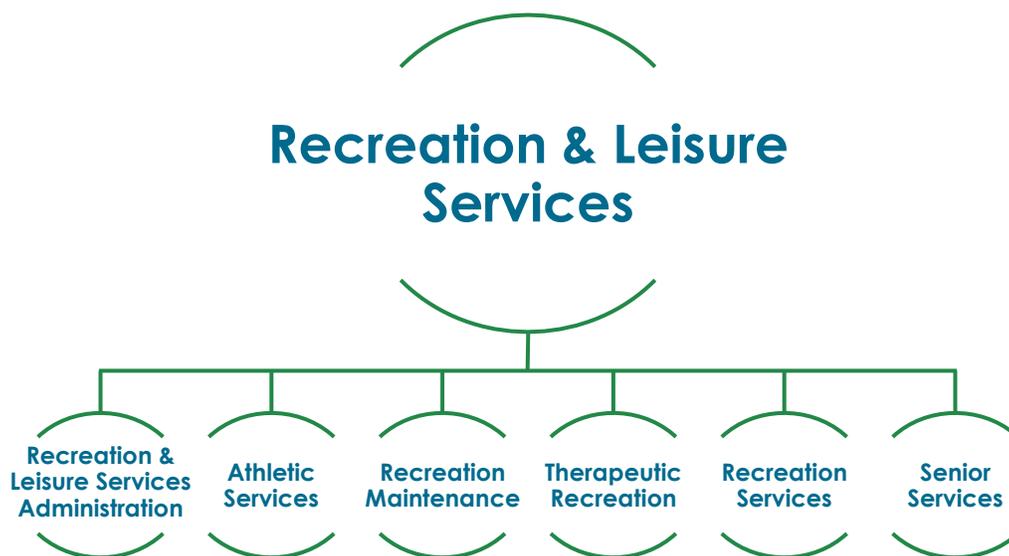
Revenue Source	Actual 2021	Projected 2022	Proposed 2023
Community Development Fund	1,808,369	1,289,189	1,653,017
Total Revenue	\$1,808,369	\$1,289,189	\$1,653,017

Expenditure by Type			
Personnel Services	1,519,840	820,721	1,021,296
Outside Services	(68,631)	120,213	131,687
Commodities	21,734	29,426	23,177
Internal Services	327,499	311,002	439,855
Other Expenditures	7,927	7,827	37,002
Total Expenditures	\$1,808,369	\$1,289,189	\$1,653,017

Expenditure by Division			
Housing Services	1,133,949	512,078	732,692
Neighborhood Services	674,420	777,111	920,325
Total Expenditures	\$1,808,369	\$1,289,189	\$1,653,017

Authorized Positions

Housing & Neighborhood Services	2023 FTE	Grade
Administrative Assistant	1.00	106
Administrative Coordinator	1.00	112
Asst. Director, Housing	1.00	304
Community Housing Services Director	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	2.00	114
Loan Officer	5.00	108
Real Estate Specialist	1.00	115
Senior Administrative Assistant	1.00	109
Senior Director, Housing & Neighborhood Services	1.00	308
Senior Planner	1.00	114
Senior Program Analyst	1.00	112
Total Full-Time Equivalents	27.00	



Recreation & Leisure Services Overview

The [Recreation & Leisure Services Department](#) is responsible for providing residents of Savannah and neighboring communities with access to quality recreational programs, well-maintained parks, community centers, sports facilities, and open space areas. The department achieves these priorities by offering youth and adult athletic programs, managing neighborhood and regional community centers, outdoor pools, and sports facilities. 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 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.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	8,016,504	9,715,212	9,984,432
Total Revenue	\$8,016,504	\$9,715,212	\$9,984,432

Expenditure by Type			
Personnel Services	5,986,900	6,548,425	7,077,902
Outside Services	1,013,676	1,291,041	1,166,255
Commodities	305,873	832,191	479,301
Internal Services	665,796	1,004,089	1,106,674
Other Expenditures	44,259	39,466	154,300
Total Expenditures	\$8,016,504	\$9,715,212	\$9,984,432

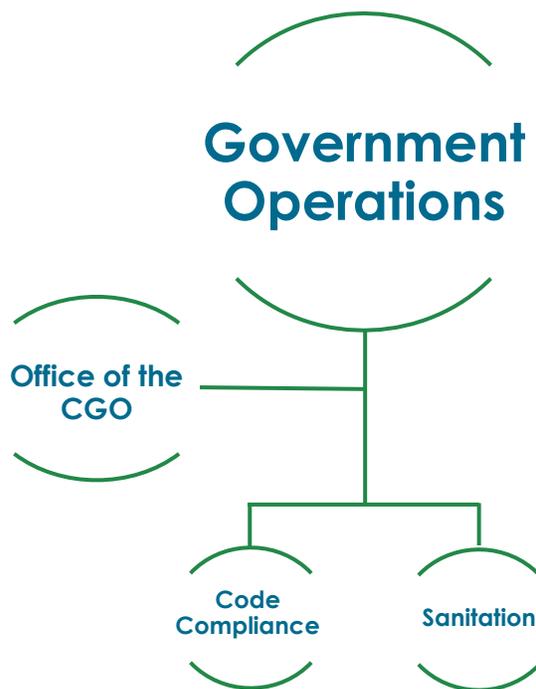
Expenditure by Division			
Recreation & Leisure Administration	621,973	593,035	913,317
Athletic Services	819,241	1,263,247	1,101,836
Recreation Maintenance	1,173,345	1,278,659	1,633,288
Therapeutic Recreation	256,680	321,881	378,508
Recreation Services	3,146,530	4,019,102	3,580,681
Senior Services	1,998,735	2,239,288	2,376,802
Total Expenditures	\$8,016,504	\$9,715,212	\$9,984,432

Authorized Positions

Recreation & Leisure Services	2023 FTE	Grade
Administrative Assistant	4.00	106
Administrative Secretary	1.76	105
Assistant Director, Parks & Recreation	2.00	305
Athletics Manager	1.00	119
Clubhouse Attendant	1.50	102
Computer Services Specialist	1.00	108
Lifeguard	6.99	102
Maintenance Crew Chief	4.00	110
Maintenance Superintendent	1.00	117
Maintenance Worker	9.50	102
Management Analyst	1.00	111
Medium Equipment Operator	2.00	105
Program Coordinator	6.00	111
Project Coordinator	1.00	111
Recreation Services Activity Coordinator	22.32	108
Recreation Services Leader	38.32	106
Recreation Services Manager	2.00	110
Senior Administrative Assistant	1.00	109
Senior Director, Parks & Recreation	1.00	313
Senior Lifeguard	2.85	103
Senior Maintenance Worker	4.00	103
Swimming Pool Supervisor	1.00	108
Therapeutic Specialist	2.00	107
Van Driver	2.25	102
Total Full-Time Equivalents	119.49	

Government Operations

Government Operations is responsible for managing core services to protect the lives, property, health and environment of the community by providing and managing trained professionals that promote and protect the integrity of our neighborhoods.



Government Operations Service Center Overview

Government Operations, comprised of the Code Compliance and Sanitation Departments, accelerates the City's "back to basics" service delivery and works to improve the quality of life in Savannah by ensuring a safe, sanitary, and healthy community.

Linkage to Strategic Priorities and Results

- Good Government
- Neighborhood Revitalization
- Public Safety

Key Business Services

- Executive Leadership
- City Code Enforcement
- Property Maintenance Standards
- Solid Waste Management and Street Cleaning
- Recycling Services and Litter Control
- Environmental Compliance
- Public Education

Core Responsibilities

- Increase neighborhood vitality through environmental health and safety.
- Educate and engage community on Code requirements and personal and commercial responsibilities pertaining City Ordinances; and ensure public awareness of City services, programs, and service delivery schedules.
- Reduce blight, litter, and nuisance violations.

FY23 Resources

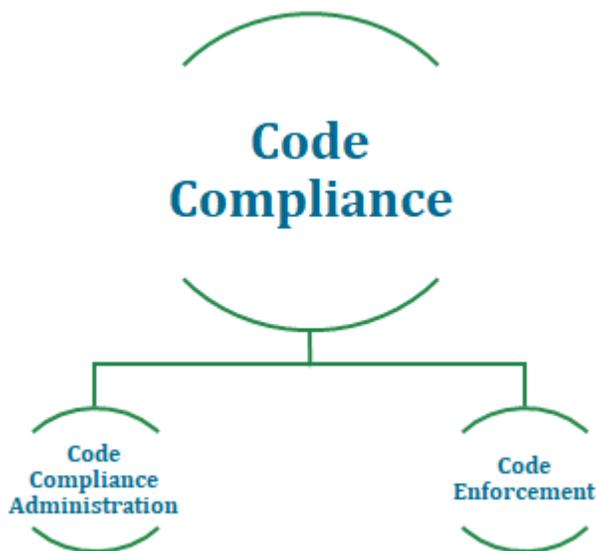
Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	3,892,164	3,984,418	4,502,470
Sanitation Fund	33,774,163	40,062,251	35,280,057
Total Revenue	\$ 37,666,327	\$44,046,669	\$ 39,782,527

Expenditure by Type			
Personnel	13,414,561	14,339,576	17,831,775
Outside Services	6,337,849	7,676,326	5,365,698
Commodities	1,809,101	2,539,144	2,473,177
Internal Services	4,093,041	5,097,898	5,442,751
Capital Outlay	76,462	16,972	-
Debt Service	1,282,132	1,294,952	1,697,713
Interfund Transfer	3,068,928	7,837,633	3,777,780
Other Expenditures	7,584,253	5,244,168	3,193,633
Total Expenditures	\$37,666,327	\$44,046,669	\$39,782,527

Expenditure by Department			
Office of the Chief of Government Operations	-	93,751	434,902
Code Compliance	3,892,164	3,890,667	4,067,568
Sanitation	33,774,163	40,062,251	35,280,057
Total Expenditures	\$37,666,327	\$44,046,669	\$39,782,527

Authorized Positions

Government Operations	2022 FTE	2023 FTE	2022-2023 Difference
Office of the Chief of Government Operations	-	3.00	3.00
Code Compliance	41.00	41.00	-
Sanitation	224.00	225.00	1.00
Total Full-Time Equivalents	265.00	269.00	4.00



Code Compliance 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, unsafe occupied residential dwellings, and regulatory enforcement of short-term vacation rental code. 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.

Linkage to Strategic Priorities and Results

- Good Government
- Neighborhood Revitalization
- Public Safety

Key Business Services

- City Code Enforcement
- Property Maintenance Standards Management
- Public Nuisance Violation Enforcement
- Unsecured Vacant Buildings Safety Remediation
- Zoning Code Compliance Including Short-Term Vacation Rentals Enforcement
- 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 regarding violations of the City ordinances as they pertain 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.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	3,892,164	3,890,667	4,067,567
Total Revenue	\$3,892,164	\$3,890,667	\$4,067,567

Expenditure by Type

Personnel	2,709,651	2,491,074	2,739,599
Outside Services	517,879	672,786	608,721
Commodities	152,886	163,192	135,250
Internal Services	445,029	434,326	435,856
Interfund Transfer ¹	-	61,600	-
Other Expenditures ²	66,719	67,689	148,141
Total Expenditures	\$3,892,164	\$3,890,667	\$4,067,567

Expenditure by Division

Code Compliance Administration	576,977	548,401	534,506
Code Enforcement	3,315,187	3,342,266	3,533,061
Total Expenditures	\$3,892,164	\$3,890,667	\$4,067,567

¹ Two ½-ton vans with safety light bars were funded as part of a FY22 service enhancement request.

² The increase in FY23 is primarily driven by the Vehicle Capital Use payment to the Vehicle Purchase Fund. 15 of the Department's 28 vehicles were issued or replaced between the end of 2021 and 2022, and annual payments distributed across the years based upon the estimated useful life of the vehicles begins in 2023.

Authorized Positions

Code Compliance	2023 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 Administrative Assistant	1.00	109
Senior Code Compliance Officer	18.00	110
Senior Director, Code Compliance	1.00	310
Total Full-Time Equivalents	41.00	



Sanitation 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, and bulk items 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.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
Sanitation Fund	33,774,163	40,062,251	35,280,057
Total Revenue	\$33,774,163	\$40,062,251	\$35,280,057

Expenditure by Type			
Personnel ¹	10,704,909	11,755,202	14,752,786
Outside Services ²	5,819,969	7,003,540	4,722,593
Commodities	1,656,217	2,375,501	2,294,327
Internal Services	3,648,012	4,663,572	4,995,263
Capital Outlay	76,462	16,972	-
Debt Service	1,282,132	1,294,952	1,697,713
Interfund Transfer	3,068,928	7,776,033	3,777,780
Other Expenditures	7,517,534	5,176,479	3,039,595
Total Expenditures	\$33,774,163	\$40,062,251	\$35,280,057

Expenditure by Division			
Sanitation Administration	1,125,690	1,112,560	1,000,343
Residential Refuse Division ¹	8,878,631	9,955,615	9,344,640
Refuse Disposal Division	5,843,859	6,770,427	6,741,107
Street Cleaning Division	2,937,317	3,127,025	3,540,832
Commercial Refuse Division	1,989,364	2,322,405	2,076,998
Recycling & Litter Services Division ¹	4,827,507	7,359,265	6,481,104
Sanitation Interdepartmental ³	8,171,795	9,414,954	6,095,033
Total Expenditures	\$33,774,163	\$40,062,251	\$35,280,057

¹ (29) additional FTEs were funded in FY22 along with necessary supplies and vehicular equipment to enhance recycling, litter, and residential refuse services. FY22 projected personnel expenses reflect vacancy savings during recruitment and hiring processes.

² The variance from FY22 to FY23 is primarily due to significantly reduced Rental and Temporary Labor needs as longstanding fleet and recruitment/retention challenges have been addressed, primarily impacting the Residential Refuse and Recycling & Litter Divisions.

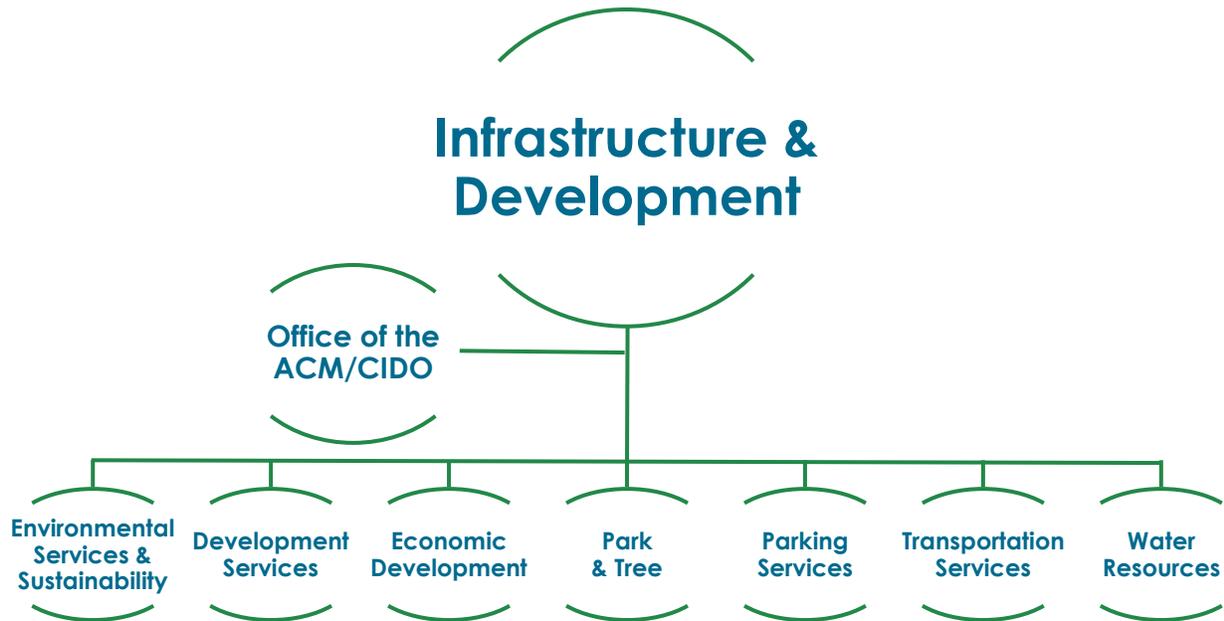
³ Sanitation interdepartmental is a non-operating unit.

Authorized Positions

Sanitation	2023 FTE	Grade
Administrative Assistant	3.00	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 & Recycling Services	1.00	308
Director, Refuse Disposal	1.00	308
Director, Residential Refuse	1.00	308
Environmental Compliance Coordinator	1.00	115
Heavy Construction Equipment Operator	3.00	108
Heavy Equipment Operator	34.00	107
Landfill Manager	1.00	120
Maintenance Crew Chief	1.00	110
Maintenance Worker	5.00	102
Refuse Truck Operator	51.00	105
Residential Refuse Services Manager	1.00	120
Sanitation Education Coordinator	1.00	111
Sanitation Supervisor	13.00	112
Sanitation Worker	49.00	102
Senior Administrative Assistant	1.00	109
Senior Director, Sanitation	1.00	313
Senior Maintenance Worker	4.00	103
Senior Sanitation Worker	43.00	104
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	225.00	

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.



Infrastructure & Development 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.

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
- Traffic Engineering and Traffic Safety Management
- Water, Sewer, and Stormwater Operations
- Greenspace Management
- Public and Private Development Planning, Zoning, and Urban Planning
- 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 Environmental Services & Sustainability, Parking, Transportation, Development Services, Water Resources, Park & Tree, 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.
- Resolve complex and sensitive citizen inquiries and complaints; interpret, analyze, defend, and explain City policies, procedures, programs, and activities.
- Ensure the City has safe and sound infrastructure that produces, treats, and conveys safe drinking and wastewater 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.
- Administer construction contracts for assigned capital projects.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	36,414,990	41,518,376	49,177,561
Grant Fund	-	6,398,029	6,914,966
Per Occupied Room (POR) Fee Fund	278,056	512,283	605,000
Water & Sewer Fund	79,165,779	87,800,158	82,943,656
Industrial & Domestic Water Fund	12,474,187	8,370,212	8,984,091
Parking Fund	20,324,599	21,682,858	20,546,548
Total Revenue	\$148,657,611	\$166,281,916	\$169,171,822

Expenditure by Type			
Personnel Services ¹	40,481,507	42,070,217	51,815,023
Outside Services	26,020,692	32,039,082	30,781,651
Commodities	7,695,173	9,966,111	9,619,297
Internal Services	16,762,535	19,534,433	18,314,777
Capital Outlay	66,003	439,158	439,800
Debt Service	7,569,043	10,956,329	11,546,148
Interfund Transfers	37,123,965	42,578,796	38,435,871
Other Expenditures	12,938,693	8,697,790	8,219,255
Total Expenditures	\$148,657,611	\$166,281,916	\$169,171,822

Expenditure by Department			
Office of the ACM/CIDO ²	2,060,207	3,480,480	2,302,280
Environmental Services & Sustainability ³	-	-	410,190
Development Services	3,705,599	3,972,867	4,343,281
Economic Development	573,417	7,112,801	7,763,032
Park & Tree ⁴	14,678,350	16,587,304	21,349,294
Parking Services	20,324,599	21,682,858	20,546,549
Transportation Services	10,514,865	11,550,828	13,506,099
Water Resources	96,800,574	101,894,778	98,951,097
Total Expenditures	\$148,657,611	\$166,281,916	\$169,171,822

¹ FY23 Service Center total FTE count increases by 52.9, primarily in the Park & Tree Department.

² \$1 million in Q4 of FY22 to cover costs associated with remediating safety hazards under Truman Parkway to persons experiencing homelessness is the primary driver of the variance between FY22 and FY23.

³ Two FTEs and associated programmatic budget move from the Office of the ACM/CIDO to establish the Environmental Services & Sustainability Department in FY23.

⁴ FY23 Budget includes 51 new FTEs, as well as the associated tools/equipment, supply, and vehicles required for greenspace management service enhancement. See the Park & Tree Department page for additional details.

Authorized Positions

Infrastructure & Development	2022 FTE	2023 FTE	2022-2023 Difference
Office of the ACM/CIDO ¹	20.00	20.00	-
Environmental Services & Sustainability	-	3.00	3.00
Development Services	44.00	45.00	1.00
Transportation Services	65.00	66.00	1.00
Water Resources	337.00	338.00	1.00
Park & Tree	152.63	203.63	51.00
Parking Services	66.70	62.60	(4.10)
Economic Development	7.00	7.00	-
Total Full-Time Equivalents	692.33	745.23	52.90

¹ Two FTEs move from the Office of the CIDO in FY23 to establish the stand-alone Environmental Services & Sustainability Department. Capital Projects Management gains an FTE to specialize in major transportation projects and community outreach. Planning & Urban Design gains an additional Zoning Plans Reviewer. See department pages for details regarding additional FTE changes throughout the Service Center.



Office of Environmental Services & Sustainability

Office of Environmental Services & Sustainability Overview

The [Office of Environmental Services & Sustainability](#) provides services to promote a healthy environment and community lifestyle for citizens, encourage community engagement, provide operational cost savings through efficiency and compliance support, and conserve natural resources for current and future generations.

Linkage to Strategic Priorities and Results

- Economic Strength & Poverty Reduction

Key Business Services

- Help develop sustainability initiatives that align with the City's strategic plan
- Develop external funding and partnerships to support City sustainability goals
- Provide technical assistance on strategies to achieve cost savings through resource conservation and efficiency
- Develop and implement community education, outreach, and forums for stakeholder engagement

Core Responsibilities

- 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.
- 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.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	-	-	410,190
Total Revenue	-	-	\$410,190

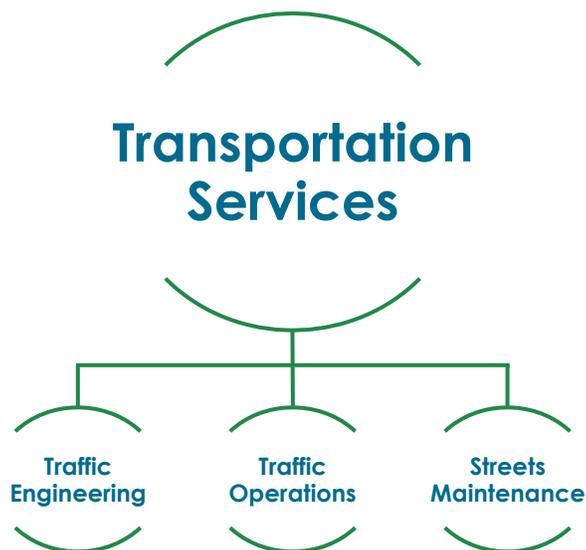
Expenditure by Type			
Personnel	-	-	278,635
Outside Services	-	-	103,888
Commodities	-	-	6,814
Internal Services	-	-	19,743
Other	-	-	1,110
Total Expenditures	-	-	\$ 410,190

Expenditure by Division			
Environmental Services and Sustainability	-	-	410,190
Total Expenditures	-	-	\$ 410,190

Authorized Positions¹

Office of Environmental Services & Sustainability	2023 FTE	Grade
Clean Energy Program Manager	1.00	118
Director, Environmental Sustainability	1.00	307
Project Manager	1.00	117
Total Full-Time Equivalents	3.00	

¹ Two FTEs move from the Office of the CIDO in FY23 to establish the stand-alone Environmental Services & Sustainability Department.



Transportation Services Overview

The mission of the Transportation Services Department¹ is to maintain the safest and most efficient, cost-effective, and sustainable roadways, walkways, and bikeways for our community, while promoting alternative modes of travel in an environmentally and economically sustainable manner. 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

- Multi-Modal Transportation Management and Planning
- Traffic Management
- Traffic Signs, Signals and Markings Maintenance
- Traffic Review and Permit Management
- Transportation Design and Safety Study
- Street, Sidewalks, and Lane Maintenance

¹ The Transportation Services Department was formally a division known as Mobility Services.

Core Responsibilities

- 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.
- 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.
- Design and implement a comprehensive traffic safety plan, which achieves the City's Vision Zero Initiative adopted by City Council on February 24, 2022.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	10,514,865	11,550,828	13,506,099
Total Revenue	\$10,514,865	\$11,550,828	\$13,506,099

Expenditure by Type			
Personnel Services ¹	3,559,733	3,450,494	4,729,188
Outside Services	5,070,266	5,741,201	6,354,121
Commodities	724,964	983,234	986,876
Internal Services	805,181	890,998	915,640
Capital Outlay	10,675	103,728	73,000
Interfund Transfers ²	-	34,600	-
Other Expenditures	344,046	346,573	447,274
Total Expenditures	\$10,514,865	\$11,550,828	\$13,506,099

Expenditure by Division			
Traffic Engineering	838,619	817,613	1,140,276
Traffic Operations	6,298,870	7,097,265	7,780,312
Street Maintenance	3,377,376	3,635,950	4,585,511
Total Expenditures	\$10,514,865	\$11,550,828	\$13,506,099

¹ FY23 includes SER (1) Traffic System Operator.

² FY22 included a vehicle addition for the Street Maintenance Superintendent.

Authorized Positions

Transportation Services	2023 FTE	Grade
Administrative Assistant	1.00	106
Administrative Clerk	2.00	102
Civil Engineer	1.00	117
Construction Inspector	3.00	111
Construction Site Safety Worker	2.00	104
Electrician	2.00	108
Electronic Control Technician	7.00	111
Engineering Technician	1.00	108
GIS Analyst	1.00	113
Heavy Construction 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	3.00	102
Medium Equipment Operator	5.00	105
Mobility Services Manager	1.00	120
Operations & Maintenance Manager	1.00	120
Planner	1.00	112
Senior Administrative Assistant	1.00	109
Senior Civil Engineer	1.00	120
Senior Maintenance Worker	5.00	103
Senior Maintenance Worker II	7.00	104
Sign Specialist	1.00	104
Traffic Engineering Coordinator	1.00	115
Traffic Engineering Superintendent	1.00	117
Traffic Maintenance Specialist	1.00	107
Traffic System Coordinator	1.00	115
Traffic System Operator	1.00	111
Vision Zero Coordinator	1.00	115
Senior Director, Transportation Services	1.00	310
Total Full-Time Equivalents	66.00	



Parking Services Overview

The [Parking Services Department](#)¹ manages on-street/off-street parking and other parking facilities to balance the needs for residents, businesses and visitors to our City. Whether it's by car, bike, boat or beyond the department is instrumental in getting citizens and visitors transported to foster livability and accessibility throughout the City.

Linkage to Strategic Priorities and Results

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

Key Business Services

- Parking Management
- Parking Facilities Management
- Motor Coach Permits
- Parking Enforcement

Core Responsibilities

- Manage and oversee on-street parking, parking meters and citation collection, including red light camera citation processing and collection.
- 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.
- Operate and maintain over 3,000 metered parking spaces in downtown Savannah, 700 linear feet of public floating docks, and nearly 800 linear feet of public bulkheads.

¹ The Parking Services Department was formally a division of Transportation Services.

- 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 and bicyclists, including developing new bicycle routes and installing bicycle rack.
- Maintain and install electric vehicles charging stations, which coincides with the City's 100% Sustainability Goal.
- Issue motor coach permits required for touring and/or traveling within Savannah's Historic District.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
Parking Services Fund	20,324,599	21,682,858	20,546,548
Total Revenue	20,324,599	21,682,858	20,546,548

Expenditure by Type			
Personnel Services	3,251,682	3,356,751	3,728,555
Outside Services ¹	4,319,171	5,926,514	5,312,900
Commodities	250,775	258,247	225,300
Internal Services ²	2,172,730	2,506,628	1,552,183
Debt Service ³	3,545,156	7,196,434	7,777,614
Interfund Transfers	6,460,726	1,684,000	1,470,000
Other Expenditures	324,359	754,284	479,996
Total Expenditures	20,324,599	21,682,858	20,546,548

Expenditure by Division			
Parking Management Services	4,308,215	6,040,864	5,502,219
Parking Facilities ⁴	7,302,019	10,863,415	11,918,609
Parking Interdepartmental ⁵	8,714,365	4,778,579	3,125,720
Total Expenditures	20,324,599	21,682,858	20,546,548

Authorized Positions

¹ The increase in 2022 is primarily driven by the traffic and parking management expenses associated with the opening of the new EnMarket Arena.

² The decrease in 2023 is primarily driven by a decrease in computer services expense, whereas Innovation and Technological Solution Department will no longer administer the parking affiliated software. These software will now be administered and managed by the Parking Services Department.

³ In 2022 Parking Services began principal payments associated with DSA Bonds issued for the River Street and Eastern Wharf Parking Garages. In 2023, Parking Services will begin principal payments associated with DSA Bonds issued for the EnMarket Arena Garage.

⁴ In 2023, Parking Facilities eliminated (5) vacant Parking Attendants due to the new automation with the garages with low use shifts in garages being replaced by automated gates.

⁵ This is a non-operating division.

Parking Services	2023 FTE	Grade
Administrative Clerk	1.00	102
Cashier	3.00	102
Customer Service Representative	1.00	103
Maintenance Worker	6.50	102
Mobility & Parking Services Analyst	1.00	111
Mobility & Parking Services Coordinator	1.00	110
Parking Facilities Attendant	21.10	102
Parking Facilities Shift Supervisor	2.00	107
Parking Manager	2.00	118
Parking Meter Technician	2.00	105
Parking Services Officer	8.00	103
Parking Services Supervisor	2.00	111
Revenue Investigator	7.00	108
Senior Administrative Assistant	1.00	109
Senior Parking Meter Technician	1.00	106
Senior Parking Services Officer	2.00	104
Senior Director, Parking Services	1.00	310
Total Full-Time Equivalents	62.60	



Development Services Overview

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

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	3,705,599	3,972,867	4,343,280
Total Revenue	\$3,705,599	\$3,972,867	\$4,343,280

Expenditure by Type	Actual 2021	Projected 2022	Proposed 2023
Personnel Services ¹	3,137,109	3,270,619	3,559,880
Outside Services	161,086	215,921	204,395
Commodities	46,768	71,400	84,091
Internal Services	332,867	389,284	376,942
Other Expenditures ²	27,769	25,643	117,972
Total Expenditures	\$3,705,599	\$3,972,867	\$4,343,280

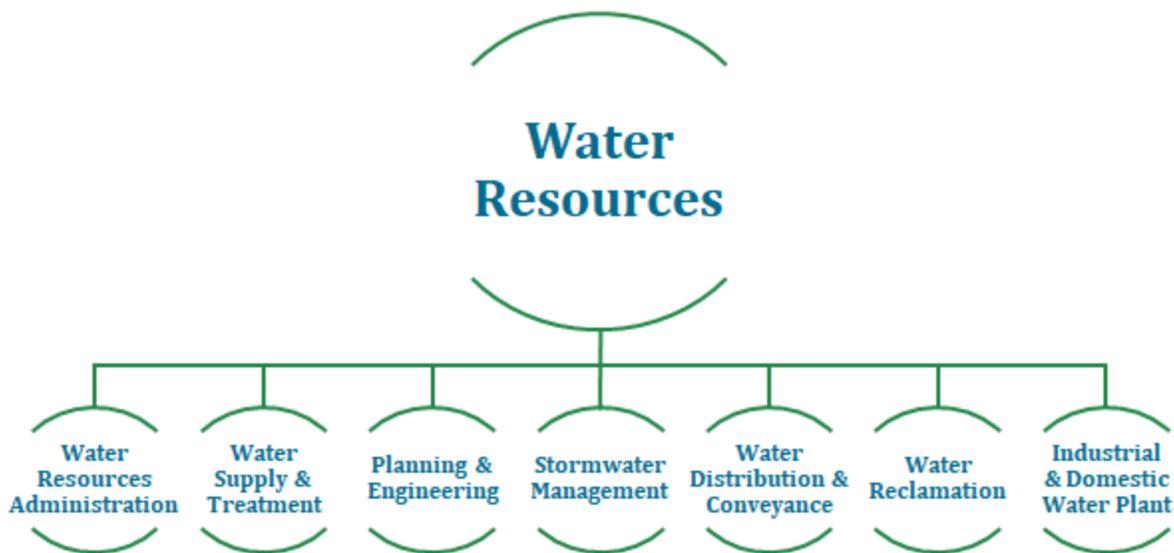
¹ Development Services FTE count increases by one in FY23 with the addition of a Deputy City Engineer position to provide business continuity and succession planning solutions while also addressing the increasing volume of services requested without increasing response-time.

² The FY23 variance is primarily driven by Vehicle Capital Use payment to the Vehicle Purchase Fund. 15 of the Department's 19 vehicles were issued or replaced between the end of 2021 and 2022, and the annualized payments for future replacement based upon the estimated useful life of the vehicles begins in 2023.

Authorized Positions

Development Services	2023 FTE	Grade
Building Inspector II	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
Deputy City Engineer ¹	1.00	888
Development Liaison Manager	1.00	119
Electrical Inspector II	3.00	112
Electrical Plans Examiner	1.00	114
GIS Analyst	2.00	113
Management Analyst	1.00	111
Mechanical Inspector II	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 II	3.00	112
Plumbing Plans Examiner	1.00	114
Principal GIS Analyst	1.00	118
Senior Administrative Assistant	1.00	109
Senior Director, Development Services	1.00	313
Senior GIS Analyst	1.00	115
Site Development Coordinator	1.00	113
Site Development Technician	1.00	108
Surveying Technician	1.00	107
Total Full-Time Equivalents	45.00	

¹ Development Services FTE count increases by one in FY23 with the addition of a Deputy City Engineer position to provide business continuity and succession planning solutions while also addressing the increasing volume of services requested without increasing response-time.



Water Resources 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.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	5,160,608	5,724,406	7,023,351
Water & Sewer Fund	79,165,779	87,800,159	82,943,655
Industrial & Domestic Water Fund	12,474,187	8,370,212	8,984,091
Total Revenue	\$96,800,574	\$101,894,777	\$98,951,097

Expenditure by Type

Personnel Services	19,649,118	20,529,855	24,487,132
Outside Services	12,084,706	13,470,810	13,346,049
Commodities	5,817,797	7,668,442	7,204,270
Internal Services	11,387,256	13,261,528	12,871,872
Capital Outlay	11,690	294,210	234,000
Debt Service	4,023,887	3,759,895	3,768,534
Interfund Transfers	30,663,239	35,699,835	30,418,069
Other Expenditures	13,162,881	7,210,202	6,621,171
Total Expenditures	\$96,800,574	\$101,894,777	\$98,951,097

Expenditure by Division

Water Resources Administration	674,576	1,123,356	1,189,071
Stormwater Management ¹	5,160,608	5,724,406	7,023,351
Water Resources Planning & Engineering	1,539,141	1,812,609	1,988,698
Water Distribution & Sewer Conveyance	13,969,495	14,604,933	15,449,275
Water Reclamation	10,330,202	11,671,488	12,064,174
Water Supply & Treatment	5,799,041	6,892,046	6,761,789
I&D Water Plant	12,474,187	8,370,212	8,984,091
Water Interdepartmental ²	17,611,628	18,816,718	15,527,678
Sewer Interdepartmental ⁵	29,241,696	32,879,009	29,962,970
Total Expenditures	\$96,800,574	\$101,894,777	\$98,951,097

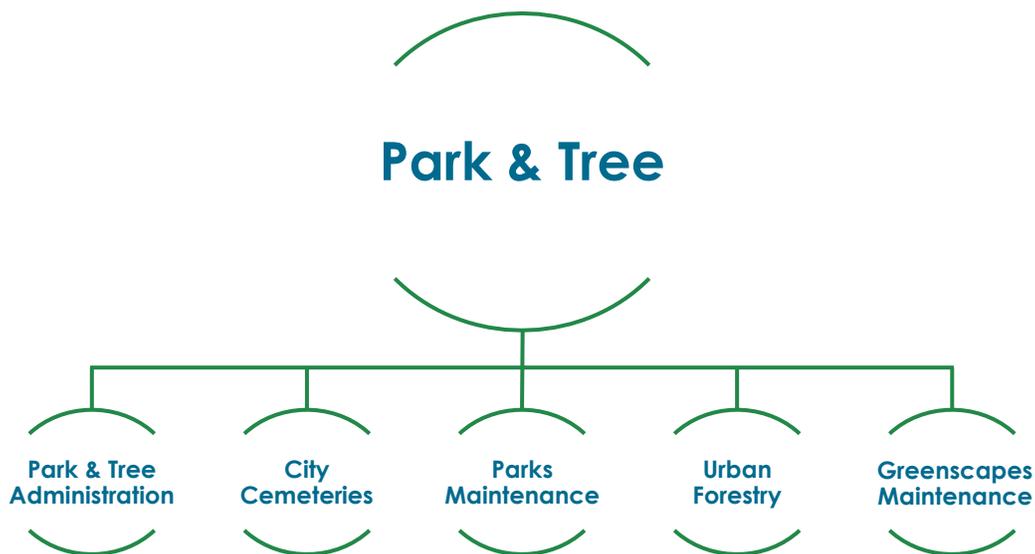
¹ Increase in FY23 Proposed is primarily driven by a 78% increase in Vehicle Capital-Use Charges paid to the Vehicle Replacement Fund.

² Water and Sewer Interdepartmental are non-operating divisions.

Authorized Positions

Water Resources	2023 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
Building & Electrical Maintenance Supervisor	1.00	112
Carpenter	1.00	107
Chemist	2.00	115
Civil Engineer	2.00	117
Construction Inspector	14.00	111
Contract Coordinator	1.00	111
Customer Service Representative	6.00	103
Director, Stormwater Operations	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
Electrician	2.00	108
Electronic Control Technician	11.00	111
Electronic Control Technician Supervisor	2.00	115
Engineering Technician	1.00	108
Environmental Affairs Manager	1.00	115
GIS Analyst	1.00	113
GIS Technician	1.00	110
Health and Safety Information Coordinator	1.00	111
Heavy Construction Equipment Operator	8.00	108
Heavy Equipment Operator	21.00	107
Industrial Pretreatment Coordinator	1.00	111
Industrial Pretreatment Technician	2.00	109
Laboratory Manager	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	22.00	102
Medium Equipment Operator	6.00	105
Microbiologist	1.00	115
Painter	2.00	103
Permit Specialist	1.00	103
Plant Operator	37.00	109
Principal GIS Analyst	1.00	118

Water Resources	2023 FTE	Grade
Regulatory Compliance & Environmental Coordinator	1.00	111
SCADA Analyst	1.00	113
SCADA Manager	1.00	120
SCADA Technician	1.00	110
Senior Administrative Assistant	1.00	109
Senior Carpenter	1.00	108
Senior Civil Engineer	8.00	120
Senior Director, Water Resources	1.00	313
Senior Laboratory Technician	4.00	109
Senior Maintenance Worker	17.00	103
Senior Maintenance Worker II	4.00	104
Senior Plant Operator	4.00	110
Senior Water & Sewer Maintenance Mech	16.00	110
Senior Water & Sewer Television Inspector	3.00	110
Stormwater Development & Environmental Manager	1.00	306
Stormwater Maintenance Mechanic	1.00	109
Stormwater Management Manager	1.00	120
Supply Clerk	2.00	103
Television Inspection Technician	3.00	106
Water & Sewer Locator Technician	3.00	107
Water & Sewer Maintenance Mechanic	12.00	107
Water & Sewer Manager	6.00	120
Water & Sewer Modeling Analyst	1.00	113
Water & Sewer Project Coordinator	1.00	115
Water & Sewer Superintendent	6.00	117
Water & Sewer Supervisor	13.00	113
Water Meter Reader	5.00	102
Water Meter Technician	7.00	105
Water Services Supervisor	1.00	113
Total Full-Time Equivalents	338.00	



Park & Tree Overview

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

The FY23 Budget includes an increase of 27 FTEs in the Parks Maintenance Division to provide consistent park and square greenspace maintenance throughout the City including enhanced litter control activities. The FY23 Budget also includes an additional service enhancement adds 24 FTEs to the City Cemeteries Division to bring grounds maintenance in-house from outside contract labor.

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
- Historic Preservation and Restoration

Core Responsibilities

- Provide vegetation maintenance, mowing, and maintaining rights-of-way, ditches, canals, lanes, City-owned parcels, parks including cemeteries, 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 historic character and appeal of public squares, cemeteries, and greenspaces by preserving, restoring, and repairing fountains and monuments.
- Manage special park, square, and cemetery 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.
- Sell interment rights, perpetual care agreements, and manage the property conditions at six municipal cemeteries.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	14,400,294	16,075,021	20,744,294
Per Occupied Room (POR) Fee Fund	278,056	512,283	605,000
Total Revenue	\$14,678,350	\$16,587,304	\$21,349,294

Expenditure by Type

Personnel Services	7,963,014	8,234,161	11,538,761
Outside Services	3,972,852	4,954,737	4,995,035
Commodities	755,851	899,537	1,001,067
Internal Services	1,574,305	2,133,668	2,194,242
Capital Outlay	43,638	41,220	132,800
Interfund Transfer	-	364	1,017,300
Other Expenditures	368,690	323,617	470,089
Total Expenditures	\$14,678,350	\$16,587,304	\$21,349,294

Expenditure by Division

Park & Tree Administration ¹	960,934	836,609	777,514
Parks Maintenance ²	5,426,795	6,305,474	8,306,021
Urban Forestry ³	2,336,059	2,882,137	4,055,372
Greenscapes Maintenance	3,706,993	4,247,716	4,517,591
City Cemeteries	2,247,569	2,315,368	3,692,796
Total Expenditures	\$14,678,350	\$16,587,304	\$21,349,294

¹ The decrease in FY23 is due to the reorganization of (3) administrative personnel to the divisions they directly support.

² FY23 increases due to service enhancement adding 27 FTEs to the Parks Maintenance Division, 24 FTEs to the City Cemeteries Division, as well as related supplies, tools/equipment, and vehicles.

³ A proactive cycle pruning plan was proposed and partially funded in FY21, with enhanced budget in FY22. Preliminary asset management and mapping work was necessary to ensure program effectiveness and performance tracking, and the FY23 Budget anticipates full implementation.

Authorized Positions

Park & Tree	2023 FTE	Grade
Administrative Assistant	1.00	106
Administrative Secretary	4.00	105
Aerial Lift Specialist	7.00	108
Cemetery Conservation Coordinator	1.00	113
Cemetery Conservation Technician	1.00	107
Cemetery Events Coordinator	1.00	109
Cemetery Services Coordinator	3.00	113
Director, Cemetery Operations	1.00	306
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	4.00	105
Lead Medium Equipment Operator	1.00	106
Maintenance Crew Chief	30.00	110
Maintenance Specialist	6.00	105
Maintenance Superintendent	4.00	117
Maintenance Supervisor	13.00	113
Maintenance Worker	48.63	102
Medium Equipment Operator	14.00	105
Park & Tree Manager	2.00	120
Pruning Specialist	2.00	106
Senior Administrative Assistant	1.00	109
Senior Director, Park & Tree	1.00	310
Senior Maintenance Worker	37.00	103
Senior Maintenance Worker II	5.00	104
Special Projects Coordinator	1.00	115
Total Full-Time Equivalents	203.63	



Economic Development Overview

The [Economic Development Department](#) is responsible for administering and coordinating the City's economic and small business development programs to foster a strong local economy, spur business and job growth, and provide a better quality of life in Savannah. The department focuses on programs and activities 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. Develop, maintain, and distribute a SBE and DBE 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.

FY23 Resources

Revenue Source	Actual 2021	Projected 2022	Proposed 2023
General Fund	573,417	714,772	848,066
Grant Fund	-	6,398,029	6,914,966
Total Revenue	\$573,417	\$7,112,801	\$7,763,032

Expenditure by Type			
Personnel Services	1,168,326	1,347,946	1,590,860
Outside Services	284,744	354,040	327,040
Commodities	75,532	66,689	93,978
Internal Services	348,750	162,260	192,396
Interfund Transfers	-	5,159,997	5,530,502
Other Expenditures	(1,303,935)	21,869	28,256
Total Expenditures	\$573,417	\$7,112,801	\$7,763,032

Expenditure by Division			
Economic Development Department	573,417	714,772	848,066
WorkSource Coastal ¹	-	6,398,029	6,914,966
Total Expenditures	\$573,417	\$7,112,801	\$7,763,032

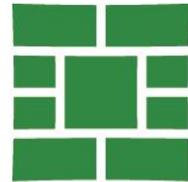
Authorized Positions

Economic Development ²	2023 FTE	Grade
Administrative Coordinator	1.00	112
Business Opportunity Manager	1.00	119
Community Projects Technician	1.00	105
Program Coordinator	3.00	111
Senior Director, Business Opportunity	1.00	308
Total Full-Time Equivalents	7.00	

¹ WorkSource Coastal was reinstated as a division under Economic Development in FY2021 with services limited by the COVID-19 pandemic. The division returned to full services in FY2022.

² WorkSource Coastal operates with 12 grant-funded employees not shown since they are not part of the City's permanent workforce.

SAVANNAH
savannahga.gov



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 2023, employer contributions to employee benefits total \$42,036,032 while employee contributions total \$24,675,348.

Social Security: The City will contribute \$10,680,996 to Social Security in 2023. City employees will contribute an equal amount for a total Social Security contribution of \$21,361,992.

Pension: In 2023, the City's contribution to the Pension Fund is \$10,375,580. 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 \$20,979,456 in 2023. Total contributions for insurance protection include interest earned and other revenue sources.

Employer Contributions				
Contributions	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Social Security	8,572,1	9,072,09		17.7
Pension		11,167,39	10,375,5	(7.1)
Group Medical Insurance	21,257,9	19,000,00	17,002,1	(10.5)
Group Life Insurance	376,3	150,00		(100.0)
Disability Insurance	326,0	200,00		(100.0)
Unemployment		100,000	100,0	—
Workers' Compensation	4,823,4	4,000,00	3,877,2	(3.1)
Total	\$44,185,601	\$43,698,490	\$42,036,032	(3.8)

Employee Contributions				
Contributions	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Social Security	8,572,141	9,072,091	10,680,996	17.7
Pension	7,222,808	7,646,750	9,572,806	25.2
Group Medical Insurance	4,972,905	4,810,362	5,243,295	9.0
Group Life Insurance	505,435	1,033,841	1,085,533	0.0
Total	\$21,273,289	\$22,563,044	\$26,582,630	17.8

Pension				
Contributions	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
City	10,895,207	11,167,399	10,375,580	(7.1)
Airport Commission	932,139	912,142	916,424	0.5
Metropolitan Planning Commission	192,520	179,405	180,836	0.8
Total	\$12,019,866	\$12,258,946	\$11,472,840	(6.4)

Group Medical Insurance

The 2023 City contribution to Group Medical Insurance is budgeted at \$17,002,184, which is below 2022 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	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
City	21,257,761	19,000,000	17,002,184	(10.5)
Employees	4,972,905	4,810,362	5,243,295	9.0
Retirees	—	1,264,216	1,377,995	9.0
Retirees – Medicare Advantage	—	528,259	528,259	—
Outside Agencies	148,124	301,554	324,160	7.5
Draw on/ (Contribution to) Reserves	(4,347,445)	2,989,698	2,824,107	(5.5)
Total	\$22,031,345	\$28,894,089	\$27,300,000	(5.5)

Expenditures	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Medical/Drug Claims	20,221,132	26,677,333	25,000,000	(6.3)
Administrative Charges	991,481	1,300,000	1,300,000	—
Actuarial Study Fees	48,710	—	—	—
Stop-Loss Coverage	765,350	916,756	1,000,000	9.1
Health Incentive Rebate	4,672	—	—	—
Total	\$22,031,345	\$28,894,089	\$27,300,000	(5.5)

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. To continue life insurance coverage after retirement, costs are incurred by retirees.

Life Insurance				
Contributions	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
City	376,345	150,000	—	(100.0)
Employee, Retiree, Agencies	505,435	1,033,841	1,085,533	5.0
Interest Earned	377	—	—	—
Draw on/ (Contribution to) Reserves	(14,735)	(438,841)	(321,384)	2.6
Total	\$867,422	\$745,000	\$764,149	2.6

Expenditures	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Life Insurance Premiums	867,422	745,000	764,149	2.6
Total	\$867,422	\$745,000	\$764,149	2.6

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 resulting from injury or sickness and are under a doctor's care.

Long Term Disability				
Contributions	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
City	326,002	200,000	—	(100.0)
Interest Earned	118	—	—	—
Draw on/ (Contribution to) Reserves	(98,760)	38,000	238,000	526.3
Total	\$227,360	\$238,000	\$238,000	—

Expenditures	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Long Term Disability	227,360	238,000	238,000	—
Total	\$227,360	\$238,000	\$238,000	—

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				
Contributions	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
City	—	100,000	100,000	—
Draw on/(Contribution to) Reserves	98,165	(82,895)	(82,895)	—
Total	\$98,165	\$17,105	\$17,105	—
Expenditures	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Claims/Legal Costs	98,165	17,105	17,105	—
Total	\$98,165	\$17,105	\$17,105	—

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				
Contributions	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
City	4,823,432	4,000,000	3,877,272	(3.1)
Stop Loss Reimbursement	11,947	10,000	10,000	—
State Insurance Trust Fund	150,986	100,000	100,000	—
Insurance Reimbursement	113,281	10,000	10,000	—
Interest Earned	1,413	—	—	—
Draw on / (Contribution to) Reserves	(429,314)	330,895	1,072,728	224.2
Total	\$4,671,745	\$4,450,895	\$5,070,000	13.9
Expenditures	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Workers' Comp Wages Paid	1,134,642	972,516	1,400,000	44.0
Settlements	331,250	600,000	475,000	(20.8)
Permanent Disability Payments	219,599	196,982	250,000	26.9
Legal Expenses	224,183	85,898	150,000	74.6
Medical Claims	1,980,202	1,842,597	2,000,000	8.5
Cost Containment Fees	162,303	120,000	140,000	16.7
Insurance Premium	391,497	434,702	400,000	(8.0)
Administrative Expenses	225,853	194,486	250,000	28.5
Drug Testing	2,216	1,714	3,000	75.0
Other Expenses	—	2,000	2,000	—
Total	\$4,671,745	\$4,450,895	\$5,070,000	13.9

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. For 2022, the City will close out the balance for several large settlements in the amount of \$9,250,000.

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	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
City	1,800,000	2,199,998	3,213,012	46.0
Insurance Reimbursement	—	544	—	(100.0)
Interest Earned	310	—	—	—
Draw on/(Contribution to) Reserves	124,353	464,458	(498,012)	(207.2)
Total	\$1,924,663	\$2,665,000	\$2,715,000	1.9
Expenditures	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Contractual Services	59,822	65,000	65,000	—
Purchased Premiums	1,864,841	2,600,000	2,650,000	1.9
Total	\$1,924,663	\$2,665,000	\$2,715,000	1.9

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. No other significant settlements have been proposed at this time.

Judgments & Losses				
Contributions	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
City	4,530,000	1,269,470	1,747,834	37.7
Interest Earned	767	—	—	—
Draw on/(Contribution to) Reserves	269,974	(224,269)	(387,834)	72.9
Total	\$4,800,741	\$1,045,201	\$1,360,000	30.1

Judgments & Losses				
Expenditures	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Contractual Services	8,671	20,000	30,000	50.0
Settlements	4,197,550	500,000	750,000	50.0
Legal Expenses	343,576	325,000	350,000	7.7
Claims	195,496	156,201	150,000	(4.0)
Employment Practices	50,742	42,000	75,000	78.6
Administrative Expenses	4,706	2,000	5,000	150.0
Total	\$4,800,741	\$1,045,201	\$1,360,000	30.1

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				
Contributions	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
City	865,441	1,500,000	2,034,255	35.6
Interest Earned	452	—	—	—
Draw on/(Contribution to) Reserves	435,888	54,397	(644,755)	(1,285.3)
Total	\$1,301,781	\$1,554,397	\$1,389,500	(10.6)

Expenditures	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Settlements	778,000	800,000	700,000	(12.5)
Legal Expenses	4,162	5,000	7,000	40.0
Claims	340,920	558,466	500,000	(10.5)

Expenditures	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Safety	12,990	1,000	7,000	600.0
Subrogation Fees	14,017	4,000	8,000	100.0
Insurance Premiums	69,806	75,000	60,000	(20.0)
Administrative Expenses	60,594	91,029	85,000	(6.6)
Drug Testing	21,230	19,402	22,000	13.4
Other Expenses	62	500	500	—
Total	\$1,301,781	\$1,554,397	\$1,389,500	(10.6)

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				
Revenue Source	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Hotel/Motel Tax	27,945,085	35,000,000	30,000,000	(14.3)
Total	\$27,945,085	\$35,000,000	\$30,000,000	(14.3)

Expenditures				
Expenditure Area	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2024
Contribution to Visit Savannah	9,314,097	11,655,000	9,990,000	(14.3)
Contribution to Trade Center	3,373,818	2,922,500	2,505,000	(14.3)
Transfer to General Fund	13,972,543	17,500,000	15,000,000	(14.3)
Transfer to Civic Center Fund	920,627	2,922,500	2,505,000	(14.3)
Total	\$27,945,085	\$35,000,000	\$30,000,000	(14.3)

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 are fully allocated to the Civic Center Fund to cover debt derived from the construction of the EnMarket Arena. The purpose of this revenue source is to support and promote trade, commerce, and tourism, as well as convention facility operations.

Revenues				
Revenue Source	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Auto Rental Tax	2,691,118	3,122,273	2,026,000	(35.1)
Total	\$2,691,118	\$3,122,273	\$2,026,000	(35.1)

Expenditures				
Expenditure Area	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Transfer to Civic Ctr.	2,691,118	3,122,273	2,026,000	(35.1)
Total	\$2,691,118	\$3,122,273	\$2,026,000	(35.1)

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). Beginning in 2023, this fund will manage computer hardware and software installed in City-owned vehicles, including Mobile Data Terminals in police interceptor vehicles. Fund revenue is primarily contributed through Innovation & Technology Services.

Revenues				
Revenue Source	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Computer Capital Charge	918,450	1,308,380	1,391,881	6.4
Miscellaneous	108,784	—	—	—
Vehicle Accessory Charge	—	—	455,700	100.0
Subtotal-Interfund Revenues	\$1,027,234	\$1,308,380	\$1,847,581	41.2
Interest Earned	1,057	—	—	—
Draw on/ (Contribution to) Reserves	11,926	—	—	—
Total	\$1,040,217	\$1,308,380	\$1,847,581	41.2

Expenditures				
Expenditures	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Commodities	1,022,467	1,308,380	1,391,881	6.4
Capital Outlay	11,253	—	455,700	100.0
Other Costs	6,497	—	—	—
Total	\$1,040,217	\$1,308,380	\$1,847,581	41.2

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. Purchases for computer hardware and software installed in City-owned vehicles after acquisition have been reclassified in 2023 to the Computer Purchase Fund for proper asset management by Innovation and Technology Services.

Revenues				
Revenue Source	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Vehicle Use Charges	7,544,710	8,741,648	9,936,736	13.7
Vehicle Accessory Charges	608,075	603,725	207,560	(65.6)
Fleet Addition Contribution	250,956	4,742,687	1,587,300	(66.5)
Subtotal-Interfund Revenues	\$8,403,741	\$14,088,060	\$11,731,596	(16.7)
Interest Earned	18,822	—	—	—
Sales Revenue	414,332	308,078	303,000	(1.6)
Miscellaneous	14,175	—	—	—
Draw on/ (Contribution to) Reserves	(2,569,621)	(2,488,363)	6,935,787	(378.7)
Total	\$6,281,449	\$11,907,775	\$18,970,383	59.3

Expenditures				
Expenditures	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Rentals	29,930	1,406,263	2,442,823	73.7
Outside Services	37,200	197,864	259,660	31.2
Vehicular Equipment	5,888,190	10,302,726	16,152,000	56.8
Capital Outlay	323,202	922	115,900	12470.5
Other Expenses	2,927	—	—	—
Total	\$6,281,449	\$11,907,775	\$18,970,383	59.3

Radio Replacement Fund

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

Revenues				
Revenue Source	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Radio Capital Use Charge	179,993	—	—	—
Vehicle Accessory Charge	—	—	471,800	100.0
Interest Earned	385	—	—	—
Draw on/ (Contribution to) Reserves	—	179,874	225,000	25.1
Total	\$180,378	\$179,874	\$696,800	287.3

Expenditures				
Expenditures	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Commodities	179,993	179,874	225,000	25.1
Capital Outlay	385	—	471,800	100.0
Total	\$180,378	\$179,874	\$696,800	287.3

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 to reduce cost and enhance the sharing of data across jurisdictional lines while improving productivity. Expenditures in 2021, 2022, and 2023 represent the City's contribution to this system.

Revenues				
Revenue Source	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Recorder's Court Technology Fee	99,659	80,000	100,000	25.0
Draw on/(Contribution to) Reserves	(26,424)	—	—	—
Total	\$73,235	\$80,000	\$100,000	25.0

Expenditures				
Expenditures	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Outside Services	72,051	65,000	90,000	38.5
Commodities	1,184	15,000	10,000	(33.3)
Total	\$73,235	\$80,000	\$100,000	25.0

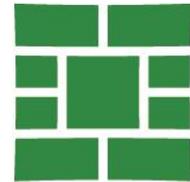
Per Occupied Room Fund

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. The fund also supports the Downtown Cleanliness Team within the Park and Tree Department.

Revenues				
Revenue Source	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Per Occupied Room Fee	1,416,155	1,800,000	1,872,000	4.0
Draw on/(Contribution to) Reserves	10,404	—	—	—
Total	\$1,426,559	\$1,800,000	\$1,872,000	4.0

Expenditures				
Expenditures	2021 Actual	2022 Projected	2023 Proposed	% Change 2022-2023
Personnel	94,738	77,594	97,921	26.2
Outside Services	1,318,958	1,690,683	1,727,618	2.2
Commodities	5,291	8,939	12,270	37.3
Internal Services	7,506	22,784	19,138	(16.0)
Other Expenditures	66	—	15,053	100.0
Total	\$1,426,559	\$1,800,000	\$1,872,000	4.0

SAVANNAH
savannahga.gov



2023 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	\$39,502									
502	\$43,085									
503	\$43,528									
504	\$48,000	\$49,200	\$50,430	\$51,690	\$52,983	\$54,307	\$55,665	\$57,056	\$58,483	
505	\$50,013	\$51,263	\$52,544	\$53,858	\$55,204	\$56,585	\$57,999	\$59,449		
506	\$61,408	\$62,943	\$64,516	\$66,129	\$67,782	\$69,477	\$71,214			
507	\$62,422	\$63,982	\$65,582	\$67,221	\$68,902	\$70,625				
508	\$74,156	\$76,010	\$77,910	\$79,858	\$81,854	\$83,901				
509	\$75,375	\$77,259	\$79,190	\$81,170	\$83,199	\$85,279				

Unified – Grade & Salary		
Grade	Min.	Max.
102	\$31,204	\$48,397
103	\$32,764	\$50,816
104	\$34,402	\$53,356
105	\$36,121	\$56,025
106	\$37,928	\$58,826
107	\$39,825	\$61,767
108	\$41,815	\$64,855
109	\$43,906	\$68,098
110	\$46,101	\$71,502
111	\$48,406	\$75,077
112	\$50,827	\$78,832
113	\$53,367	\$82,773
114	\$56,036	\$86,911
115	\$58,838	\$91,257
116	\$61,780	\$95,820
117	\$64,868	\$100,611
118	\$68,112	\$105,642
119	\$71,518	\$110,923
120	\$75,094	\$116,470
121	\$78,847	\$122,293

Managerial – Grade & Salary		
Grade	Min.	Max.
304	\$78,733	\$113,179
305	\$82,669	\$118,838
306	\$86,804	\$124,781
307	\$91,144	\$131,018
308	\$95,702	\$137,569
310	\$105,510	\$151,670
312	\$116,325	\$167,217
313	\$122,141	\$175,578
317	\$148,464	\$213,416

Public Safety Exempt – Grade & Salary		
Grade	Min.	Max.
510 ²	\$85,425	\$109,352
511 ¹	\$85,497	\$95,571
512 ¹	\$96,480	\$106,530
513 ¹	\$106,530	\$120,600
514 ²	\$110,550	\$140,700
515 ¹	\$120,600	\$150,750

¹Police ²Fire

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
311 Action Center Manager	114	Building Maintenance Technician I	107
Accountant	112	Building Official	308
Accounting Clerk	103	Building Plans Examiner	113
Accounting Technician	105	Business Analyst	118
Accreditation & Compliance Specialist	113	Business Opportunity Manager	119
Administrative Assistant	106	Capital Project Manager	118
Administrative Clerk	102	Carpenter	107
Administrative Coordinator	112	Case Disposition Clerk	106
Administrative Secretary	105	Case Management Supervisor	110
Administrator, Water & Sewer Operations	310	Cashier	102
Aerial Lift Specialist	108	Cemetery Conservation Coordinator	113
Alderman	99	Cemetery Conservation Technician	107
Archival Records Clerk	106	Cemetery Events Coordinator	109
Asset Management Coordinator	113	Cemetery Services Coordinator	113
Assistant City Attorney	310	Chemist	115
Assistant Director, Budget	305	Chief Deputy Court Clerk	121
Assistant Director, Civic Center	304	Chief Fire Investigator	509
Assistant Director, Financial Services	305	Chief of Staff	310
Assistant Director, Fleet Services	304	Chief, Community Services	317
Assistant Director, Housing	304	Chief, Government Operations	317
Assistant Director, Human Resources	305	Chief, Infrastructure & Dev/Asst City Mgr	99
Assistant Director, Human Services	305	Chief, Municipal Operations	317
Assistant Director, Information Tech	307	City Attorney	99
Assistant Director, Parks & Recreation	305	City Manager	99
Assistant Director, Purchasing	304	City Surveyor	114
Assistant Director, Sanitation	306	Civil Engineer	117
Assistant Fire Chief	514	Clean Energy Program Manager	118
Assistant Police Chief	515	Clerk of Council	307
Assistant to Clerk of Council	108	Clubhouse Attendant	102
Assistant to the City Manager	118	Code & Permit Officer	108
Athletics Manager	119	Code & Permit Supervisor	110
Audio/Video Production Specialist	110	Code Compliance Manager	120
Auto Parts Buyer	108	Code Compliance Officer	109
Automotive Mechanic I	110	Code Compliance Supervisor	112
Automotive Mechanic II	113	Code Compliance Technician	106
Automotive Mechanic III	114	Cold Case Investigator	505
Automotive Mechanic IV	115	Commercial Refuse & Recycling Svcs Mgr	120
Automotive Mechanic Supervisor	117	Communications Coordinator	111
Billing Technician	108	Community Housing Services Director	119
Board of Education Officer	505	Community Outreach Coordinator	110
Budget Analyst	114	Community Program Activity Coordinator	108
Building & Electrical Maintenance Supervisor	112	Community Program Leader	106
Building Inspector II	112	Community Program Specialist	107
Building Maintenance Technician I	107	Community Projects Technician	105

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
Compensation & Data Specialist	115	Electrical Plans Examiner	114
Compensation & Data Manager	120	Electrician	108
Compensation & Data Manager	120	Electronic Control Technician	111
Computer Services Specialist	108	Electronic Control Technician Supervisor	115
Construction & Rehabilitation Inspector	111	Emergency Vehicle Mechanic	115
Construction Inspector	111	Employee Health Coordinator	113
Construction Site Safety Worker	104	Engineering Technician	108
Contract Coordinator	111	Environmental Affairs Manager	115
Court Services Specialist	107	Environmental Compliance Coordinator	115
Court Services Supervisor	110	Equal Employment Opportunity Coord	113
Court Services Technician	103	Event Planner	110
Crime Analyst	111	Executive Assistant	110
Crime Analyst Assistant	105	Executive Assistant to the City Manager	112
Crime Analyst Supervisor	116	Executive Assistant to the Mayor	112
Criminal Investigations Assistant	105	Executive Director, IACH	117
Cultural Services Contract Coordinator	112	Facilities Service Worker	102
Customer Service Representative	103	Field Training Officer	111
Deputy Assistant to the Mayor	308	Film Services Coordinator	112
Deputy Building Official	119	Fire Battalion Chief	510
Deputy City Attorney	317	Fire Captain	509
Deputy City Engineer	306	Fire Chief	317
Deputy Clerk of Council	118	Fire Engineer	506
Deputy Court Clerk	106	Fire Investigator	506
Development Liaison Manager	119	Fire Marshall	510
Director of Policy & Governmental Affairs	310	Fire Prevention Inspector	506
Director, Cemetery Operations	306	Firefighter, Advanced	504
Director, Commercial & Recycling Services	308	Fleet Maintenance Manger	119
Director, Emergency Management	306	Forestry Inspector	111
Director, Environmental Sustainability	307	Forestry Operations Crew Chief	110
Director, Facilities	306	GIS Analyst	113
Director, Municipal Archives	306	GIS Technician	110
Director, Purchasing	306	Grants Manager	119
Director, Refuse Disposal	308	Greenscapes Manager	120
Director, Residential Refuse	308	Groom	105
Director, Risk Management	306	Grounds Equipment Maintenance Specialist	107
Director, Stormwater Operations	308	Grounds Operations Specialist	105
Director, Supply & Treatment	308	Health & Safety Information Coordinator	111
Director, Utilities	306	Heavy Construction Equipment Operator	108
Director, Water & Planning	308	Heavy Equipment Operator	107
Director, Water & Sewer Convey & Distribution	308	Help Desk Technician I	109
Director, Water Reclamation	308	Help Desk Technician II	115
Diversity & Inclusion Officer	121	Housing Coordinator	114
Educational Specialist	110	Housing Development Inspector	112
Electrical Inspector II	112	Housing Manager	119

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
Human Resources Analyst	114	Mobility Services Manager	120
Human Resources Assistant	105	Municipal Archivist	110
Human Resources Business Partner	115	Network Supervisor	118
Human Resources Manager	120	Night Manager	304
Human Resources Technician	107	ONSE Director	121
HVAC Technician	109	Open Records Request Officer	113
Industrial Pretreatment Coordinator	111	Open Records Request Specialist	105
Industrial Pretreatment Technician	109	Open Records Request Supervisor	111
Innovation Technology Project Manager	119	Operations & Maintenance Manager	120
Innovation Technology Manager	121	Outside Employment Specialist	105
Inventory Control Supervisor	113	Painter	103
Inventory Coordinator	113	Paralegal	110
Inventory Specialist	110	Park & Tree Manager	120
Judicial Secretary	107	Parking Facilities Attendant	102
Laboratory Manager	119	Parking Facilities Shift Supervisor	107
Laboratory Supervisor	112	Parking Manager	118
Laboratory Technician	107	Parking Meter Technician	105
Landfill Manager	120	Parking Services Officer	103
Landscape Architect	117	Parking Services Supervisor	111
Landscape Manager	120	Performing Arts Program Coordinator	114
Landscape Specialist	105	Performing Arts Specialist	105
Lead Fiscal Analyst	118	Permit Center Supervisor	108
Lead Medium Equipment Operator	106	Permit Services Manager	119
Lead Water Service Representative	107	Permit Services Technician	108
Learning & Development Coordinator	113	Permit Specialist	103
Legal & Regulatory Affairs Officer	308	Permitting & Floodplain Manager	117
Lending Coordinator	114	Planner	112
Lifeguard	102	Plant Operator	109
Loan Officer	108	Plumbing Inspector II	112
Maintenance Crew Chief	110	Plumbing Plans Examiner	114
Maintenance Specialist	105	Police Captain	512
Maintenance Superintendent	117	Police Chief	317
Maintenance Supervisor	113	Police Corporal	507
Maintenance Worker	102	Police Forensic Technician	111
Management Analyst	111	Police Lieutenant	511
Management Services Coordinator	115	Police Major	513
Marketing Coordinator	112	Police Officer	505
Mayor	99	Police Property Coordinator	109
Mechanical Inspector II	112	Police Sergeant	508
Mechanical Plans Examiner	114	Police Training Coordinator	111
Medium Equipment Operator	105	Principal Budget Analyst	117
Microbiologist	115	Principal Crime Analyst	113
Mobility & Parking Services Analyst	111	Principal GIS Analyst	118
Mobility & Parking Services Coordinator	110	Principal Grants Analyst	113

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
Principal Internal Auditor	117	SCADA Analyst	113
Production Operations Coordinator	114	SCADA Manager	120
Program Analyst	111	SCADA Technician	110
Program Coordinator	111	Security Engineer	119
Project Coordinator	111	Senior Accountant	114
Project Manager	117	Senior Accounting Clerk	105
Property & Evidence Supervisor	111	Senior Administrative Assistant	109
Property & Evidence Technician	107	Senior Budget Analyst	115
Pruning Specialist	106	Senior Capital Project Manager	120
Public Communications Coordinator	111	Senior Carpenter	108
Public Communications Specialist	113	Senior Civil Engineer	98
Public Safety Communications Manager	118	Senior Code Compliance Officer	110
Purchasing Specialist	109	Senior Crime Analyst	112
Purchasing Technician	106	Senior Deputy Court Clerk	107
Radio Systems Technician I	110	Senior Director, Budget	313
Radio Systems Technician II	111	Senior Director, Business Opportunity	308
Real Estate Manager	119	Senior Director, Capital Project Management	308
Real Estate Specialist	115	Senior Director, Code Compliance	310
Recorder's Court Judge	99	Senior Director, Cultural Resources	308
Recorders Division Supervisor	113	Senior Director, Development Services	313
Recorders Supervisor	106	Senior Director, Financial Services	313
Records Technician	105	Senior Director, Fleet Services	310
Recreation Services Activity Coordinator	108	Senior Director, Housing & Neighborhood Svcs	308
Recreation Services Leader	106	Senior Director, Human Resources	313
Recreation Services Manager	110	Senior Director, Human Services	308
Recruiter	113	Senior Director, Innovation & Technology	313
Recruiting Assistant	105	Senior Director, Park & Tree	310
Refuse Truck Operator	105	Senior Director, Parking Services	310
Regulatory Compliance & Environ Coordinator	111	Senior Director, Parks & Recreation	313
Research & Planning Officer	506	Senior Director, Performance & Accountability	308
Reserve Police Officer Manager	110	Senior Director, Planning & Urban Design	312
Residential Refuse Services Manager	120	Senior Director, Public Communications	308
Resource Center Manager	118	Senior Director, Real Estate Services	310
Revenue Compliance Analyst	111	Senior Director, Records Court	308
Revenue Coordinator	114	Senior Director, Revenue	310
Revenue Investigator	108	Senior Director, Sanitation	313
Revenue Manager	119	Senior Director, Special Events, Film & Tourism	312
Revenue Specialist	108	Senior Director, Transportation Services	310
Revenue Supervisor	110	Senior Director, Water Resources	313
Risk Management Analyst	114	Senior GIS Analyst	115
Risk Management Coordinator	113	Senior Grants Analyst	112
Sanitation Education Coordinator	111	Senior Laboratory Technician	109
Sanitation Supervisor	112	Senior Lifeguard	103
Sanitation Worker	102	Senior Maintenance Worker	103

<u>Classification</u>	<u>Pay Grade</u>	<u>Classification</u>	<u>Pay Grade</u>
Senior Maintenance Worker II	104	Television Inspection Technician	106
Senior Management Analyst	118	Therapeutic Specialist	107
Senior Network Technician	116	Tourism Compliance Officer	102
Senior Parking Meter Technician	106	Tourism Management Coordinator	111
Senior Parking Services Officer	104	Traffic Engineering Coordinator	115
Senior Planner	114	Traffic Engineering Superintendent	117
Senior Plant Operator	110	Traffic Maintenance Specialist	107
Senior Program Analyst	112	Traffic System Coordinator	115
Senior Program Coordinator	118	Traffic System Operator	111
Senior Public Communications Specialist	115	Transfer Station Attendant	102
Senior Sanitation Worker	104	Utilities Revenue Manager	120
Senior Systems Analyst	118	Utility Billing Lead	108
Senior Water & Sewer Maintenance Mechanic	110	Van Driver	102
Senior Water & Sewer Television Inspector	110	Vehicle Maintenance Contracts Coordinator	112
Sign Specialist	104	Vehicle Maintenance Coordinator	107
Site Development Coordinator	113	Vision Zero Coordinator	115
Site Development Technician	108	Visual Arts Specialist	105
Special Projects Coordinator	115	Water & Sewer Locator Technician	107
Stormwater Dev & Environmental Manager	306	Water & Sewer Maintenance Mechanic	107
Stormwater Maintenance Mechanic	109	Water & Sewer Manager	120
Stormwater Management Manager	120	Water & Sewer Modeling Analyst	113
Street Cleaning Manager	120	Water & Sewer Project Coordinator	115
Supply Clerk	103	Water & Sewer Superintendent	117
Surplus Inventory Technician	106	Water & Sewer Supervisor	113
Surveying Technician	107	Water Meter Reader	102
Swimming Pool Supervisor	108	Water Meter Technician	105
Systems Analyst	117	Water Services Supervisor	113
Systems Engineer	119	Welder	108
Teletype Supervisor	108	Zoning Plans Reviewer	113
Teletype Technician	105	Zoning Use Coordinator	112
Television & Video Manager	118		

2023 Vehicle Replacement List

FY23 Vehicle Replacement List			
Business Unit	Vehicle Type	Unit #	Total Cost
Community Services			
Athletic Services	2 WD Small Farm Tractor	5627	\$50,475
Athletic Services Total			\$50,475
Recreation Maintenance	John Deere Gator TX Utility Vehicle	1608	\$20,475
Recreation Maintenance	John Deere Gator TX Utility Vehicle	1609	\$20,475
Recreation Maintenance Total			\$40,950
Recreation Services	Bus-24 To 36 Passenger	3614	\$250,625
Recreation Services Total			\$250,625
Community Services Total			\$342,050
Government Operations			
Commercial Refuse	IFL-Refuse Compactor	5730	\$350,625
Commercial Refuse Total			\$350,625
Recycling & Litter Services	Flatbed-Dumping 2 1/2 Ton	704	\$140,625
Recycling & Litter Services	Flatbed-Dumping 2 1/2 Ton Crew	2731	\$140,625
Recycling & Litter Services	Flatbed-Dumping 2 1/2 Ton Crew	9714	\$140,625
Recycling & Litter Services	Flatbed-Dumping 2 1/2 Ton Crew	9715	\$140,625
Recycling & Litter Services	Flatbed-Dumping 2 1/2 Ton Crew	8702	\$140,625
Recycling & Litter Services	Loader	7742	\$100,525
Recycling & Litter Services	Loader	7741	\$100,525
Recycling & Litter Services Total			\$904,175
Refuse Disposal	Backhoe/Loader-Dig Depth <15Ft	4729	\$115,525
Refuse Disposal Total			\$115,525
Street Cleaning	13 Yd Dump W/Front Loader	5722	\$230,625
Street Cleaning	Sweeper-3 Wheel Mechanical	5732	\$280,525
Street Cleaning	Sweeper-3 Wheel Mechanical	6738	\$280,525
Street Cleaning	Sweeper-3 Wheel Mechanical	6739	\$280,525
Street Cleaning Total			\$1,072,200
Government Operations Total			\$2,442,525
Infrastructure & Development			
City Cemeteries	Backhoe/Loader-Dig Depth <15Ft		
City Cemeteries	Backhoe/Loader-Dig Depth <15Ft	4632	\$115,525
City Cemeteries	Dump Truck-5 Cubic Yard	9219	\$140,625
City Cemeteries Total			\$256,150
Greenscapes Maintenance	Pickup F450 Super Duty D/Wheel	9242	\$75,525
Greenscapes Maintenance	Tractor-General Purpose >50 HP	231	\$50,475
Greenscapes Maintenance	Tractor-General Purpose >50 HP	6267	\$50,475
Greenscapes Maintenance	Tractor-With Side Mower	6257	\$80,475
Greenscapes Maintenance Total			\$256,950
Historic Parks & Squares	Backhoe/Loader-Dig Depth <15Ft	762108	\$115,525
Historic Parks & Squares	Flatbed-Dumping 2 1/2 Ton Crew	8701	\$140,625
Historic Parks & Squares	Loader	2201	\$90,525
Historic Parks & Squares	Log Loader-Grapple	2243	\$280,625
Historic Parks & Squares	Tractor-General Purpose >50 Hp	1223	\$50,475
Historic Parks & Squares	Ride On Sprayer	2242	\$30,475

FY23 Vehicle Replacement List

Business Unit	Vehicle Type	Unit #	Total Cost
Historic Parks & Squares	Tractor-General Purpose >50 Hp	7615	\$50,475
Historic Parks & Squares Total			\$758,725
I & D Water Distribution	Flatbed-Dumping 2 1/2 Ton Crew	5857	\$140,625
I & D Water Distribution	Hydraulic Boom Truck	809	\$300,535
I & D Water Distribution	Tractor-General Purpose >50 Hp	1806	\$50,475
I & D Water Distribution Total			\$491,635
President Street Plant	Dumptruck-13.5/15.2 Cubic Yard	2831	\$220,575
President Street Plant	Tractor-General Purpose >50 Hp	8896	\$50,475
President Street Plant Total			\$271,050
Regional Plants	Backhoe/Loader-Dig Depth <15Ft	8824	\$115,525
Regional Plants	Dumptruck-13.5/15.2 Cubic Yard	8892	\$220,575
Regional Plants	Forklift RTFL	813	\$90,525
Regional Plants Total			\$426,625
Sewer Maintenance	Backhoe/Loader-Dig Depth <15Ft	3825	\$115,525
Sewer Maintenance	Backhoe/Loader-Dig Depth >15Ft	2850	\$115,525
Sewer Maintenance	Flatbed-Dumping 2 1/2 Ton Crew	1827	\$140,625
Sewer Maintenance	Flatbed-Dumping 2 1/2 Ton Crew	2852	\$140,625
Sewer Maintenance	Flatbed-Dumping 2 1/2 Ton Crew	5856	\$140,625
Sewer Maintenance	Flatbed-Dumping 2 1/2 Ton Crew	5858	\$140,625
Sewer Maintenance	Mini Excavator	7865	\$70,525
Sewer Maintenance Total			\$864,075
Stormwater Management	Backhoe/Loader-Dig Depth >15Ft	4249	\$115,525
Stormwater Management	Crew Cab Non-Dump 2 1/2 Ton	802	\$140,625
Stormwater Management	Excavator-Tracked	1203	\$350,525
Stormwater Management	F/B-Non-Dumping Crew Cab 2 1/2	803	\$140,625
Stormwater Management	F/B-Non-Dumping Crew Cab 2 1/2	7255	\$140,625
Stormwater Management	Flatbed-Dumping 2 1/2 Ton	8222	\$140,625
Stormwater Management	Flatbed-Dumping 2 1/2 Ton	1206	\$140,625
Stormwater Management	Flatbed-Dumping 2 1/2 Ton	6255	\$140,625
Stormwater Management	Flatbed-Dumping 2 1/2 Ton Crew	9244	\$140,625
Stormwater Management	Jet-Vac Truck W/ 15 Yard Debris	8258	\$500,625
Stormwater Management	Walking Excavator	7243	\$400,525
Stormwater Management Total			\$2,351,575
Streets Maintenance	Backhoe/Loader-Dig Depth <15Ft	3227	\$115,525
Streets Maintenance	Dump Truck-5 Cubic Yard	8254	\$140,625
Streets Maintenance	Dump Truck-5 Cubic Yard	8255	\$140,625
Streets Maintenance	Flatbed-Dumping 2 1/2 Ton Crew	9228	\$140,625
Streets Maintenance	Flatbed-Dumping 2 1/2 Ton Crew	9207	\$140,625
Streets Maintenance	Flatbed-Dumping 2 1/2 Ton Crew	9208	\$140,625
Streets Maintenance	Flatbed-Dumping 2 Ton	8237	\$120,575
Streets Maintenance	Flatbed-Dumping 2 Ton	8241	\$120,575
Streets Maintenance Total			\$1,059,800
Traffic Operations	Truck Mounted Bucket-30 Ft Hd	2249	\$220,525
Traffic Operations Total			\$220,525
Urban Forestry	F450 Super Duty W/Chip Body	9252	\$110,575
Urban Forestry	Forestry Truck 65 Ft	4630	\$240,625
Urban Forestry	Forestry Truck-50 Ft Bucket	1228	\$190,625
Urban Forestry	Forestry Truck-50 Ft Bucket	1229	\$190,625
Urban Forestry	Forestry Truck-50 Ft Bucket	3226	\$190,525
Urban Forestry	Log Loader-Grapple	9234	\$280,625
Urban Forestry Total			\$1,203,600
Water Distribution	Backhoe/Loader-Dig Depth <15Ft	3826	\$115,525

FY23 Vehicle Replacement List

Business Unit	Vehicle Type	Unit #	Total Cost
Water Distribution	Backhoe/Loader-Dig Depth >15Ft	4856	\$115,525
Water Distribution	F450 Super Duty W/Chip Body	9856	\$110,575
Water Distribution	Flatbed-Dumping 2 1/2 Ton Crew	2851	\$140,625
Water Distribution	Hydraulic Boom Truck	5847	\$300,625
Water Distribution	Mini Excuvator	1807	\$70,525
Water Distribution	Utility Truck-1 Ton	8889	\$120,575
Water Distribution	Utility Truck-1 Ton	8890	\$120,575
Water Distribution	Utility Truck-1 Ton	8891	\$120,575
Water Distribution	Utility Truck-C/Cab Super Duty	5832	\$140,625
Water Distribution	Utility Truck-C/Cab Super Duty	6809	\$140,625
Water Distribution	Utility Truck-C/Cab Super Duty	6808	\$140,625
Water Distribution Total			\$1,637,000
Water Supply & Treatment	LCF Flatbed Non-Dumping	6830	\$140,625
Water Supply & Treatment Total			\$140,625
Infrastructure & Development Total			\$9,938,335
Municipal Operations			
Facility Maint & Operations	Truck Mounted Bucket-30 Ft Hd	5633	\$140,525
Facility Maint & Operations Total			\$140,525
Innovation & Technology	Truck Mounted Bucket-30 Ft Hd	5145	\$225,525
Innovation & Technology Total			\$225,525
Municipal Operations Total			\$366,050
Public Safety – Savannah Fire			
Office of the Fire Chief	Flatbed W/Gooseneck -Manual Drive	2518	\$155,325
Office of the Fire Chief Total			\$155,325
Savannah Fire Total			\$155,325
Public Safety - Police			
Canine	3/4 Ton SUV Vehicle	3442	\$71,850
Canine	3/4 Ton SUV Vehicle	3438	\$71,850
Canine	3/4 Ton SUV Vehicle	3436	\$71,850
Canine	3/4 Ton SUV Vehicle	3437	\$71,850
Canine	3/4 Ton SUV Vehicle	3434	\$71,850
Canine Division Total			\$359,250
Hazardous Material Team	Flatbed-Dumping 2 1/2 Ton Crew	2517	\$155,325
Hazardous Material Team	Truckster 6-Wheel All Terrain	1501	\$30,475
Hazardous Material Team Total			\$185,800
Mounted Patrol	Tractor-General Purpose >50 Hp	4940	\$50,475
Mounted Patrol Total			\$50,475
Patrol	3/4 Ton SUV Vehicle	3441	\$71,850
Patrol	Sedan-Marked Police Hot Seat	6906	\$64,850
Patrol	Sedan-Marked Police Hot Seat	6908	\$64,850
Patrol	Sedan-Marked Police Take Home	6915	\$64,850
Patrol	Sedan-Marked Police Take Home	4432	\$64,850
Patrol	Sedan-Marked Police Take Home	4463	\$64,850
Patrol	Sedan-Marked Police Take Home	4453	\$64,850
Patrol	Sedan-Marked Police Take Home	4455	\$64,850
Patrol	Sedan-Marked Police Take Home	6914	\$64,850
Patrol	Sedan-Marked Police Take Home	4427	\$64,850
Patrol	Sedan-Marked Police Take Home	4429	\$64,850

FY23 Vehicle Replacement List

Business Unit	Vehicle Type	Unit #	Total Cost
Patrol	Sedan-Marked Police Take Home	4424	\$64,850
Patrol	Sedan-Marked Police Take Home	4420	\$64,850
Patrol	Sedan-Marked Police Take Home	4914	\$64,850
Patrol	Sedan-Marked Police Take Home	4445	\$64,850
Patrol	Sedan-Marked Police Take Home	4919	\$64,850
Patrol	Sedan-Marked Police Take Home	4410	\$64,850
Patrol	Sedan-Marked Police Take Home	4478	\$64,850
Patrol	Sedan-Marked Police Take Home	4459	\$64,850
Patrol	Sedan-Marked Police Take Home	4466	\$64,850
Patrol	Sedan-Marked Police Take Home	4906	\$64,850
Patrol	Sedan-Marked Police Take Home	4473	\$64,850
Patrol	Sedan-Marked Police Take Home	4444	\$64,850
Patrol	Sedan-Marked Police Take Home	4448	\$64,850
Patrol	Sedan-Marked Police Take Home	4454	\$64,850
Patrol	Sedan-Marked Police Take Home	4918	\$64,850
Patrol	Sedan-Marked Police Take Home	4408	\$64,850
Patrol	Sedan-Marked Police Take Home	4903	\$64,850
Patrol	Sedan-Marked Police Take Home	6911	\$64,850
Patrol	Sedan-Marked Police Take Home	4414	\$64,850
Patrol	Sedan-Marked Police Take Home	4913	\$64,850
Patrol	Sedan-Marked Police Take Home	4462	\$64,850
Patrol	Sedan-Marked Police Take Home	4911	\$64,850
Patrol	Sedan-Marked Police Take Home	6912	\$64,850
Patrol	Sedan-Marked Police Take Home	4917	\$64,850
Patrol	Sedan-Marked Police Take Home	7434	\$64,850
Patrol	Sedan-Marked Police Take Home	4450	\$64,850
Patrol	Sedan-Marked Police Take Home	4908	\$64,850
Patrol	Sedan-Marked Police Take Home	4452	\$64,850
Patrol	Sedan-Marked Police Take Home	6909	\$64,850
Patrol	Sedan-Marked Police Take Home	4457	\$64,850
Patrol	Sedan-Marked Police Take Home	4480	\$64,850
Patrol	Sedan-Marked Police Take Home	4465	\$64,850
Patrol	Sedan-Marked Police Take Home	4458	\$64,850
Patrol Total			\$2,860,400
Traffic	3/4 Ton SUV Vehicle	3435	\$71,850
Traffic Total			\$71,850
Savannah Police Total			\$3,527,775
FY23 Vehicle Purchase Total			\$16,772,060

FY23 Vehicle Lease			
Business Unit	Vehicle Type	Vehicle #	Total Cost
Community Services			
Family and Community Services	Sedan Small General Purpose	1102	\$6,470
Family and Community Services Total			\$6,470
Moses Jackson Advancement Center	E350 15 Passenger Van	1304	\$9,870
Moses Jackson Advancement Center Total			\$9,870
Recreation Maintenance	Pick Up-3/4 Ton Long Bed	6628	\$9,820
Recreation Maintenance	Van - 3/4 Ton	1610	\$8,601
Recreation Services Total			\$18,421
Community Services Total			\$34,761
Government Operations			
Code Compliance Administration	2012 Ford Explorer 4Wd SUV	2303	\$10,808
Code Compliance Administration Total			\$10,808
Code Enforcement	1/2 Ton Pick Up Short Bed	315	\$7,668
Code Enforcement	Pick Up 1/2 Ton Short Bed	4315	\$7,668
Code Enforcement	Sedan Small General Purpose	4701	\$6,470
Code Enforcement Total			\$21,806
Commercial Refuse	Four Door Crew Cab Pickup 2Wd	2729	\$9,321
Commercial Refuse Total			\$9,321
Refuse Disposal	F150 Crew Cab 4Wd	4733	\$9,990
Refuse Disposal Total			\$9,990
Residential Refuse	Four Door Crew Cab Pickup 2Wd	4719	\$9,321
Residential Refuse	Four Door Crew Cab Pickup 2Wd	4730	\$9,321
Residential Refuse	Pickup - 1/2 Ton Crew Cab	6729	\$9,321
Residential Refuse Total			\$27,963
Street Cleaning	Pick Up-1/2 Ton Long Bed	2721	\$7,668
Street Cleaning Total			\$7,668
Government Operations Total			\$87,556
Infrastructure & Development			
City Cemeteries	2009-Miles Electric Pick Up Truck	9203	\$7,250
City Cemeteries	Flatbed-Dumping 1 Ton	5631	\$11,596
City Cemeteries	Flatbed-Dumping 1 Ton	5632	\$11,596
City Cemeteries Total			\$30,442
Development Services	Pick Up 1/2 Ton Short Bed	2316	\$7,668
Development Services	Pick Up 1/2 Ton Short Bed	4316	\$7,668
Development Services	Pickup - 1/4 Ton	1307	\$6,497
Development Services Total			\$21,833
Greenscapes Maintenance	F-250 Crew Cab Pick Up	5281	\$9,820
Greenscapes Maintenance	Flatbed-Dumping 1 Ton	7218	\$11,596
Greenscapes Maintenance	Flatbed-Dumping 1 Ton	9229	\$11,596
Greenscapes Maintenance	Pick Up-1/2 Ton Long Bed	2229	\$7,668
Greenscapes Maintenance Total			\$40,680

FY23 Vehicle Lease

Business Unit	Vehicle Type	Vehicle #	Total Cost
Historic Parks & Squares	Flatbed Dumping F250 Electric	8253	\$9,820
Historic Parks & Squares	Flatbed-Dumping 1 Ton	8236	\$11,596
Historic Parks & Squares	Flatbed-Dumping 1 Ton	9621	\$11,596
Historic Parks & Squares	Flatbed-Dumping 1 Ton	1604	\$11,596
Historic Parks & Squares	Flatbed-Dumping 1 Ton	1605	\$11,596
Historic Parks & Squares	Flatbed-Dumping 1 Ton	4628	\$11,596
Historic Parks & Squares	Flatbed-Dumping 1 Ton	3223	\$11,596
Historic Parks & Squares	Flatbed-Dumping 1 Ton	5634	\$11,596
Historic Parks & Squares	Flatbed-Dumping 1 Ton	5635	\$11,596
Historic Parks & Squares	Flatbed-Dumping 1 Ton	5640	\$11,596
Historic Parks & Squares	Flatbed-Dumping 1 Ton	5637	\$11,596
Historic Parks & Squares	Flatbed-Dumping 1 Ton	5638	\$11,596
Historic Parks & Squares	Flatbed-Dumping 1 Ton	5639	\$11,596
Historic Parks & Squares	Flatbed-Dumping 1 Ton	6613	\$11,596
Historic Parks & Squares	Frdlt F250 3/4 Ton Pick Up Longbed	1602	\$9,820
Historic Parks & Squares	Frdlt F250 3/4 Ton Pick Up Longbed	1603	\$9,820
Historic Parks & Squares	Pick Up 1/2 Ton Short Bed	2230	\$7,668
Historic Parks & Squares	Pick Up-1/2 Crew Cab 2Wd	4629	\$9,321
Historic Parks & Squares	Pick Up-3/4 Ton Long Bed	2620	\$9,820
Historic Parks & Squares	Pick Up-3/4 Ton Long Bed	2621	\$9,820
Historic Parks & Squares	Pick Up-3/4 Ton Long Bed	4626	\$9,820
Historic Parks & Squares	Sedan Mid-Size General Purpose	6627	\$6,470
Historic Parks & Squares Total			\$233,127
I & D Water Distribution	Utility Truck 3/4 Ton Reg Cab	1819	\$9,820
I & D Water Distribution Total			\$9,820
Parking Services Admin	Hatch Back Sedan	2124	\$6,470
Parking Services Admin	Hatch Back Sedan	2125	\$6,470
Parking Services Admin	Hatch Back Sedan	2126	\$6,470
Parking Services Admin	Hatch Back Sedan	2127	\$6,470
Parking Services Admin	Hatch Back Sedan	2128	\$6,470
Parking Services Admin	Hatch Back Sedan	2130	\$6,470
Parking Services Admin	Hatch Back Sedan	2131	\$6,470
Parking Services Admin	Hatch Back Sedan	2120	\$6,470
Parking Services Admin	Pickup - 1/4 Ton	9110	\$6,497
Parking Services Admin Total			\$58,257
President Street Plant	2010-Frdlt Cargo Van 1/2 Ton	801	\$8,601
President Street Plant	F150 Pickup 4Wd	4866	\$8,969
President Street Plant	Pick Up 1/2 Ton Short Bed	4845	\$7,668
President Street Plant Total			\$25,238
Sewer Maintenance	Frdlt F250 3/4 Ton Pick Up Longbed	1805	\$9,820
Sewer Maintenance Total			\$9,820
Stormwater Management	2012 Ford Explorer 4Wd SUV	4203	\$10,808
Stormwater Management	3/4 Ton 4X4 Regular Cab	4243	\$9,820

FY23 Vehicle Lease			
Business Unit	Vehicle Type	Vehicle #	Total Cost
Stormwater Management	3/4 Ton 4X4 Regular Cab	6285	\$9,820
Stormwater Management	Pick Up 1/2 Ton Short Bed	2223	\$7,668
Stormwater Management	Pick Up 3/4 Ton F250 Short Bed 4X4	1201	\$9,820
Stormwater Management	Pick Up-1/2 Ton Long Bed	4246	\$7,668
Stormwater Management	Pick Up-1/2 Ton Long Bed	4248	\$7,668
Stormwater Management	Utility Truck 3/4 Ton Reg Cab	1227	\$9,820
Stormwater Management	Utility Truck-3/4 Ton 4 Whl Dr	5251	\$10,808
Stormwater Management	Van - 3/4 Ton	8235	\$8,601
Stormwater Management Total			\$92,501
Streets Maintenance	Pick Up-1/2 Ton Long Bed	4247	\$7,668
Streets Maintenance	Pick Up-1/2 Ton Long Bed	4847	\$7,668
Streets Maintenance Total			\$15,336
Urban Forestry	Flatbed-Dumping 1 Ton	9620	\$11,596
Urban Forestry	Flatbed-Dumping 1 Ton	9622	\$11,596
Urban Forestry	Flatbed-Dumping 1 Ton	3224	\$11,596
Urban Forestry	Flatbed-Dumping 1 Ton	5636	\$11,596
Urban Forestry	Pick Up-3/4 Ton Long Bed	6629	\$9,820
Urban Forestry Total			\$56,204
Water Distribution	Frdlt F250 3/4 Ton Pick Up Longbed	4800	\$9,820
Water Distribution	Pick Up-1/2 Ton Long Bed	4853	\$7,668
Water Distribution	Pick Up-1/2 Ton Long Bed	4858	\$7,668
Water Distribution	Pick Up-1/2 Ton Long Bed	4859	\$7,668
Water Distribution Total			\$32,824
Water Resources Planning & Engineering	Pick Up-1/2 Ton Long Bed	2840	\$7,668
Water Resources Planning & Engineering	Pick Up-3/4 Ton Long Bed	2843	\$9,820
Water Resources Planning & Engineering	Pick Up-3/4 Ton Long Bed	2844	\$9,820
Water Resources Planning & Engineering	Sedan Mid-Size General Purpose	6811	\$6,470
Water Resources Planning & Engineering Total			\$33,778
Infrastructure & Development Total			\$659,860
Municipal Operations			
Facility Maintenance & Operations	2010-Frdlt Cargo Van 1/2 Ton	622	\$8,601
Facility Maintenance & Operations	Pick Up-1/2 Ton Long Bed	4647	\$7,668
Facility Maintenance & Operations	Utility Truck-3/4 Ton	5601	\$9,820
Facility Maintenance & Operations Total			\$26,089
Fleet Administration	Pick Up 1/2 Ton Long Bed	4117	\$7,668
Fleet Administration	Pick Up 1/2 Ton Short Bed	4114	\$7,668
Fleet Administration	Pick Up 1/2 Ton Short Bed	4115	\$7,668
Fleet Administration	Sedan Mid-Size General Purpose	6123	\$6,470
Fleet Administration	Sedan Mid-Size General Purpose	6124	\$6,470

FY23 Vehicle Lease			
Business Unit	Vehicle Type	Vehicle #	Total Cost
Fleet Administration Total			\$35,944
Innovation & Technology	2010 SUV Nitro Se	107	\$6,470
Innovation & Technology	Van - 3/4 Ton	6114	\$8,601
Innovation & Technology	Van - 3/4 Ton	6104	\$8,601
Innovation & Technology Total			\$23,672
Special Events, Film & Tourism	Hatch Back Sedan	2122	\$6,470
Special Events, Film & Tourism Total			\$6,470
Municipal Operations Total			\$92,175
Public Safety – Savannah Police			
Office of the Police Chief	Ford Expedition	4201	\$13,001
Office of the Police Chief Total			\$13,001
Savannah Police Total			\$13,001
Public Safety – Savannah Fire			
Office of the Fire Chief	E350 15 Passenger Van	1515	\$9,870
Office of the Fire Chief	F-250 Crew Cab Pick Up	6510	\$10,695
Office of the Fire Chief	Mid-Size SUV Awd	5509	\$11,683
Office of the Fire Chief	Mid-Size SUV Awd	5510	\$11,683
Office of the Fire Chief	Mid-Size SUV Awd	5508	\$11,683
Office of the Fire Chief	Mid-Size SUV Fwd	2510	\$11,683
Office of the Fire Chief	Pick up 1/2 Ton Long Bed	2512	\$8,543
Office of the Fire Chief	Pickup-3/4 Ton	4517	\$10,695
Office of the Fire Chief Total			\$86,535
Savannah Fire Total			\$86,535
Strategic Services			
Office of Marketing & Comms	Sedan Small General Purpose	1303	\$6,470
Office of Marketing & Communications Total			\$6,470
Purchasing	Pick Up-1/2 Ton Long Bed	9109	\$7,668
Purchasing Total			\$7,668
Utility Services	Sedan Small General Purpose	5143	\$6,470
Utility Services	Sedan Small General Purpose	5144	\$6,470
Utility Services Total			\$12,940
Strategic Services Total			\$27,078
FY23 Vehicle Lease Total			\$1,000,966

Fee Changes

Listed below are the 2023 proposed rate changes. Rate changes are included for certain revenue sources within the General Fund, Parking Fund and Sanitation Fund.

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

General Fund	2022	2023
Cemetery Fees		
After-hour Fee - Tours/Special Events/ Funerals (first hour)	\$150.00	\$200.00
After-hour Filming/Photography	\$250.00	\$300.00
Filming Fee (up to 30 participants)	\$150.00	\$200.00
Lot Diagram Preparation	\$75.00	\$100.00
Monthly Tour Pass (all cemetery) Walking or Bicycle Tour (up to 15 guests)	\$375.00	\$425.00
Monthly Tour Pass (all cemetery) Bus or Trolley Tour (25'-35' long)	\$550.00	\$650.00
Monthly Tour Pass (all cemetery) Small vehicle (up to 15 passengers)	\$375.00	\$425.00
Monthly Tour Pass (any cemetery) Bus or trolley tour (25'-35' long)	\$350.00	\$400.00
Monthly Tour Pass (any cemetery) Small vehicle (up to 15 passengers)	\$250.00	\$300.00
Monthly Tour Pass (any cemetery) Walking or Bicycle Tour (up to 15 guests)	\$250.00	\$300.00
Special Events (up to 30 participants)	\$50.00	\$75.00
Tour Fee (up to 30 participants)	\$40.00	\$50.00
Development & Inspection Fees		
Site Plan Review	\$750 + \$250/project acre; \$875 minimum; \$12,000 maximum	\$1,200 + \$500/project acre; \$1,700 minimum; \$28,000 maximum
Zoning Hearing Fees (Zoning Confirmation Letter)	\$50.00	\$150.00
Fire Service Fees		
After-hours Inspections (up to 4 hours)	\$200.00	\$260.00
After-hours Inspections fee (per hour over the 4 hours)	\$55.00	\$65.00
Commercial Burn Additional Pits	\$100.00	\$115.00

General Fund	2022	2023
Fire Service Fees (continued)		
Annual Underground Tank Inspection and Inventory Check (per tank facility)	\$75.00	\$85.00
Bonfire Permit fee	\$75.00	\$85.00
Commercial Burn Permit Fee (valid 90 days)	\$125.00	\$165.00
Commercial Burn Permit Renewal (every 90 days same calendar year)	\$100.00	\$105.00
Existing Building Fee	\$75.00	\$85.00
Extra Inspection Fee	\$75.00	\$100.00
Fire Standby Fee (formally Fire Equipment Fee)	\$25.00-\$75.00	\$27.00 - \$180.49
Fire Incident Report	\$6.50	\$10.00
Fire Protection Systems Inspection	\$10.00 per \$1,000.00 of materials and labor	\$12.00 per \$1,000.00 of materials and labor
Fire Safety/EMS Training	\$25.00 - \$75.00	\$30.00 - \$85.00
Fireworks Permit	\$125.00	\$400.00
Inspection of the Removal or Filling and Capping of an Underground Storage Tank	\$120.00	\$155.00
Inspection of the Removal Operation of the Pollutant (per inspection)	\$55.00	\$75.00
Leak Detection System Installation (per tank inspection)	\$55.00	\$75.00
New Integral Piping System Installation (per inspection)	\$55.00	\$75.00
New Underground Tank Installation (per tank inspection)	\$55.00	\$75.00
Penalty For Not Taking Out Required Permit	\$650.00	\$725.00
Plan Review	\$75.00	\$85.00
Preventable Fire Department Response	\$275.00	\$325.00
Vehicle Fire Service Fee	\$275.00	\$325.00
Private Fire Hydrant Non-Compliant Testing and Inspection (first offense)	\$500.00	\$550.00

General Fund	2022	2023
Fire Service Fees (continued)		
Private Fire Hydrant Non-Compliant Testing and Inspection (second offense)	\$1,000.00	\$1,050.00
Private Fire Hydrant Non-Compliant Testing and Inspection (third offense and thereafter)	\$1,500.00	\$1,550.00

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

Parking Fund	2022	2023
Parking Services Fees		
Immobilization	\$60.00	\$100.00
Bryan Street Parking Garage-Late Fee (Monthly Payment)	\$20.00	\$40.00
Bryan Street Parking Garage- Replacement Card Fee	\$20.00	\$50.00
Robinson Parking Garage- Late Fee (Monthly Payment)	\$20.00	\$40.00
Robinson Parking Garage- Replacement Card Fee	\$20.00	\$50.00
State Street Parking Garage-Late Fee (Monthly Payment)	\$20.00	\$40.00
State Street Parking Garage- Replacement Card Fee	\$20.00	\$50.00
Whitaker Street Parking Garage- Late Fee (Monthly Payment)	\$20.00	\$40.00
Whitaker Street Parking Garage-Replacement Card Fee	\$20.00	\$50.00
Liberty Street Parking Garage- Late Fee (Monthly Payment)	\$20.00	\$40.00
Liberty Street Parking Garage-Replacement Card Fee	\$20.00	\$50.00
Decals – General	\$160.00	\$200.00
Decals-Commercial Meter Permit	\$50.00	\$75.00
Motor Coach Transportation Permits (per vehicle)	\$15.00	\$20.00
Motor Coach Tour Permits (per vehicle)	\$20.00	\$25.00
Multi-day Combination Permits (per vehicle)	\$30.00	\$40.00
Private Trespass Towing Permit	\$100.00	\$150.00
Residential Parking Permits for Meter Zones and Time-Limit Zones	\$175.00	\$200.00

Fee changes for revenue sources within the Sanitation Fund¹ are as follows:

Sanitation Fund	2022	2023
Street Cleaning Fees		
Parking in Sweeping Zones	\$35.00	\$40.00

¹ See the [Utility Enterprise Rates](#) section for proposed utility enterprise (Sanitation, Water, Sewer) monthly service rate changes.

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 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.

Homeless System Coordination funding supports the agency that serves as lead for the Continuum of Care (CoC), 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 67 applications totaling \$2,656,500 from 46 local agencies. The proposed 2023 allocation of \$1 million includes the following:

- \$630,000 for Community Investment programs
- \$170,000 for Essential Services
- \$200,000 for Homeless System Coordination

Review Criteria & Indicators

▪ Ability to Address Community Needs - 15 Points

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

▪ Budget/Financials - 25 Points

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

- Benefit of Program/Service to Participants - 20 Points

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

- Program Design - 10 Points

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

- Cost per Program Participant - 10 Points

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

- Operational Capacity and Program Experience – 15 Points

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 2023 Community Partnership Program purchases services that align with City Council priorities. The evaluation committee reviews, scores, and ranks each application based on the established criteria. The 2023 Purchasing strategy for services which benefit residents of Savannah and augment city services is as follows:

- Returning programs on target to meet 2022 performance objectives received funding at their 2021 level, with a minimum of \$10,000.
- Returning programs with noted challenges expending 2022 grant awards received a contract extension through December 2023 to expend remaining FY 2022 grant awards.
- New programs received between \$5,000-\$10,000.
- Funds are reserved to support local Homeless System Coordination and Essential Services.

Purchased services from program applicants must demonstrate how they will track and report program outcomes, which are monitored quarterly by the Human Services Department.

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. Nonprofits compete under two categories: Established Nonprofits and Developing Nonprofits.

Established Nonprofit Organizations

Meets four or more of the following criteria:

- annual budget of \$250,000 or more
- 5+ years of operation
- 3+ years of successful grants management experience
- 3+ years of program management experience
- paid staff
- established Board of Directors

Agency Name/Program Description	2023 Requested Funding	2023 Proposed Funding
American Red Cross (Disaster Response and Recovery Program) Provides crisis recovery and case management to assist residents and aid families on their road to recovery.	\$ 50,000	\$ 22,440
America's Second Harvest (Senior Hunger Initiative) Monthly Brown Bag (free groceries) for elderly, and weekly distribution at targeted senior centers.	\$ 30,000	\$ 23,375
Brightside Child & Family Advocacy formerly Savannah Chatham CASA (Advocacy for Children in Foster Care) Recruits and trains volunteer Court Appointed Special Advocates (CASA) to advocate for the best interests of children who have entered the foster care system.	\$ 40,000	\$ 10,000
Brightside Child and Family Advocacy formerly Savannah Chatham CASA (The Bright House formerly Supervised Visitation Center) Supervised visitations, safe custody exchanges, and parent education/coaching services to any family referred via court order, DFCS, or self-referral.	\$ 30,000	\$ 10,000
Chatham County Safety Net Planning Council (Front Porch ACTS formerly Trauma Drama) Community-based improvisational theatre that provides professional actors and facilitators for workshops; uses the evidence-based Trauma Drama curriculum, an immersive group intervention designed to help youth and adolescents deal with complex trauma through applied improvisation.	\$ 50,000	\$ 10,000
Chatham Savannah Citizen Advocacy (Making and Supporting Citizen Advocacy Relationships) Provides opportunity, advocacy and community for people living with developmental disabilities.	\$ 7,000	\$ 7,000
Coastal Georgia Council Boys Scouts of America (Exploring Program) Career mentoring, leadership and job skills development programs for boys and girls ages 12-19.	\$ 10,000	\$ 10,000

Agency Name/Program Description	2023 Requested Funding	2023 Proposed Funding
Consumer Credit Counseling Service of the Savannah Area, Inc. (Financial Wellness for Savannah Families) Counseling and education services which include credit improvement, debt reduction, foreclosure intervention, and homeownership.	\$50,000	\$20,000
Economic Opportunity Authority for Savannah-Chatham County Area Inc. (Workforce Development Triple "E" Training Program) An eight-hour employment soft skills training with referrals to additional educational and entrepreneurial training opportunities for youths and adults.	\$50,000	\$10,000
Economic Opportunity Authority for Savannah-Chatham County Area Inc. (Home Buyer Education) A four-week educational course designed to provide basic knowledge and information to consumers on the steps required to purchase and maintain a home.	\$50,000	\$10,000
Forsyth Farmers' Market (912 Food Farmacy) USDA-funded program that partners with four local health clinics to serve low-income individuals who have or are at risk for diet-related chronic diseases. Participants attend six monthly sessions during which they receive health screenings, nutrition classes, and 26 weeks of prescription vouchers to shop at the Food Farmacy.	\$25,000	\$10,000
Forsyth Farmers Market (Farm Truck 912) Access to healthy, locally grown produce at seven Savannah locations considered by the USDA's Food Access Research Atlas (2015) to be low-income/low access (food desert). Participants with SNAP/EBT benefits receive half off any item on the truck.	\$20,000	\$10,000
Frank Callen Boys & Girls Club (Quality Recreation for Healthy Futures) Health and fitness programs and activities designed to improve physical, nutritional, and social wellbeing of youth.	\$10,000	\$10,000
Frank Callen Boys and Girls Club (Youth Upward Mobility) Reading, academic support, and career readiness to prepare youth for success.	\$7,500	\$ 7,500
Greenbriar Children's Center (Early Childhood Education) Partial scholarships for 25 income eligible preschool age children for a structured daily educational program including breakfast, lunch, and an afternoon snack.	\$50,000	\$25,245
Greenbriar Children's Center (Family Preservation, Counseling & Support Services) In-home family assessment, crisis intervention, case management, parent education and family counseling available on a 24 hour on-call basis during treatment phase. Will also provide life skills and job training, placement, and referrals.	\$48,000	\$10,000
Loop It Up Savannah, Inc. (Mindfulness Zone Program) A multi-layered program that uses mindfulness practice, trauma-informed yoga for youth, and expressive arts to foster wellness and well-being in at-risk 2 nd through 5 th grade students attending Title I schools in Savannah.	\$30,000	\$10,000

Agency Name/Program Description	2023 Requested Funding	2023 Proposed Funding
Loop It Up Savannah, Inc. (School STEAM Gardening) Garden-based STEAM programming for Pre-K to grade five that includes ten project-based learning activities at Gadsden, Hodge, Brock, Butler, and Shuman Elementary Schools.	\$20,000	\$10,000
MedBank Foundation (Prescription Assistance) Assists with processing medication refills and program renewals for uninsured, underinsured, and low-income persons.	\$48,500	\$10,000
Mediation Center of the Coastal Empire Inc. (Public Safety-Conferencing & Dialogue Circles) Facilitate "Community Conferencing" services for communities, families, and youth in conflict.	\$50,000	\$10,000
Parent University (Parent University 2023) Workshop sessions on job readiness, adult education, and financial literacy, along with childcare, meals, and transportation for participants.	\$50,000	\$25,000
Park Place Outreach Youth Emergency Services (Diversion previously Family Preservation for Teens) Case management, support services, and placement prevention services for youth ages 11-17 and their parents/families.	\$50,000	\$10,000
Royce Learning Center (Adult and Community Education) 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	\$10,000
Royce Learning Center (Summer Programs at Royce) An eight-week summer program offering specialized academic support to students with diagnosed learning disorders.	\$10,000	\$10,000
Savannah Center for Blind and Low Vision (Vision Screenings Health Initiative) Free mobile vision screenings to all Savannah residents who cannot afford a visit to the optometrist and corrective eye wear if needed.	\$20,000	\$10,000
Savannah Center for Blind and Low Vision (Diabetes Management and Maintenance Training for the Visually Impaired) Vision screenings for persons with diabetes, physician prescribed vision aids, and monthly diabetes management training classes.	\$35,000	\$10,000
Savannah Center for Blind and Low Vision (Work Readiness) Workshop sessions to expand competitive employment opportunities for persons with disabilities, including preparing persons with significant sensory, cognitive, or physical disabilities to navigate their environment and worksite, and job fairs with prospective employers.	\$50,000	\$10,000
Senior Citizens (Care Navigation & Meals on Wheels) Program provides direct care and case management for seniors. Provides nutritionally balanced meals specifically designed to meet the dietary needs of seniors.	\$40,000	\$32,375

Agency Name/Program Description	2023 Requested Funding	2023 Proposed Funding
Senior Citizens (Senior Services) Adult daytime care and health services for seniors. Daily support provided to seniors to accomplish daily tasks and remain in their home. Companionship program designed to serve two different segments of the senior population.	\$45,000	\$23,375
Step Up Savannah (Asset Building and Economic Mobility) Public benefits enrollment, financial education/credit counseling, and access to other training and resources that help build assets and increase economic mobility.	\$50,000	\$37,400
Step Up Savannah (Chatham Apprentice Program) Workforce development program with wrap around services targeting the unemployed and underemployed.	\$50,000	\$37,400
The Creative Coast (Innovation Lab) Workshops and conferences for entrepreneurs and technology innovators. Summer workshops and STEM activity camps for children.	\$50,000	\$35,530
The Savannah Country Day School (Horizons Savannah Youth Program) A six-week summer program offering academic, recreational, and social emotional learning activities for income eligible SCCPSS students ages 5-15 who are at risk of falling behind in school.	\$20,000	\$13,090
West Broad Street YMCA (Senior Citizens Program) Three weekly classes for exercise, crafts, and healthy cooking using the Y's Growing Edge Community Garden where they harvest their own fruits and vegetables year-round.	\$20,000	\$10,000
West Broad Street YMCA (STEAM Neighborhood Enrichment Program) An eight-week summer program for youth, ages 4-18, focused on science, technology, engineering, art, and math.	\$50,000	\$10,000
West Broad Street YMCA (Youth Sports Program) A soccer and basketball program for youth whose parents cannot afford or access other sports leagues.	\$25,000	\$10,000
YMCA of Coastal Georgia (Before and After School Enrichment Program) Funding for student scholarships to defray the cost of afterschool program for income eligible (free lunch) elementary and middle school students who live in the city of Savannah.	\$25,000	\$10,000
Total Established Nonprofits	\$1,276,000	\$549,730

Developing Nonprofit Organizations

Developing Nonprofit Organizations do not meet the Established Nonprofit criteria and must enroll and complete the Grassroots Organization Workshops (GROW) nonprofit training program.

Agency Name/Program Description	2023 Requested Funding	2023 Proposed Funding
Eastside Concerned Citizens Inc. (CNA Program) Certified Nursing Assistant (CNA) sponsorship program with student support services.	\$50,000	\$10,000
Savannah Parkinson's Support Group (Get Excited and Move) Daily classes at Cohen's Gym to assist those affected by Parkinson's Disease, with post illness reconditioning, imbalance, poor motor control and age-related challenges.	\$15,000	\$10,000
Savannah Volunteer Dental Clinic (Free Family Dental Clinic) A community-based Free Family Dental Clinic serving uninsured low-income adults, children, and families with general dental services, including exams, dental hygiene/preventative care, acute dental conditions and pain, filling cavities and extractions.	\$10,000	\$10,000
Star Charter School (Our Boys Can't Wait/Growing Into Manhood Program) Summer and after school enrichment program addressing the social, emotional, and academic development of males between ages 10-17.	\$25,000	\$10,000
Tharros Place, Inc. (Human Trafficking Education) Interactive outreach sessions offered in Chatham County Public Schools and to other youth programs, parent education and case management.	\$10,000	\$10,000
Through It All (Empowerment, Education, and Planning for Family Futures) Women empowerment program providing soft skills training, access to community resources, family futures planning, college readiness, and mental health resources.	\$7,000	\$7,000
Total Developing Nonprofits	\$117,000	\$57,000
Community Investment Contingency	-	\$23,270
Total Community Investments	\$1,393,000	\$630,000

Essential Services

Essential Services are non-competitive contracts awarded to nonprofit organizations that provide services which directly support and/or augment vital local government activities.

Agency Name/Program Description	2023 Requested Funding	2023 Proposed Funding
Coastal Children's Advocacy Center (Forensic Interviewing and Crisis Intervention) Forensic interviews, crisis intervention, and trauma-informed counseling services for children and their non-offending family members.	\$30,000	\$30,000
Georgia Legal Services (Home Ownership Protection/Fair Housing Claims Assistance -ASK) 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 line.	\$50,000	\$50,000
Mary's Place (Advocacy) Providing victims of sexual violence with resources and SANE (Sexual Assault Nurse Examiner) access.	\$20,000	\$20,000
Mary's Place (Prevention) Holistic approach to reduce perpetration in the community by changing behaviors and systems that support sexual violence.	\$20,000	\$20,000
Neighborhood Improvement Association (VITA)* Free tax preparation for low to moderate-income taxpayers. IRS-certified volunteers prepare tax returns and file them electronically to expedite the refund turnaround process.	\$50,000	\$50,000
Total Essential Services	\$170,000	\$170,000

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, the Annual Performance Report, the Homeless Assessment Report, and the Housing Inventory Report.

Agency Name/Program Description	2023 Requested Funding	2023 Proposed Funding
Chatham Savannah Authority for the Homeless (Continuum of Care) 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, the Annual Performance Report, the Homeless Assessment Report, and the Housing Inventory Report.	\$200,000	\$200,000
Total Homeless System Coordination	\$200,000	\$200,000
Total Nonprofit Funding Recommendation	\$1,763,000	\$1,000,000

Violence Reduction Grant Program

Overview

The City of Savannah has prioritized the safety and wellbeing of our youth and has set a goal of keeping young people alive, out of jail, safe at home, school, and/or the workplace. To achieve this goal, the City of Savannah is making funding available to support community programs, services, and initiatives, focusing on reducing gun violence among Savannah's youth and young adults, with priority given to services targeting ages 12 to 24 years of age, who have been involved in violence or have been identified as being at risk of involvement in gun and/or other violence. Eligible non-profit organizations may receive an award up to a maximum of \$75,000 for allowable expenses.

Investment Impacts

The Community Partnerships Evaluation Committee partnered with the Office of Neighborhood Safety and Engagement to review applications from local organizations. The 2023 allocation includes awards totaling \$328,000 to support grant proposals that will address the following priorities.

1. Serve targeted at-risk/high-risk youth and young adults.
2. Implemented in Savannah, Georgia, and benefit Savannah's residents.
3. Have measurable performance goals that can be reported to the City and community.
4. Result in outcomes that deter youth and young adults from engaging in gun and other violence and negative behaviors among participants or within a clearly defined community or geographic area.
5. Address one or more of the following violence reduction focus areas: Violence Prevention, Violence Intervention, Youth Redirection, Long-Term Youth Progression (long-term services for twelve months or more).

Criteria & Indicators

Each eligible Violence Reduction Grant (VRG) proposal was assessed and rated individually based on the following six criteria, with a maximum value of 30 points. Proposals receiving a minimum score of 21 or 70% have been recommended for 2023 funding.

Program Design – 5 points

The program/project is well-defined, including adequate program locations and sufficient hours of operation.

Project Addresses a Service Continuum Need – 5 points

The program/project demonstrates the ability to address youth and young adult service needs in the areas of violence prevention, violence intervention, youth redirection and/or long-term youth engagement and progression.

Project demonstrates ability to help reduce youth violence – 5 points

The program/project includes credible strategies that can successfully help to reduce youth violence if properly implemented.

Project is targeted to serve a sufficient number of persons – 5 points

The program/project will serve an acceptable number of unduplicated participants based on the proposed activity and proposed City investment.

Project targets and engages at-risk/high-risk youth – 5 points

The program/project includes a realistic plan for outreaching to and engaging youth at risk of violence or becoming a victim of violence, to reduce or eliminate the occurrence of future incidents of gun or other violence.

Project costs are well defined, reasonable and for eligible uses – 5 points

The program/project budget is itemized and includes eligible costs for proposed use of City funds. The cost per participant is reasonable based on proposed services, projected benefits, and performance outcomes.

Total – 30 points

Violence Reduction Grants

Agency – Program	2023 Requested Funding	2023 Proposed Funding
<p>Chatham County Safety Net Planning Council – Safety & Resilience Programs</p> <p>Safety & Resilience Programs serves justice-involved participants from ages 12 to 24 years old, utilizing the Community Resiliency Model which includes Mindful Self-Compassion and Trauma-Sensitive Yoga classes. Safety & Resilience Programs engage youth and caregivers in training, which allows them to learn tools and strategies for enhancing their connection to others, self-regulation, positive decision-making, and coping skills to address toxic stress and trauma.</p>	\$75,000	\$42,000
<p>The Coffee Foundation – The Village Program</p> <p>The Village Program engages youth from 12 years of age to young adults, addressing violence and providing guidance for prevention of youth violence and redirecting young adults to a path of success. Participants receive de-escalation training, life skills, mentoring, and behavior coaching. Behavior intervention and modification will focus on increasing participants ability to safely problem-solve their needs.</p>	\$75,000	\$25,000

Agency – Program	2023 Requested Funding	2023 Proposed Funding
<p>Frank Callen Boys and Girls Club – Gang Prevention Through Targeted Outreach</p> <p>Gang Prevention Through Targeted Outreach (GPTTO) Program offers at-risk youth ages 12 to 18 an alternative to joining a gang. Youth participants engage in 10 weeks of activities focused on communication skills, identifying risky behaviors, social re-education, and other related activities. GPTTO is recommended by the U.S. Office of Juvenile Justice and Delinquency Prevention (OJJPD) and the University of Chicago research on youth gang prevention.</p>	\$15,000	\$15,000
<p>Heads-Up Guidance Services, Inc. (HUGS) – Heads-Up Guidance Services</p> <p>HUGS assists individuals with violent behavior patterns resulted from past trauma or adverse childhood experiences. Youth participants from ages 10 to 18 years old take part in a 16-week curriculum addressing: abuse, grief, loss, anger, forgiveness, shame, bullying, stress, fear, anxiety, problem solving, peer pressure, boundaries, and goal setting. Services includes, Parenting Support Group, Individual Youth and Family Counseling, and Cognitive Behavior Therapy.</p>	\$54,940	\$46,000
<p>Life Skills for Empowerment Center, Inc. – 52 Hearts Changed in 12 Months</p> <p>52 Hearts Changed in 12 Months engages justice-involved youth from ages 12 to 24 years old in 52-weekly sessions in which youth receive training, coaching, and mentoring. Participants develop a success plan with specific goals and objectives to track their progress. This 12-Step program addresses behavior modification, life skills, career exploration, leadership, violence reduction, gang prevention, and helping youth shift from violence to tangible opportunities.</p>	\$59,000	\$25,000
<p>The Mediation Center of the Coastal Empire – Increase the Peace</p> <p>Increase the Peace focuses on building community awareness, prevention, and intervention skills in reducing community violence. Activities include monthly “peace-building” events in 12 Savannah neighborhoods, family restorative sessions with justice-impacted youth, de-escalation and conflict resolution training for City staff and other youth serving organizations that work with youth to implement action projects and training up to ten neighborhood volunteers to become community mediators.</p>	\$75,000	\$40,000
<p>Park Place Outreach, Inc. – Youth Empowerment Services (YES)</p> <p>YES Program is a 12-week intervention program for youth ages 12 to 17 years old who have engaged in violent behavior and/or gun violence within the past 6 months. YES Program is based on Aggression Replacement Training (ART), a cognitive behavioral intervention program to improve social skill competence and moral reasoning, critical thinking, anger management, and reducing aggressive behavior. Youth also build community pride and job readiness skills.</p>	\$75,000	\$30,000

Agency – Program	2023 Requested Funding	2023 Proposed Funding
<p>Savannah Royal Lions Youth Organization – Play It Smart</p> <p>Play it Smart engages school-age youth with individual educational plans, referred by school counselors and/or assigned social workers, in after-school sports and other positive recreational activities to reduce exposure to risky behaviors and criminal activity. Play it Smart will also engages youth in educational sessions on crime and gun violence with law enforcement officers, probation, and other criminal justice figures to better understand the risks and consequences of crime and prevent future incidents.</p>	\$80,000	\$20,000
<p>Talented Individuals with Power (TIP), Inc. – Maranda Dover Program</p> <p>Maranda Dover Program is a community-based recreation and mentorship program that engages at-risk youth from ages 12 to 18 years old within 48-weeks of activities, including weekly group sessions focused on prevention of gun violence, increasing safety and bi-weekly pro-social recreational activities such as team building sports, community service projects, field trips, and educational outings. Participants are paired with trained volunteer mentors and engage in monthly family sessions.</p>	\$75,000	\$20,000
<p>Urban Mentoring Academy (UMA) – Juvenile Justice Reform</p> <p>Juvenile Justice Reform is a mentoring program focused on youth achieving long-term progress, concentrating on tutoring, music exploration, life skills, health, and wellness. Urban Mentoring Academy engages at-risk youth in grades 6 to 12 within a 16-week program session for six hours per week. UMA offers three semesters of programming over 48-weeks.</p>	\$75,000	\$45,000
<p>We Love Cann Park – Young Men Cann</p> <p>Young Men Cann Program engages males between the ages of 13 to 25 years old within a yearlong program, which will be offered bi-weekly, focusing on Five Stars: Reason (personal purpose); Responsibility (taking responsibility); Representation (recognizing their value); Relationship (building positive relations); Reflection (self-assessment and goal prioritization. Male participates will receive positive life-skills training, participate in group discussions, health and wellness personal care items, assessment, referrals, and earn "Star Ambassador" certification.</p>	\$52,080	\$20,000
<p>Subtotal Violence Reduction</p>	\$711,020	\$328,000
<p>Contingency for Operating Year</p>	-	\$172,000
<p>Total Violence Reduction</p>	\$711,020	\$500,000

Cultural Contributions

Overview

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

The City of Savannah awards contracts through the ACE Program to nonprofit organizations and institutions of higher learning to provide high-quality, innovative, and creative art, cultural, and educational services. These services improve the quality of life by expanding access to new and diverse audiences, increasing appreciation and exposure to art and multi-culturalism, inspiring and engaging youth, growing, and nurturing local talent, and improving 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 contracted agencies throughout the year to evaluate their effectiveness and ensure contract compliance.

Investment Impacts

The CAC served as a review panel for the 2023 ACE program. After submission of applications, the panel reviewed proposals and participated in a one-day Review Panel Deliberation Meeting on August 27, 2022, during which the CAC scored 27 proposals from 19 different organizations with a total funding request of \$1,195,000. Of the 19 submitted proposals, 17 organizations totaling 24 program proposals were recommended for City investment. Cultural Contributions funding for 2023 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 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

Total Investment Amount: \$658,000

Total Services Purchased: 4,122

Total Audience Served: 278,296

Arts and Cultural Enrichment (ACE)

Organization – Program(s)	2023 Requested Funding	2023 Proposed Funding
American Traditions Vocal Competition (ATC) – Junior ATC, Educational Outreach	\$11,000	\$6,012

Junior ATC (City Investment/Cost Per Participant: \$3,250/\$8.13)

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 develops 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: \$2,762/\$4.60)

American Traditions Vocal Competition's educational programming is designed to reach Title I schools, particularly those with limited music programs. This program focuses 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 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, knowledge of key figures in American musical history, and develop each participant's ties with musical traditions.

Proposed Performance Metrics	Amount	Target Audience:	
Services	37	Young Children (0-5)	5%
Participants	1,000	Children (6-13)	19%
Visitors/Tourists	40	Teens (14-17)	35%
Proposed Artists Participating	64	Young Adults (18-20)	11%
Proposed Partnerships	3	Adults (21-59)	10%
		Seniors (over 60)	20%

Organization – Program(s)	2023 Requested Funding	2023 Proposed Funding
Arts Southeast, Inc. (ASE) – Exhibition Season, ON: View Artist in Residency, First Friday Street Fairs	\$100,000	\$46,292

Exhibition Season (City Investment/Cost Per Participant: \$29,967/\$1.50)

Arts Southeast's exhibitions program at Sulfur Studios will include 9 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 Library 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: \$4,750/\$2.26)

Arts Southeast will host art street fairs on the first Fridays of April, June, August, and October in the Starland District. The fairs will feature at least 17 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: \$11,575/\$0.58)

The ON:VIEW artist residency program provides high visibility studio space for an artist to complete a multiweek project. The artist's studio space will be based at Sulfur Studios on Bull Street allowing the artist's work to be on view to visitors, demonstrating the process as it unfolds in real-time, seeing 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.

Proposed Performance Metrics	Amount	Target Audience:	
Services	74	Young Children (0-5)	5%
Participants	42,100	Children (6-13)	10%
Visitors/Tourists	5,500	Teens (14-17)	10%
Artists Participating	237	Young Adults (18-20)	28%
Partnerships	9	Adults (21-59)	30%
		Seniors (over 60)	17%

Organization – Program(s)	2023 Requested Funding	2023 Proposed Funding
Coastal Youth Choirs (CYC) – Choral Foundations (Savannah Children’s Choir)	\$40,000	\$23,049

Choral Foundations (City Investment/Cost Per Participant: \$23,049/\$13.34)

The Choral Foundations program is an after-school music and vocal program offered to SCCPSS students in grades 3-8. During program visits led by music and master chorale instructors, students will participate in making music with their peers; learning, not only musical skills but developing self-esteem to develop their creative 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 with 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	552	Young Children (0-5)	1%
Participants	1,728	Children (6-13)	45%
Visitors/Tourists	34	Teens (14-17)	25%
Artists Participating	22	Young Adults (18-20)	1%
Partnerships	5	Adults (21-59)	26%
		Seniors (over 60)	2%

Deep Center, Inc. (DEEP) – Savannah Stories	\$100,000	\$60,868
--	------------------	-----------------

Savannah Stories (City Investment/Cost Per Participant: \$60,868/\$27.15)

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 Apprenticeship 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	576	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%

Organization – Program(s)	2023 Requested Funding	2023 Proposed Funding
First City Pride Center (FCPC) – Stonewall Block Party, Savannah Pride Festival	\$100,000	\$49,015

Stonewall Block Party (City Investment/Cost Per Participant: \$5,426/\$1.81)

In honor of the 54th 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: \$43,588/\$0.97)

First City Pride Center will celebrate the 24th year of Savannah Pride featuring a "Masquerade" Ball theme throughout the weekend. A celebration of Ball Culture, an African American and Latino underground LGBTQ+ subculture that originated in New York City in the late 20th century as an opposition to racism. The festival will include a variety of performances that will entertain participants as the parade makes its way through the City of Savannah to Ellis Square. The events will continue throughout the weekend with Vogue dance classes, art installation projects, and educational LGBTQ+ workshops and lecture series. The festival provides safe facilities for trans community members, critical services such as HIV and health screenings, 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	6	Young Children (0-5)	5%
Participants	48,000	Children (6-13)	5%
Visitors/Tourists	10,500	Teens (14-17)	15%
Proposed Artists Participating	55	Young Adults (18-20)	25%
Proposed Partnerships	5	Adults (21-59)	35%
		Seniors (over 60)	15%

Organization – Program(s)	2023 Requested Funding	2023 Proposed Funding
---------------------------	------------------------	-----------------------

Hospice Savannah Foundation (HOS) -Story in the Park **\$50,000** **\$22,724**

Story in the Park (City Investment/Cost Per Participant: \$22,724/\$15.15)

The Story in the Park program is a family-friendly event that encourages individuals from all walks of life to come together to learn about each other. The program promotes understanding and empathy through the art of listening and storytelling. Monthly workshops bring participants together to work on writing, literacy skills, and expression through the spoken word. This year's theme centers around building relationships better through story. Spearheaded by Dr. Bertice Berry, the Story in the Park program actively teaches Savannah's citizens to build social bridges, learn how to actively listen and how to use their authentic voices through the power of storytelling. This program transcends generational gaps with a primary focus on engaging, developing, and inspiring youth to submit their own stories and be featured as storytellers during the Forsyth Park performance.

Proposed Performance Metrics	Amount	Target Audience	
		Young Children (0-5)	5%
Services	16	Children (6-13)	10%
Participants	1,500	Teens (14-17)	15%
Visitors/Tourists	250	Young Adults (18-20)	15%
Artists Participating	10	Adults (21-59)	35%
Partnerships	2	Seniors (over 60)	20%

Loop It Up Savannah, Inc. (LOOP) – Looping Literacy Together **\$50,000** **\$29,648**

Looping Literacy Together (City Investment/Cost Per Participant: \$29,648/\$13.62)

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

Proposed Performance Metrics	Amount	Target Audience:	
		Young Children (0-5)	89%
Services:	1,504	Children (6-13)	11%
Participants:	2,177	Teens (14-17)	0%
Visitors/Tourists:	0	Young Adults (18-20)	0%
Proposed Artists Participating:	9	Adults (21-59)	0%
Proposed Partnerships:	4	Seniors (over 60)	0%

Organization – Program(s)	2023 Requested Funding	2023 Proposed Funding
---------------------------	------------------------	-----------------------

Mountainfilm on Tour Savannah (MF) – Movies that Matter **\$35,000** **\$19,979**

Movies that Matter (City Investment/Cost Per Participant: \$19,979/\$2.00)

Movies that Matter brings inspirational and educational documentary films to local SCCPSS students. In 2022, Mountainfilm plans to host 10 events including two on-site school screenings, five screenings at the Trustees and Lucas theatres, 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 topics 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	10	Young Children (0-5)	0%
Participants	10,000	Children (6-13)	40%
Visitors/Tourists	0	Teens (14-17)	34%
Proposed Artists Participating	6	Young Adults (18-20)	15%
Proposed Partnerships	10	Adults (21-59)	10%
		Seniors (over 60)	1%

Savannah Ballet Theatre (SBT) – Dance for Everyone **\$65,000** **\$36,365**

Dance for Everyone (City Investment/Cost Per Participant: \$36,365/\$12.12)

Savannah Ballet Theatre’s Dance for Everyone is a year-long program that provides performance, outreach, and educational opportunities for individuals of all ages, genders, and socio-economic backgrounds. Throughout the year, Savannah Ballet Theatre will be educating students in Title I schools, offering dance therapy to disabled adults in assisted living facilities, introducing dance and ballet to youth at community centers, and providing people of all ages on the autistic spectrum opportunities to attend low-sensory performances in safe spaces. This year, Savannah Ballet Theatre will present low-sensory performances of *The Lion*, *The Witch*, and *The Wardrobe*, and *The Nutcracker*. These performances will have slight changes including lower volume, fewer audience members, and less dramatic light changes. Attendees will have the opportunity to meet the local student dancers and experience behind-the-scenes activities.

Proposed Performance Metrics	Amount	Target Audience	
Services	42	Young Children (0-5)	5%
Participants	3,000	Children (6-13)	45%
Visitors/Tourists	200	Teens (14-17)	5%
Artists Participating	257	Young Adults (18-20)	5%
Partnerships	1	Adults (21-59)	25%
		Seniors (over 60)	15%

Organization – Program(s)	2023 Requested Funding	2023 Proposed Funding
---------------------------	------------------------	-----------------------

Savannah Black Heritage Festival (SBHF) – Savannah Black Heritage Festival (Savannah State University) **\$100,000** **\$54,953**

Savannah Black Heritage Festival (City Investment/Cost Per Participant: \$54,953/\$2.89)

Savannah Black Heritage Festival presents a variety of professional, educational, and cultural events to the City of Savannah. The events are free, open to the public, and consist of visual, performing, literacy, education, heritage, and health and wellness programs. In 2023, Savannah Black Heritage Festival will be presented in hybrid virtual and in-person format. Programming will include regionally, nationally, and internationally acclaimed African American performing, visual, and literary artists. 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 crafts exhibition and pictorial tour featuring at least 12 historic African American institutions, monuments, markers, museums, churches, and persons of interest located in all six Aldermanic Districts. The Savannah Black Heritage festival's primary goal is to 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	31	Young Children (0-5)	2%
Participants	19,000	Children (6-13)	18%
Visitors/Tourists	3,000	Teens (14-17)	25%
Proposed Artists Participating	70	Young Adults (18-20)	18%
Proposed Partnerships	15	Adults (21-59)	30%
		Seniors (over 60)	7%

Savannah Book Festival (SBF) – SBF@Schools **\$10,000** **\$5,741**

SBF@Schools (City Investment/Cost Per Participant: \$5,741/\$4.69)

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. The nationally recognized authors share time with the students talking about their book, speaking about their 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 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)	0%
Participants	1,225	Children (6-13)	25%
Visitors/Tourists	25	Teens (14-17)	60%
Artists Participating	25	Young Adults (18-20)	15%
Partnerships	3	Adults (21-59)	0%
		Seniors (over 60)	0%

Organization – Program(s)	2023 Requested Funding	2023 Proposed Funding
Savannah Jazz Association (SJA) – Savannah Jazz Festival	\$100,000	\$58,595

Savannah Jazz Festival (City Investment/Cost Per Participant: \$58,595/\$1.30)

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 the audience as the festival strives to feature artists of multiple ages, genders, and ethnicities. The tradition will continue into 2023 as the festival infuses a variety of related genres such as blues, funk, gospel, and Latin acts into the already diverse programming. If 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:	18	Young Children (0-5)	1%
Participants:	45,000	Children (6-13)	4%
Visitors/Tourists:	15,000	Teens (14-17)	5%
Artists Participating:	90	Young Adults (18-20)	10%
Partnerships:	11	Adults (21-59)	40%
		Seniors (over 60)	40%

Organization – Program(s)	2023 Requested Funding	2023 Proposed Funding
Savannah Music Festival (SMF) – Musical Explorers, Jazz Academy	\$100,000	\$51,535

Musical Explorers (City Investment/Cost Per Participant: \$28,811/\$1.42)

Musical Explorers is a cost-free, year-round, multicultural music education program developed in partnership with Carnegie Hall's Weil Music Institute for grades K-2. 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. Musical Explorers is targeted at youth and families, engaging students via a unified music education curriculum. The curriculum is based on a sequential progression of musical concepts and is written to consider the pedagogical effectiveness of teacher prompts, student activities, and lesson evaluations.

SMF Jazz Academy (City Investment/Cost Per Participant: \$22,724/\$20.13)

The Jazz Academy is a year-round intensive and progressive after-school jazz program for students in grades 5-12. 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 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 present semester-end performances open to the public. SMF Jazz Academy is filling a gap in local music education programs by engaging neighborhoods and underserved audiences 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	791	Young Children (0-5)	16%
Participants	21,409	Children (6-13)	76%
Visitors/Tourists	2,430	Teens (14-17)	1%
Proposed Artists Participating	35	Young Adults (18-20)	0%
Proposed Partnerships	15	Adults (21-59)	7%
		Seniors (over 60)	0%

Organization – Program(s)	2023 Requested Funding	2023 Proposed Funding
Savannah Philharmonic Orchestra (SPO) – Phil the Park, SavPhil 5th Grade Concert, All-Star Ensemble	\$100,000	\$57,806

Phil the Park (City Investment/Cost Per Participant: \$43,498/\$2.17)

Phil the Park brings 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 5th Grade Concert (City Investment/Cost Per Participant: \$8,741/\$2.73)

In February, Savannah Philharmonic Orchestra will bring together all 5th grade students from participating SCCPSS schools for a field trip to the Johnny Mercer Theatre. Designed by Music Director, Keitaro Harada, and Savannah Philharmonic's educational team, students will take part in a 45-minute educational concert, featuring each section of the orchestra and allowing students to experience the excitement of an orchestra concert in a large performance hall. Prior to the concert, flexible curricular materials, directly relating to the concert performance, will be distributed to all elementary music teachers to use in their classrooms. Savannah Philharmonic will offer professional development sessions to educators as assistance in implementing the educational program.

SavPhil All-Star Ensemble (City Investment/Cost Per Service: \$5,567/\$4.97)

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 for 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	10	Young Children (0-5)	5%
Participants	24,320	Children (6-13)	25%
Visitors/Tourists	1,010	Teens (14-17)	14%
Artists Participating	182	Young Adults (18-20)	9%
Partnerships	5	Adults (21-59)	34%
		Seniors (over 60)	13%

Organization – Program(s)	2023 Requested Funding	2023 Proposed Funding
---------------------------	------------------------------	-----------------------------

Savannah Repertory Theatre (SRT) - PLAYShop **\$80,000** **\$36,358**

PLAYShop (City Investment/Cost Per Participant: \$36,358/\$2.02)

Savannah Repertory Theatre’s PLAYshop is designed as a unique producing and touring program for young participants interested in learning more about the art of theatre. Savannah Repertory Theatre reaches out to underserved and Title I SCCPSS schools to garner interest in the performing arts where students may not have access to drama programming. The first season features three productions: *Jekyll and Hyde*, a pop musical adaptation of Robert Lewis Stephenson's book, refocused as a powerful message on drug use; *The Giver*, an adaptation of Lois Lowry’s novel about a utopian society that reveals its dystopian nature as the story progresses; and *archy and mehitabel* by Don Marqui, a fusion of opera and jazz. Productions are based on the methodologies of TheatreworksUSA, which inspires and empowers children and youth with entertaining and enlightening content that encourages positive and inclusive worldviews.

Proposed Performance Metrics	Amount	Target Audience	
		Young Children (0-5)	0%
Services	30	Children (6-13)	30%
Participants	18,000	Teens (14-17)	60%
Visitors/Tourists	0	Young Adults (18-20)	0%
Artists Participating	35	Adults (21-59)	5%
Partnerships	2	Seniors (over 60)	5%

Telfair Museum of Art, Inc. (TMA) – Art in Our Neighborhoods **\$100,000** **\$60,673**

Art in Our Neighborhoods (City Investment/Cost Per Participant: \$60,673/\$1.62)

Art in Our Neighborhoods expands education, skills, tolerance, and knowledge through the appreciation of history and the arts in 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. Programming includes 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. Participants 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	%
		Young Children (0-5)	3%
Services	329	Children (6-13)	30%
Participants	37,500	Teens (14-17)	2%
Visitors/Tourists	10,000	Young Adults (18-20)	2%
Artists Participating	124	Adults (21-59)	48%
Partnerships	13	Seniors (over 60)	15%

Organization – Program(s)	2023 Requested Funding	2023 Proposed Funding
Through It All, Inc. (TIA) – T.I.A. Youth Programs	\$30,000	\$15,387

T.I.A. Youth Programs (City Investment/Cost Per Participant: \$15,387/\$161.97)

Through It All, Inc. will offer summer camps, after-school tutoring, and field trips for under-resourced youth of the Frazier Homes, Kayton Homes, and Yamacraw communities. The 8-week summer camps begin in June and will feature different art and cultural themes throughout the summer. Through It All, Inc. will be using the “Just Be” initiative which will address bullying by building confidence, promoting acceptance, and uplifting the youth participants while encouraging the journey of self-discovery. At the conclusion of summer camp, after-school tutoring will be offered twice a week for 8-weeks. During this time, students will have the help of certified tutors and retired teachers to assist them with the transition into a new school year by supplementing their education with art, cultural, and additional educational activities. Finally, Through It All, Inc. will offer field trips for students on school breaks. These trips will expose the participants to performing arts, museums, and other historically relevant sites. Throughout the program, students are exposed to jewelry-making, painting, dancing, and spoken word performers taught by a diverse group of local artists.

Proposed Performance Metrics	Amount	Target Audience	
Services	51	Young Children (0-5)	0%
Participants	95	Children (6-13)	40%
Visitors/Tourists	0	Teens (14-17)	60%
Artists Participating	24	Young Adults (18-20)	0%
Partnerships	6	Adults (21-59)	0%
		Seniors (over 60)	0%

Organization – Program(s)	2023 Requested Funding	2023 Proposed Funding
Weave-A-Dream	\$23,000	\$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.

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 Improvements 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 - HOME Investment Partnership program is the largest federal block grant to state and local governments designed exclusively to create affordable housing for low-income households. 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 for a specific service or activity 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, it is the portion of the financial plan 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 diagram 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; personnel services include 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 is usually responsible for several 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, excluding 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 and Initialisms

Acronym/ Initialism	Definition
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
CGO	Chief of Government Operations
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
COPS	Community Oriented Policing Services
COS	City of Savannah
CPP	Community Partnerships Program
CRA	Community Risk Assessment
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
EGV	End-Gun Violence
FEMA	Federal Emergency Management Agency
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GCCMA	Georgia City/County Management Association
GCIC	Georgia Crime Information Center
GDP	Gross Domestic Product
GFOA	Government Finance Officers Association

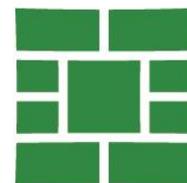
Acronym/ Initialism	Definition
GIS	Geographic Information System
GOHS	Georgia Office of Homeland Security
HEAT	Highway Enforcement of Aggressive Traffic
HOME	Home Investment Partnership Program
HUD	U.S. Department of Housing and Urban Development
HVAC	Heating, Ventilation, and Air Conditioning
I & D	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	Innovation 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
SCAD	Savannah College of Art and Design
SCADA	Supervisory Control and Data Acquisition
SCBA	Self-Contained Breathing Apparatus

Acronym/ Initialism	Definition
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
TMDL	Total Maximum Daily Limit
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

References

- Board of Governors of the Federal Reserve System. (2022, November 2). *Federal Reserve Issues FOMC Statement*. Retrieved from Federal Reserve: <https://www.federalreserve.gov/newsevents/pressreleases/monetary20221102a.htm>
- Bureau of Economic Analysis. (2022, September 29). *Gross Domestic Product, Third Quarter 2022 (Advance Estimate)*. Retrieved from Bureau of Economic Analysis: https://www.bea.gov/sites/default/files/2022-09/gdp2q22_3rd.pdf
- Congressional Budget Office. (n.d.). *The Budget and Economic Outlook: 2022 to 2032*. Retrieved from Congressional Budget Office: <https://www.cbo.gov/publication/58147>
- Finance Department. (2022, June 2). *Annual Comprehensive Financial Report Year Ended December 31, 2021*. Retrieved from City of Savannah: <https://www.savannahga.gov/DocumentCenter/View/24436/2021-ACFR>
- Georgia Department of Economic Development. (2022, August 10). *Georgia Shatters Investment and Job Records in FY22*. Retrieved from Georgia Department of Economic Development: <https://www.georgia.org/press-release/georgia-shatters-investment-and-job-records-fy22>
- Georgia Southern University Center for Business Analytics & Economic Research. (2022). *Coastal Empire Economic Monitor, 2nd Quarter, 2022. Coastal Empire Economic Monitor, 73*. Retrieved from <https://digitalcommons.georgiasouthern.edu/armstrong-analysis-monitor/73/>
- Martin, K. (2022, September 18). *Goldman Sachs Cuts 2023 Outlook for US Growth*. Retrieved from Fox Business: <https://www.foxbusiness.com/economy/goldman-sachs-cuts-2023-outlook-us-growth>
- U.S. Census Bureau. (2022, August 19). *U.S. Census Bureau News*. Retrieved from Census.gov: https://www.census.gov/retail/mrts/www/data/pdf/ec_current.pdf
- Vidovic, L. (2022, February 11). *News & Insights*. Retrieved from S&P Market Intelligence: <https://www.spglobal.com/marketintelligence/en/news-insights/blog/industries-most-and-least-impacted-by-covid-19-from-a-probability-of-default-perspective-january-2022-update>

SAVANNAH
savannahga.gov



Capital Improvement Program

2023-2027

SAVANNAH 



Capital Improvement Program

Table of Contents

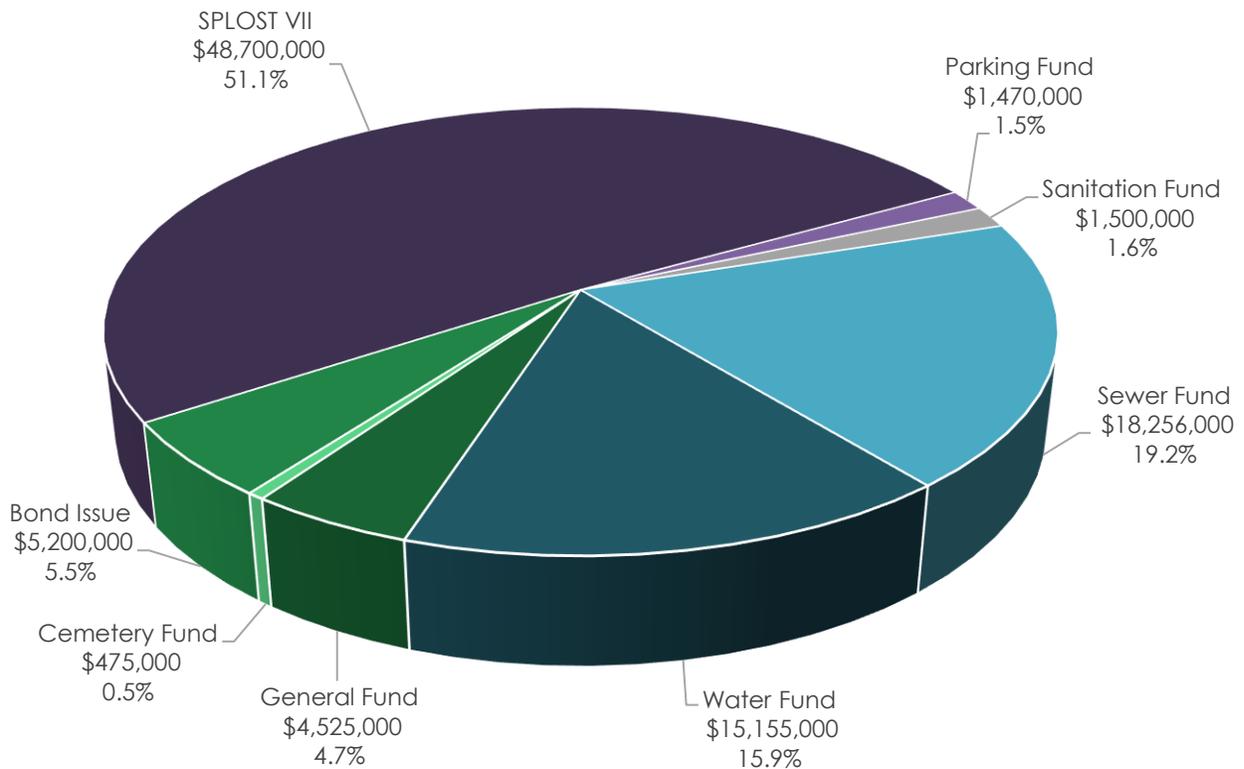
Capital Improvement Planning.....	1
Capital Budget Preparation & History.....	2
Historical Capital Funding Trends	3
Capital Budget Overview.....	4
Funding by Improvement Category.....	5
General Fund	7
Cemetery Fund	9
SPLOST VII	10
Parking Fund	12
Utility Enterprise Funds	13
Appendix: Six-year SPLOST VII Allocation Plan.....	16

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 Improvement 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 FY23 through FY27 totals \$313 million. The first year of the five-year plan, which is formally adopted by the City Council, totals approximately \$95 million for FY23.

Below is the breakdown of the FY23 capital budget by revenue source. The following pages discuss the Capital Budget preparation process, strategies, funding history details, and highlights of FY23 projects as well as the five-year plan overview.



Total FY23 Capital Budget
\$95,281,000

Capital Budget Preparation & History

Preparation

The Capital Budget is a multi-year spending authorization. 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.

The 2023-2027 capital plan was collaboratively developed by staff from all service centers. Projects were prioritized based upon:

- Available Revenue
- Equity
- Strategic Goals & Deliverables
- Contractual Obligations
- Project Schedules & Readiness
- Operating Budget Impact

Strategies

Budget strategies for development of the 2023-2027 Capital Improvement Program seek to:

- Provide the necessary funding and infrastructure to meet agreement obligations and move collaborative projects into implementation, particularly projects related to mobility and housing
- Maintain infrastructure and capital assets to protect the public and avoid future financial liabilities
- Identify sustainable solutions to environmental challenges, preserve and restore the City's historic assets, and expand neighborhood revitalization and economic development investment throughout all of Savannah
- 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:

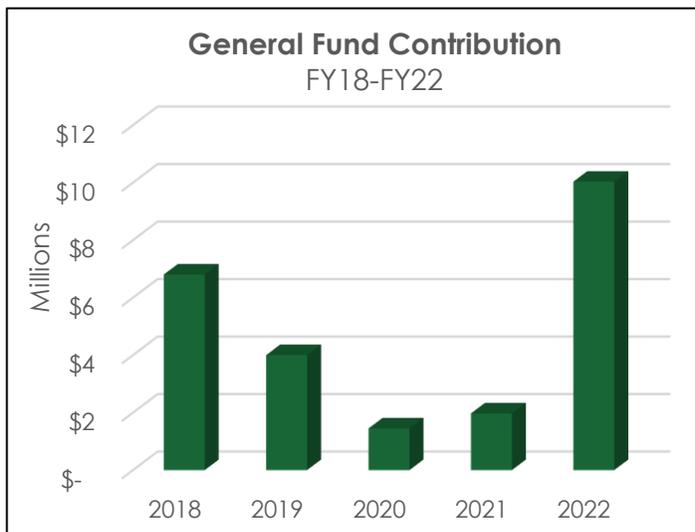
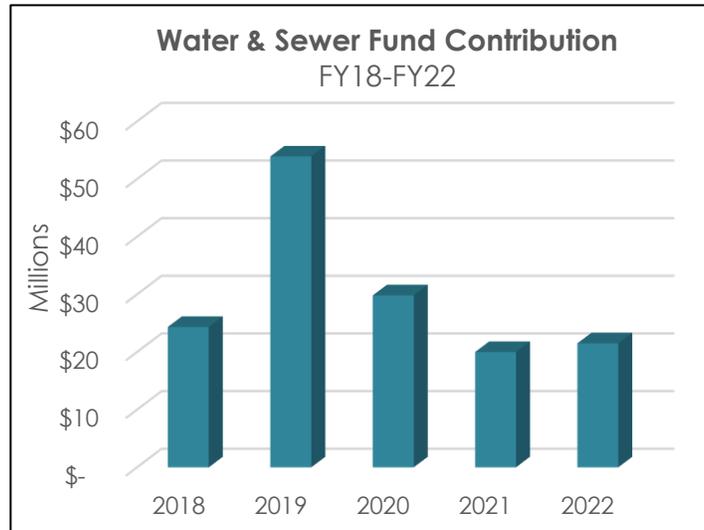
- Evaluation of the five-year plan and project review process to ensure alignment with updates to the City's strategic vision and priorities
- Focus on equitable capital investment City-wide, engaging the public, and utilizing professional structural assessments for effective prioritization
- Development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

Historical Capital Funding Trends

In the last five years, the City has invested more than \$360 million in capital projects for the community. Historical trends in contributions to capital investments from key funding sources are highlighted below.

Water & Sewer Funds

Water and sewer rates are projected five years into the future 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 \$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

The General Fund is an unrestricted revenue source and supports general government projects such as public safety facilities and equipment, community services and recreation projects, data and 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 2018-2022.

Outlook

Faster than anticipated economic recovery as well as special revenue sources such as the American Rescue Plan Act (ARPA) and SPLOST VII have recently provided the City the opportunity to address longstanding priority capital needs. However, considering remaining deferred maintenance deficits, rising costs, and the uncertain national and international economic forecast, careful assessment of ongoing expenses is recommended to ensure the City can properly operate and maintain assets after the initial capital investment.

Capital Budget Overview

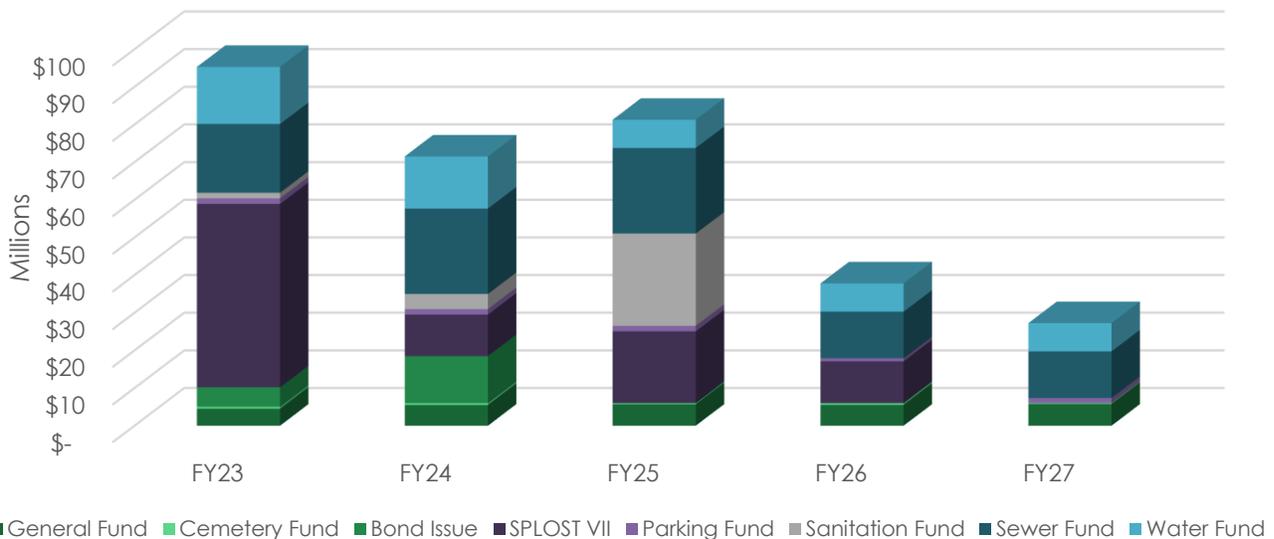
2023-2027 Capital Budget Overview

The five-year Capital Improvement Program revenue sources are projected to total \$313,054,931. The table below provides a breakdown of allocations by year. The Capital Budget is supported by a number of different funding sources, including debt, cash, and various other revenues, some of which have restricted usage.

Current funding highlights include:

- SPLOST VII continues to be a primary revenue source at 28.7% of total 5-year capital funding, and authorization to collect the Special Local Option Sales Tax expires at the end of September 2026
- General Fund projected allocations increased above levels attainable in recent years and are forecast to remain near recommended investment level over the next five-year period, but will require careful assessment of operating costs to maintain projections in the event of an economic downturn

Five-year Revenue Projections by Fund



Funding Source	FY23	FY24	FY25	FY26	FY27	5-year Total
General Fund	4,525,000	5,505,000	5,705,000	5,555,000	5,775,000	27,065,000
Cemetery Fund ¹	475,000	495,000	295,000	445,000	225,000	1,935,000
Bond Issue	5,200,000	12,500,000	-	-	-	17,700,000
SPLOST VII	48,700,000	11,000,000	19,054,931	11,100,000	-	89,854,931
Parking Fund	1,470,000	1,470,000	1,470,000	810,000	1,360,000	6,580,000
Sanitation Fund	1,500,000	4,000,000	24,500,000	-	-	30,000,000
Sewer Fund	18,256,000	22,706,000	22,716,000	12,371,000	12,371,000	88,420,000
Water Fund	15,155,000	13,830,000	7,505,000	7,505,000	7,505,000	51,500,000
Total	\$95,281,000	\$71,506,000	\$81,245,931	\$37,786,000	\$27,236,000	\$313,054,931

¹ 40% of General Fund cemetery lot sales revenue is budgeted to support capital cemetery preservation and improvements.

Funding by Improvement Category

Improvement Category	FY23	FY24	FY25	FY26	FY27	5-year Total
Cemetery	775,000	495,000	295,000	445,000	225,000	2,235,000
Community Development	2,900,000	5,500,000	3,700,000	4,900,000	1,500,000	18,500,000
Drainage	38,322,060	1,350,000	1,350,000	1,350,000	1,350,000	43,722,060
Public Buildings	3,385,840	1,470,000	3,470,000	810,000	1,360,000	10,495,840
Recreation	3,000,000	-	2,000,000	3,000,000	-	8,000,000
Park & Tree	-	200,000	-	-	-	200,000
Squares & Monuments	359,100	359,100	9,100	709,100	409,100	1,845,500
Streets & Sidewalks	4,950,000	5,345,900	6,025,831	5,445,900	1,060,100	22,827,731
Traffic Management	1,100,000	1,750,000	1,250,000	750,000	-	4,850,000
Sanitation	1,500,000	4,000,000	24,500,000	-	-	30,000,000
Sewer	18,256,000	22,706,000	22,716,000	12,371,000	12,371,000	88,420,000
Water	14,155,000	13,330,000	7,005,000	7,005,000	7,005,000	48,500,000
Other	6,578,000	15,000,000	8,925,000	1,000,000	1,955,800	33,458,800
Total	\$95,281,000	\$71,506,000	\$81,245,931	\$37,786,000	\$27,236,000	\$313,054,931

2023 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 \$5,900,000 of FY23 capital allocations to a variety of projects that support neighborhood interconnectivity and mobility, housing solutions, and projects that encourage economic development opportunity throughout the City. Year-one allocations include investment toward Abercorn Streetscape, Tide to Town, infrastructure necessary for public development and affordable housing initiatives, and Grayson Stadium improvements.
- **Park & Tree, Squares & Monuments, and Cemetery Improvement** projects support Neighborhood Revitalization and Economic Development by preserving, restoring, and improving the City's historic greenspaces, hardscapes, and fountains. Allocations in FY23 include acquiring Evergreen as the City's sixth municipal cemetery and investing in improvements to ensure it is consistent with City conservation and maintenance standards.
- 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 \$38,322,060 or 40.2 percent of year-one capital funding, primarily due to significant investment in the Springfield Canal.
- The **Public Buildings** category accounts for \$3,385,840 of planned FY23 capital funding and includes projects such as phase two of the Police Headquarters renovation, Cultural Arts Center lighting and display enhancement, and existing parking facility rehabilitation to ensure maximum useful life of revenue generating assets.

- **Traffic, Streets & Sidewalk Improvements** account for \$6,050,000 of planned FY23 capital allocations for mobility improvements throughout the City, primarily funded by SPLOST VII. In addition to ongoing sidewalk installation and repair, street resurfacing, and traffic calming projects, year-one allocations also include design funding for a traffic circle at Windsor & Largo.
- Enterprise Utility Improvements account for \$33,911,000 or 35.6 percent of FY23 planned capital investments and are consistently a significant component of the total Capital Budget. Many **Water** and **Sewer Improvement** projects prepare the City for compliance with anticipated federal and state regulation changes regarding groundwater use. FY23 **Sanitation Improvements** focus on leachate storage and prepare for future improvements in treatment and transport.
- The **Other Projects** category accounts for \$6,578,000 of FY23 allocations and addresses a wide variety of strategic priorities. Year-one funding supports ongoing investment in the City's water metering system modernization and improvement, public safety equipment, and a development agreement on East River Street.

FY23 Revenue Source Detail

The following pages provide a description of the various revenue sources that support the Capital Fund, five-year capital contribution projections, and a list of projects included in year-one allocations. For active project information and quarterly updates, visit <https://public.sagis.org/cip/>.

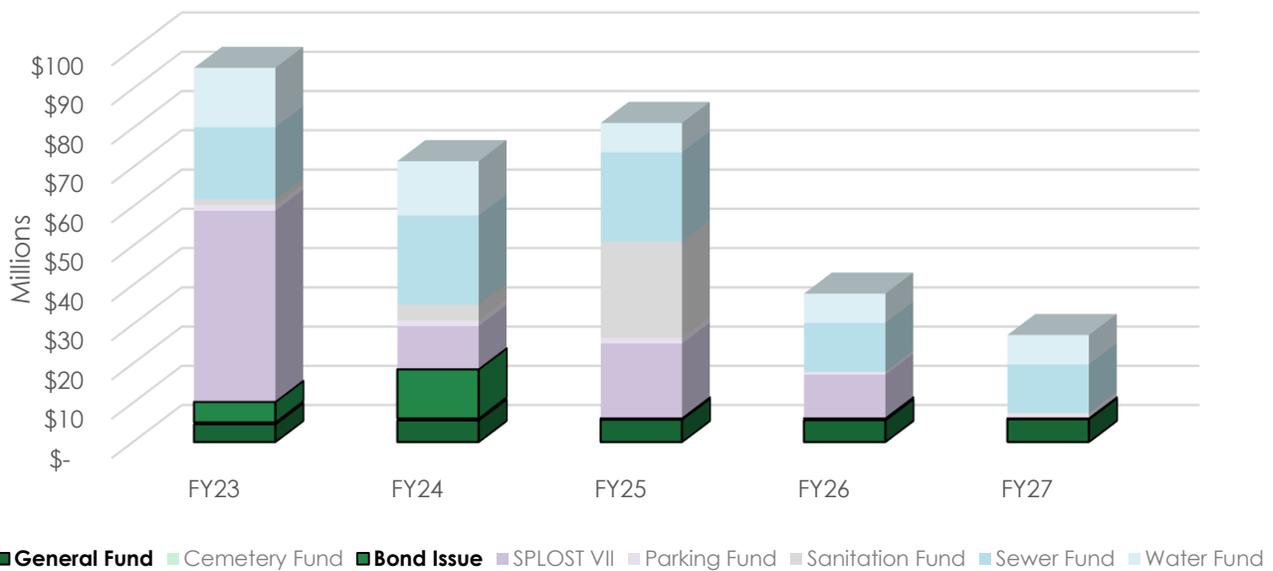


General Fund

The General Fund is the overall 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 2023 consist of drainage improvements, supplements to mobility projects such as sidewalk rehabilitation and traffic calming, public safety facilities and equipment, cemetery improvements, preservation and conservation efforts, as well as infrastructure supporting affordable housing initiatives. The FY23 proposed bond issue is included with this group as expenses will be incurred in the General Fund as debt service in FY24.

Funding Source	2023	2024	2025	2026	2027	5-Year Total
General Fund	4,525,000	5,505,000	5,705,000	5,555,000	5,775,000	\$ 27,065,000
Bond Issue ¹	5,200,000	-	-	-	-	\$ 5,200,000

Five-year Revenue Projections by Fund



Project Name	Project Category	2023 Proposed
East River Street Improvements ¹	Other Improvement	\$5,200,000
Evergreen Cemetery	Cemetery	\$300,000
Affordable Housing Infrastructure - 916 MLK	Community Development	\$500,000
Dawes Avenue Infrastructure	Community Development	\$200,000
Fairgrounds Phase-I Senior Housing Infrastructure	Community Development	\$450,000

¹ Bond issue proposed in accordance with the development agreement and funding plan approved by Council December 5, 2019.

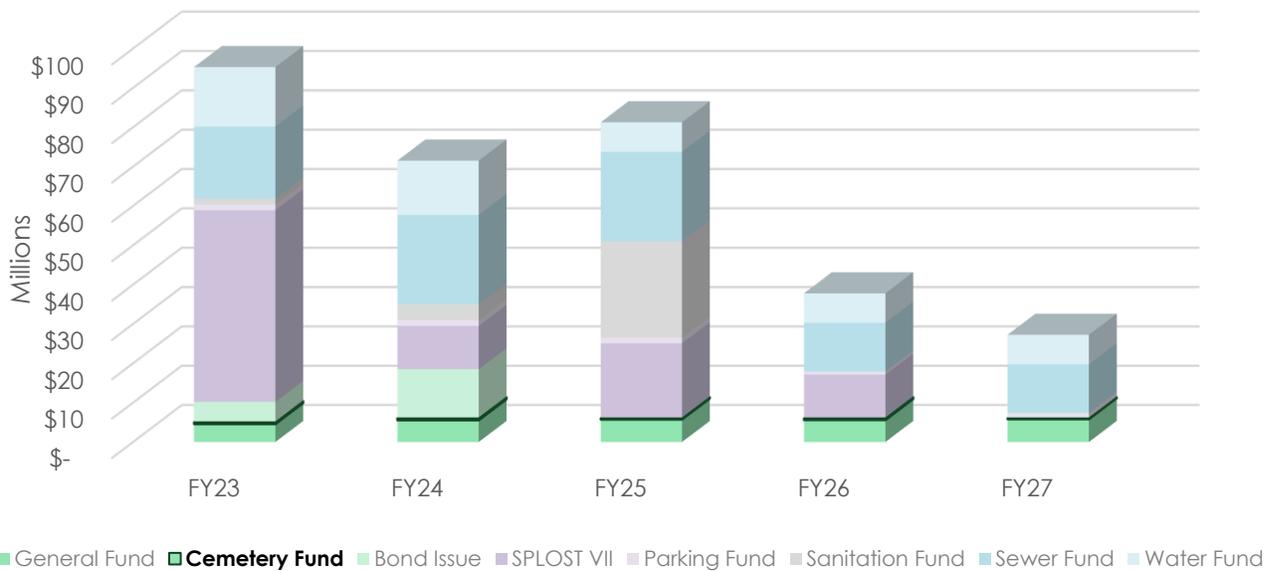
Project Name	Project Category	2023 Proposed
Graham & Hudson Street Infrastructure	Community Development	\$250,000
Brick Pipeline Rehabilitation & Replacement	Drainage	\$472,060
Storm Sewer Rehabilitation	Drainage	\$800,000
Stormwater Pump Station Rehabilitation	Drainage	\$50,000
I-95 Airways Cost Share Agreement	Other Improvement	\$100,000
Self-contained Breathing Apparatus (SCBA) Fill Stations	Other Improvement	\$378,000
Cultural Arts Center Atrium Rigging	Public Building	\$15,840
Firing Range Facility Engineering & Improvement	Public Building	\$400,000
Historical Marker Program	Squares & Monuments	\$9,100
Square, Fountain & Monument Preservation	Squares & Monuments	\$350,000
Traffic Circle - Windsor & Largo	Traffic Management	\$250,000

Cemetery Fund

Access to Savannah's municipal cemeteries is considered a public service and treated as such within the General Fund rather than a business-type/enterprise activity that would require a fee structure to garner self-sustaining revenues. Although there is not an official fund, forty percent of the General Fund's cemetery lot sale revenue is reserved for cemetery improvement projects and referred to as the Cemetery Fund. Investment in the City's historic cemeteries plays an important role in creating and preserving the signature atmosphere of Savannah. FY23 projects include conservation, restoration, as well as both columbarium and lot inventory expansion initiatives.

Funding Source	2023	2024	2025	2026	2027	5-Year Total
Cemetery Fund	475,000	495,000	295,000	445,000	225,000	\$ 1,935,000

Five-year Revenue Projections by Fund



Project Name	Project Category	2023 Proposed
Cemetery Monument Conservation	Cemetery Improvement	\$20,000
Cemetery Roadway Improvements	Cemetery Improvement	\$15,000
Greenwich Columbarium	Cemetery Improvement	\$400,000
Historic Cemetery Building Maintenance	Cemetery Improvement	\$40,000

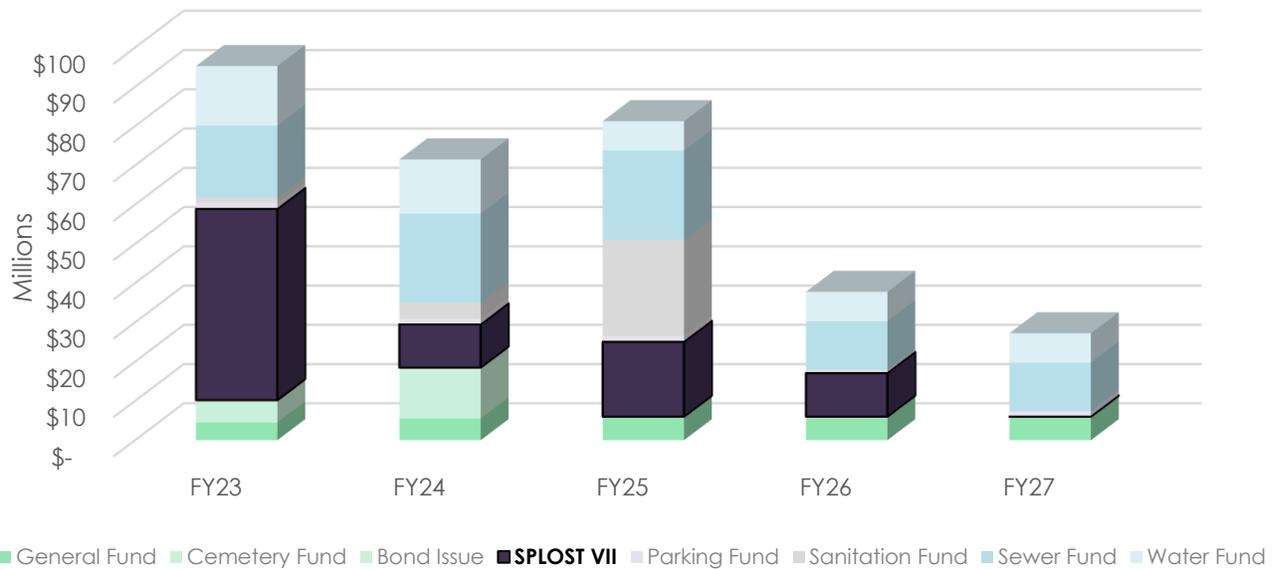
SPLOST VII

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 through September 2026. The Appendix includes a table showing the six-year SPLOST VII plan over the full collection period with an allocation schedule for FY23-FY26 updated during this year’s capital planning process.

SPLOST VII projects comprise 51.1 percent of the FY23 capital allocations and 28.7 percent of the total 5-year projected Capital Budget. FY23 SPLOST VII allocations support a wide variety of project categories including significant drainage improvements, mobility infrastructure investment, public building, community development, and recreational improvements.

Funding Source	2023	2024	2025	2026	2027	5-Year Total
SPLOST VII	48,700,000	11,000,000	19,054,931	11,100,000	-	\$ 89,854,931

Five-year Revenue Projections by Fund



Project Name	Project Category	2023 Proposed
Abercorn Streetscape	Community Development	\$500,000
Blighted Property Acquisition & Redevelopment	Community Development	\$1,000,000
Springfield Canal Drainage Improvements	Drainage	\$37,000,000
Police Headquarters Renovation	Public Building	\$1,500,000
Grayson Stadium Improvements	Recreation	\$2,000,000
Tide to Town Core Route	Recreation	\$1,000,000

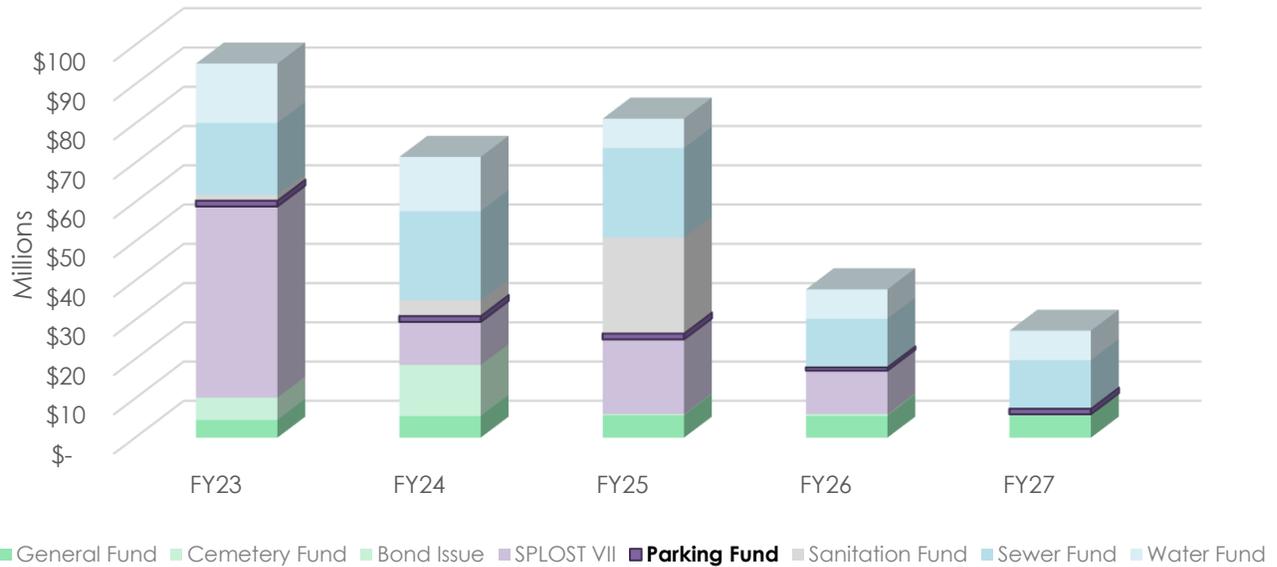
Project Name	Project Category	2023 Proposed
Local Maintenance & Improvement Grant (LMIG)	Streets & Sidewalks	\$550,000
Sidewalk Replacement & New Installations	Streets & Sidewalks	\$1,100,000
Street Paving & Paving Rehabilitation	Streets & Sidewalks	\$3,300,000
Traffic Safety & Calming	Traffic Management	\$750,000

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 2023, 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	2023	2024	2025	2026	2027	5-Year Total
Parking Fund	1,470,000	1,470,000	1,470,000	810,000	1,360,000	\$ 6,580,000

Five-year Revenue Projections by Fund



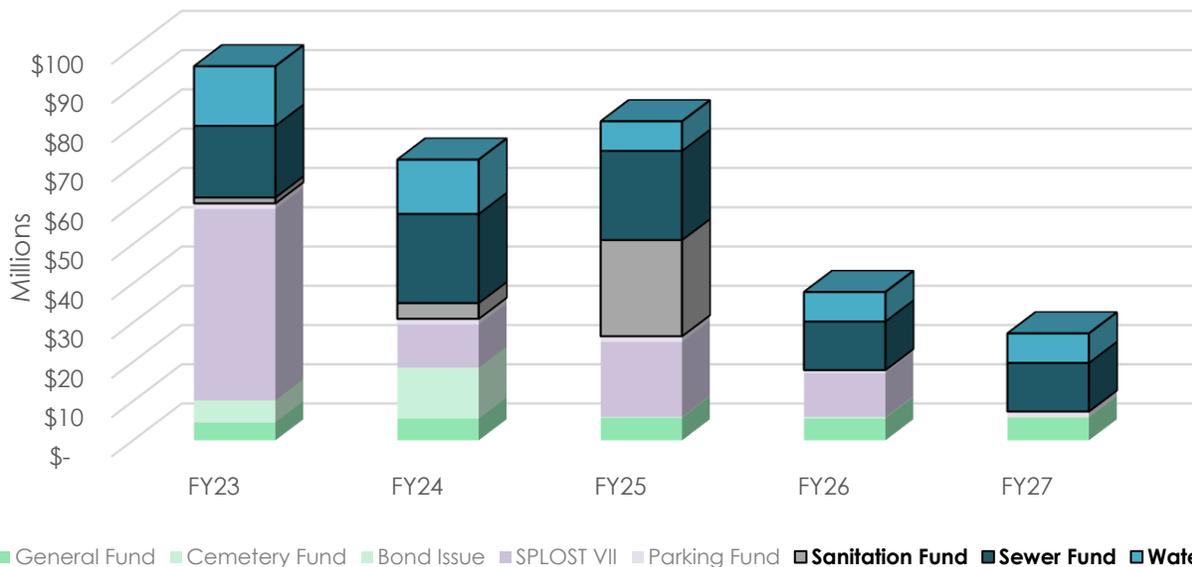
Project Name	Project Category	2023 Proposed
Bryan Street Garage Floor Repairs	Public Building	\$220,000
Liberty Street Garage Floor Repairs	Public Building	\$520,000
Robinson Garage Floor Repairs	Public Building	\$320,000
State Street Garage Floor Repairs	Public Building	\$260,000
Whitaker Garage Repairs	Public Building	\$150,000

Utility Enterprise Funds

Utility Enterprise Funds include Sanitation, Sewer, and Water Services Funds. 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 environmental compliance including groundwater extraction limits. Utility Enterprise Fund capital planning includes both consideration of the City’s current needs related to growth, development and sustainability, as well as planning for future expansion 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	2023	2024	2025	2026	2027	5-Year Total
Sanitation Fund	1,500,000	4,000,000	24,500,000	-	-	\$ 30,000,000
Sewer Fund	18,256,000	22,706,000	22,716,000	12,371,000	12,371,000	\$ 88,420,000
Water Fund	15,155,000	13,830,000	7,505,000	7,505,000	7,505,000	\$ 51,500,000

Five-year Revenue Projections by Fund



Project Name	Project Category	2023 Proposed
Leachate Storage & Load-out Facility	Sanitation Improvement	\$1,500,000
Blower Replacement	Sewer Improvement	\$500,000
Crossroads Grit System	Sewer Improvement	\$500,000
Dean Forest Parallel Force Main	Sewer Improvement	\$1,000,000
Developer Oversizing	Sewer Improvement	\$125,000
Extension of Sewer Lines	Sewer Improvement	\$130,000
Force Main Pigs	Sewer Improvement	\$150,000

Project Name	Project Category	2023 Proposed
Georgetown Nutrient Removal	Sewer Improvement	\$500,000
Large Tract Infrastructure	Sewer Improvement	\$100,000
Lift Station Rehabilitation	Sewer Improvement	\$2,000,000
Ogeechee Water & Sewer Agreements (Sewer portion)	Sewer Improvement	\$750,000
Paulson Interceptor	Sewer Improvement	\$1,750,000
President Street Diffusers	Sewer Improvement	\$500,000
President Street Third Aeration Basin	Sewer Improvement	\$500,000
President Street TMDL ¹ Improvements	Sewer Improvement	\$425,000
Regional Plant Pond Dredging	Sewer Improvement	\$500,000
Sanitary Sewer/Stormwater Separation	Sewer Improvement	\$95,000
Sewer Line Rehabilitation	Sewer Improvement	\$3,000,000
Sewer Share of Paving	Sewer Improvement	\$50,000
Sluice Gate Replacement	Sewer Improvement	\$125,000
SW Quadrant Intermediate S&O Force Main Lift Station	Sewer Improvement	\$2,000,000
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 - President Street Plant	Sewer Improvement	\$500,000
UV Disinfection - Regional Plants	Sewer Improvement	\$50,000
Wilshire TMDL ¹ Improvements	Sewer Improvement	\$1,575,000
Lift Station Monitoring	Sewer Improvement	\$131,000
48" Distribution Line Replacement	Water Improvement	\$200,000
48" Waterline Replacement	Water Improvement	\$2,000,000
Advanced Metering Infrastructure (AMI) Tech Investment	Other Improvement	\$1,000,000
Dean Forest 24" Line into New Hampstead Service Area	Water Improvement	\$375,000
Dean Forest 24" Upgrade	Water Improvement	\$4,000,000
Developer Oversizing	Water Improvement	\$200,000
Fire Hydrant Replacement Program	Water Improvement	\$100,000
Groundwater Reductions	Water Improvement	\$1,000,000
Hydropneumatic Tank Replacements	Water Improvement	\$50,000
Large Tract Infrastructure	Water Improvement	\$1,600,000
Large Tract Water Supply	Water Improvement	\$500,000
Lead/Copper Rule	Water Improvement	\$2,000,000
Megasite to New Hampstead 36" Main	Water Improvement	\$500,000
Miscellaneous Water Line Improvements	Water Improvement	\$850,000
Pine Meadow Valve Vault	Water Improvement	\$125,000
Reclaimed Water Distribution	Water Improvement	\$50,000
Sludge Pond Dredging	Water Improvement	\$45,000
Supervisory Control & Data Acquisition (SCADA) Upgrade	Water Improvement	\$150,000

¹ TMDL – Total Maximum Daily Limit

Project Name	Project Category	2023 Proposed
Valve Replacement Program	Water Improvement	\$150,000
Water Share of Paving	Water Improvement	\$110,000
Well Preventative Maintenance	Water Improvement	\$150,000

Appendix: Six-year SPLOST VII Allocation Plan

Project Name	FY21	FY22	FY23	FY24	FY25	FY26	6-Year Total
Springfield Canal Drainage Improvements	6,000,000	2,000,000	37,000,000	-	-	-	45,000,000
LMIG Resurfacing	49,984	520,000	550,000	550,000	600,000	600,000	2,869,984
Street Paving & Pavement Rehab	3,500,000	3,000,000	3,300,000	3,350,000	3,479,931	3,250,000	19,879,931
Casey South Drainage Improvements (Phase 2B)	22,000,000	-	-	-	-	-	22,000,000
Traffic Safety and Calming	1,000,000	750,000	750,000	1,000,000	750,000	750,000	5,000,000
Sidewalk Replacement & New Installation	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,000,000	6,500,000
Abercorn Streetscape (CNU)	-	-	500,000	2,500,000	-	-	3,000,000
City Hall Historic Renovation ¹	-	3,000,000	-	-	2,000,000	-	5,000,000
Grant Center Replacement	2,500,000	-	-	-	-	-	2,500,000
Grayson Stadium Improvements ^{2,3}	80,000	420,000	2,000,000	-	-	3,000,000	5,500,000
Riverwalk Extension	2,000,000	-	-	-	-	-	2,000,000
Waters Avenue Revitalization (Phase 3)	2,000,000	-	-	-	-	-	2,000,000
W. W. Law Swimming Pool Rehabilitation	250,000	-	-	-	-	-	250,000
Shuman Swimming Pool Rehabilitation	500,000	-	-	-	-	-	500,000
Haven Swimming Pool Rehabilitation	500,000	-	-	-	-	-	500,000
Southside Community Center	-	1,000,000	-	-	-	-	1,000,000
Tide to Town	-	-	1,000,000	-	-	-	1,000,000
Daffin Park Improvements	-	205,000	-	-	-	-	205,000
Daffin Park Pool Rehabilitation	-	295,000	-	-	-	-	295,000
Liberty City (Parking and Facility)	-	300,000	-	-	-	-	300,000
Blighted Property Acquisition & Redevelopment	2,000,000	-	1,000,000	2,500,000	2,500,000	2,000,000	10,000,000
Broughton Street Streetscape (Phase 2)	8,000,000	-	-	-	-	-	8,000,000
Eastside Early Learning Center	-	-	-	-	3,125,000	-	3,125,000
Police Headquarters Renovation	3,200,000	-	1,500,000	-	-	-	4,700,000
Public Safety Technology Improvements	-	-	-	-	500,000	500,000	1,000,000
Fire Truck Replacement	2,000,000	-	-	-	-	-	2,000,000
Downtown Streetscape GO Bonds Retirement ⁴	6,700,000	-	-	-	-	-	6,700,000
Guy Minnick Park Improvements (Phase 3) ⁵	-	-	-	-	2,000,000	-	2,000,000
Fiber Optic Cable Replacement	-	-	-	-	3,000,000	-	3,000,000
Total	\$63,379,984	\$12,590,000	\$48,700,000	\$11,000,000	\$19,054,931	\$11,100,000	\$165,824,915

16

¹ \$2m in FY25 only available if SPLOST VII collections exceed \$420m

² \$80k showing in FY21 was prefunded in FY20 to address locker room HVAC needs

³ \$3m in FY26 only available if SPLOST VII collections exceed \$420m

⁴ Not a capital project, but approved for SPLOST VII funding and included in budgeting to account for all allocations

⁵ Allocations for Guy Minnick Park and Fiber Optic Cable Replacement available if SPLOST VII collections exceed \$420m.

