



SAVANNAH

savannahga.gov



& BUDGET STRATEGIC PLAN

ONE CITY. ONE DIRECTION: FORWARD





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Savannah
Georgia**

For the Fiscal Year Beginning

January 1, 2017

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Savannah, Georgia** for its annual budget for the fiscal year beginning **January 1, 2017**. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Special recognition is given to the following individuals for their assistance in preparation of the 2018 Service Program and Budget and the 2018-2022 Capital Improvement Program.

Executive Staff

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

Office of Management and Budget Staff

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Special Acknowledgements

David Maxwell, Chief Financial Officer and the Finance Team
Information Technology
Fleet Services
Human Resources

Budget printed by Alphagraphics

LEGISLATIVE BODY

MAYOR AND CITY COUNCIL 2016-2020

EDDIE DELOACH
Mayor



VAN R. JOHNSON, II
District 1



BILL DURRENCE
District 2



JOHN HALL
District 3



JULIAN MILLER
District 4



DR. ESTELLA EDWARDS SHABAZZ
District 5



TONY THOMAS
District 6



CAROLYN BELL
Post 1 At-Large



BRIAN FOSTER
Post 2 At-Large



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City Manager's Budget Message

December 7, 2017

To: Mayor and Members of City Council

There is a saying that a goal without a plan is just a wish. Throughout 2017, City Council worked collaboratively with staff and the community to develop some big plans, which will lead to significant change within our organization in 2018 and well into the future. Together, we:

- Developed a strategic plan, [SAVANNAH FORWARD](#), which establishes new priorities, defines what success will look like over the next seven years, and creates concrete strategies on how to get there.
- Created a plan to restructure the City organization, the first major reorganization in recent history, to help us meet goals laid out in [SAVANNAH FORWARD](#).
- Adopted the Parking Matters study, which lays out strategies for improving parking downtown.
- Completed a conceptual vision for the new Arena Development District, which when completed will redefine what we consider downtown Savannah.
- Finalized a plan for the re-establishment of the Savannah Police Department, which will allow us to focus exclusively on public safety needs.
- Developed a fire services fee as a way to more equitably fund fire services in our community.

The 2018 Budget for the City of Savannah provides the necessary resources for putting these and other plans into action.

This \$408 million spending plan funds a new unit to expedite development of the arena and surrounding Canal District. It creates a department to coordinate the logistics of special events and tourism, the number of which continue to grow rapidly in Savannah. This budget brings all of our code enforcement officers – currently spread across multiple departments – under one roof, allowing us to cross train, make better use of resources, and better address compliance. This budget also puts a stronger focus on creating business opportunities for all of our residents, and launches a new unit designed to measure progress and ensure we stay on track.

City Council courageously addressed a projected funding imbalance by authorizing a fire services fee, which will cover 70 percent of our fire department's funding needs. The fire services fee treats fire protection just like we treat water, sewer and sanitation services – everyone pays for the services or benefits they receive, including nonprofits, governmental and educational institutions. It costs a tremendous amount of money to train, equip and then position the men and women who stand ready to respond to any emergency 24 hours a day, 365 days a year. Whether or not a property owner has been lucky enough to never need the services of Savannah Fire, the cost of providing that service remains the same to the City.

With adoption of the fire services fee, we are able to reduce our property tax rate by 8 percent, from the current 12.48 mills to 11.48 mills, which would make it the lowest millage rate in Savannah since 1988. If approved, Savannah City Council will have driven down its property tax rate by 34 percent over the past three decades.

By taking pressure off the City's General Fund, we can continue our progress in reducing crime city-wide, City Council's top priority. This budget adds 14 police officer positions to the City's police department on top of 18 grant-funded sworn positions added in 2017. To enhance garage security measures within the downtown corridor, 10 additional police officers will be brought on in FY 2018 as well.

The 2018 Budget contains funding for the continuation of existing services and initiatives. It also includes funding to address City Council Strategic Priorities and needed service enhancements:

Public Safety

- Anticipates \$2,285,365 from Chatham County for operation of the E-911/Public Safety Communications Center.
- Funds \$1,139,433 for police service enhancements including 14 additional police officers, establishes permanent funding for the Cold Case Investigative Unit, and an information systems analyst position.
- Opens four new police service locations: Downtown, Eastside, Southwest/New Hampstead substation and Savannah Highlands/Northwest substation.
- Funds two new fire engines replacing apparatus that are 12 and 13 years old.

Infrastructure

- Allocates \$500,000 to replace the control system at the DeRenne Avenue Pump Station, allowing personnel to more rapidly and efficiently respond to changing stormwater conditions.
- Provides \$800,000 for increased tree pruning, and tree and stump removal to help reduce the backlog of tree pruning and removal requests, including more than 500 stumps awaiting removal.
- Increases funding by \$1 million for landscaping maintenance services for rights of way and public property to help beautify public areas, key corridors, and neighborhoods.
- Continues needed storm-sewer rehabilitation by providing \$500,000 to repair and upgrade significantly aged infrastructure.
- Identifies \$597,000 for bridge maintenance and road resurfacing projects.
- Provides a grant match for Benton Boulevard at Spring Lakes school/intersection improvements.

Neighborhood Revitalization

- Secures \$410,000 for Joe Tribble Park improvements, including a pond aeration system, paved parking and security enhancements.
- Expands funding by \$1,681,840 for the Savannah Shines neighborhood improvement project under way in Edgemere/Sackville to construct new sidewalks, crosswalks, decorative

lighting, landscaping, and a bike path along Cedar Street, in addition to new curb and gutter between E. 52nd and E. 56th streets, and pedestrian safety improvements at high-volume areas along Waters Avenue.

- Provides \$500,000 in additional funding for next phase of the Waters Avenue Streetscape Enhancement Project from Anderson Street to Wheaton Street, which includes improved sidewalks, decorative crosswalks, ADA compliance ramps, enhanced landscaping, and ornamental lighting fixtures.
- Extends operating hours of two neighborhood community centers, providing increased recreational opportunities for youth.

Economic Strength and Poverty Reduction

- Establishes a Fire Services Fee Financial Hardship Assistance program to assist low-income property owners with paying the costs of the new fire services fee.
- Invests \$643,177 through the City's Community Partnerships Investment Program to fund 31 programs and services provided by 24 nonprofit agencies targeting poverty in Savannah.
- Purchases \$680,400 worth of cultural and arts programming from 12 organizations to enhance tourism and enrich the quality of life for our residents.
- Allocates \$210,000 toward special events, sponsorships and community celebrations.
- Forms a new Human Services department to manage, operate, and coordinate social and supportive services for youth, adults and families through collaborations and partnerships with faith-based and not-for-profit organizations providing community-directed services to families and individuals to assist them in reaching self-sufficiency.

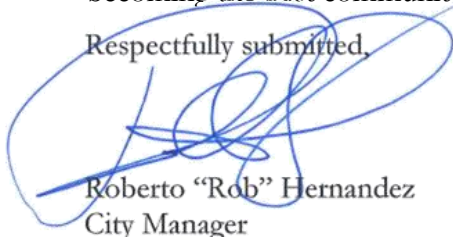
Good Government

- Replaces Budget and Performance Tracking Software System to align the budget, programs and service outcomes with the Strategic Plan.
- Allocates \$1,649,199 to provide for a 2% general wage increase with an additional 1% to be considered mid-year to make the City more competitive in attracting and retaining employees.
- Closes the Broughton Municipal and Gamble Buildings and relocates services to the new Chatham Parkway Service Center.
- Funds \$345,000 in technology-related improvements.

While the 2018 Budget makes progress in addressing Strategic Priorities and closing the gap between resource availability and needs, it does so with some cost. This budget includes elimination of 18 vacancies within the Savannah Fire Department, in addition to 27 other positions across the City organization. It also imposes a partial hiring freeze, while reducing operational contingency funds.

We have much work ahead, and this spending plan does not meet all of our needs. But it is a start, and sets several of our major plans into motion, a path that I am confident will lead to Savannah becoming the best community our size in America.

Respectfully submitted,



Roberto "Rob" Hernandez
City Manager

Reader's Guide

CITY MANAGER'S MESSAGE outlines the issues and assumptions relative to development of the revenues and expenditures of various City funds to achieve community priorities and service delivery focus in 2018.

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

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

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

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

Service Centers include:

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

Business Units are funded by the following funds:

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

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

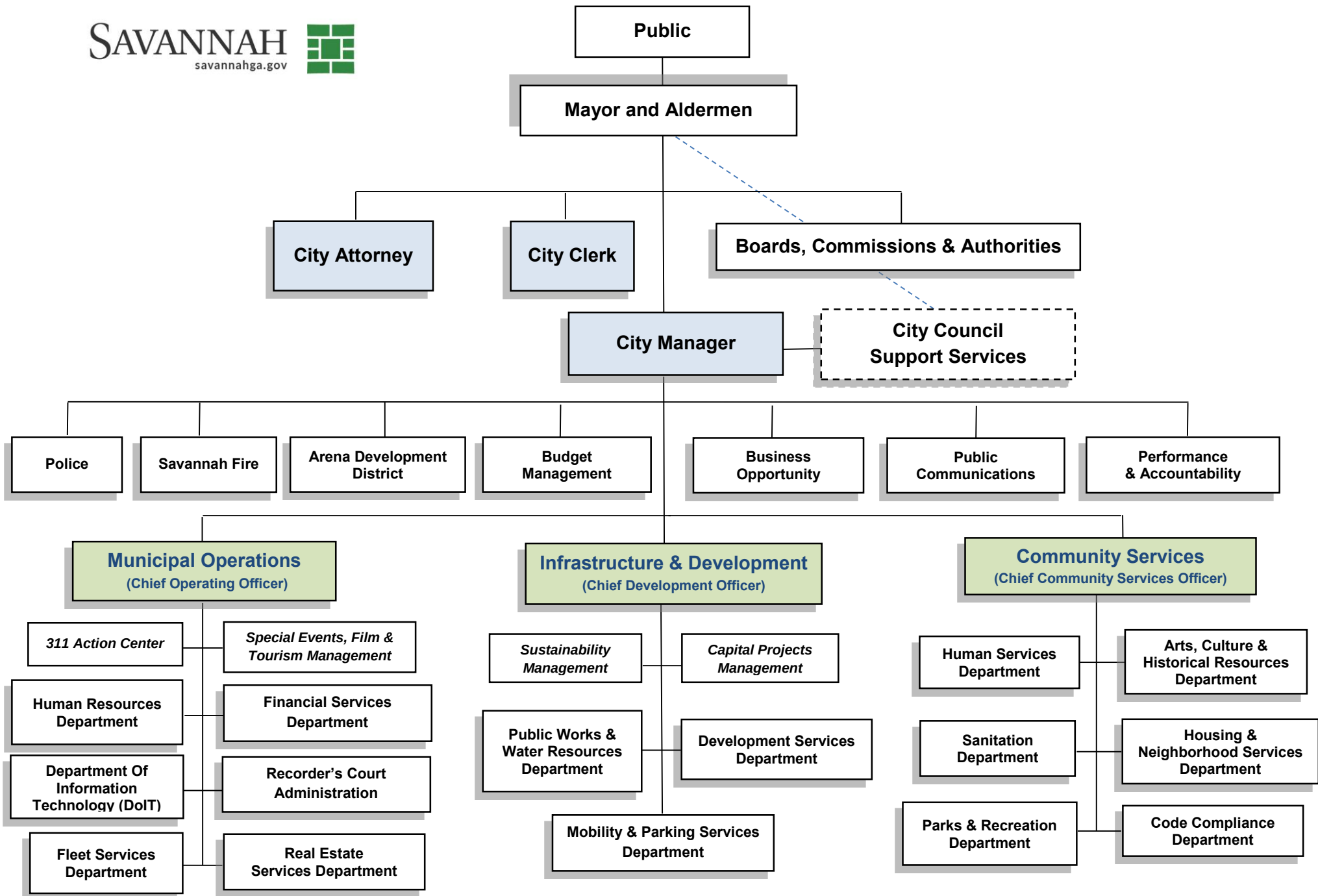
CAPITAL IMPROVEMENT PROGRAM presents a five year plan for maintenance and improvement of manmade infrastructure used for the delivery of essential public services. The first year of the plan is adopted for implementation.

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

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

APPENDIX includes an overview of the Debt Service Fund, 2018 Vehicle Replacement List, Classifications and Pay Grade, 2018 Salary Grade Table, List of Acronyms, and Glossary of Key Terms.

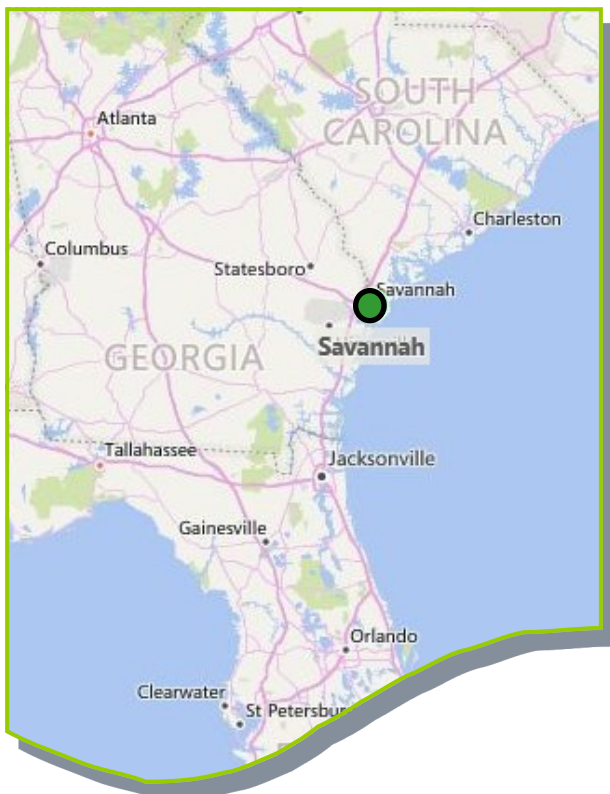
CITY OF SAVANNAH ORGANIZATIONAL STRUCTURE



SAVANNAH AT A GLANCE



CITY HALL, FOOT OF BULL ST.
SAVANNAH, GA



ESTABLISHED

February 12, 1733

GOVERNMENT

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

COUNTY

Chatham County

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

SCHOOL DISTRICT

Savannah Chatham—County School District

<http://internet.savannah.chatham.k12.ga.us/default.aspx>

LOCATION

Savannah is approximately 250 miles southeast of Atlanta, Georgia; 140 miles north of Jacksonville, Florida; and 110 miles southwest of Charleston, South Carolina

AREA

108.7 square miles

CLIMATE

Humid subtropical climate with short mild winters, hot and humid summers

POPULATION

146,763 City of Savannah

384,024 Savannah, MSA

BOND RATING

AA+

ISO RATING

ISO Class 1

SAVANNAH AT A GLANCE

POPULATION

The City of Savannah's population was 146,763 in 2016. This represents an 11.6 percent increase since 2000. Savannah's Metropolitan Statistical Areas (MSA) population in 2016 is estimated to be 384,024 a 31.1 percent increase since 2000.



Area Population Trends	2000	2010	2016
Savannah	131,510	137,534	146,763
Savannah , MSA	293,000	348,739	384,024

EDUCATIONAL ATTAINMENT

From the [Savannah College of Art and Design](#), which offers more degree programs and specializations than any other art and design university; to [Savannah Technical College](#), named in 2014 as the No. 1 technical college in the state of Georgia; to [Savannah State University](#), The oldest public historically black college or university in the state; to [Georgia Southern University](#), one of America's best colleges according to *Forbes* magazine, the Savannah region provides a highly skilled, educated workforce.

2016	High School Graduate or Higher	Bachelors Degree or Higher
Savannah	86.5%	27.7%
Savannah , MSA	88.8%	31.0%

MEDIAN HOUSEHOLD INCOME

The City of Savannah's median household income in 2016 was \$37,108 .The median household income for Savannah's Metropolitan Statistical Area (MSA) was \$ 52,115 .

Median Household Income	
City of Savannah	\$37,108
Savannah, MSA	\$52,115



City of Savannah	Number of Households	Percentage
Under \$35,000	25,535	47.4%
\$35, 000 to \$49,000	8,327	15.5%
\$50,000 to \$74,999	8,683	16.1%
\$75,000 - Above	11,320	20.9%
Savannah, MSA	Number of Households	Percentage
Under \$35,000	46,191	33.6%
\$35, 000 to \$49,000	19,158	14.0%
\$50,000 to \$74,999	25,270	18.4%
\$75,000 - Above	46,613	40.0%

Source: U.S. Census Bureau
SEDA, 2018

SAVANNAH AT A GLANCE

ECONOMY

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



Savannah, MSA Major Employers

Employers	Product/Service/Other	Number of Employees
Gulfstream Aerospace Corporation	Jet Aircraft/Aerospace Equip.	9,878
Ft. Stewart /Hunter Army Airfield	Civilian Personnel	5,773
Savannah-Chatham County Board of Education	Public Schools	5,654
Memorial Health University Medical Center	Hospital	4,775
St. Joseph's/Candler Health System	Hospital	3,400
City of Savannah	Government	2,468
Savannah College of Art & Design	Education	1,886
Chatham County	Government	1,600
Georgia Ports Authority	Ship Terminal Operation	1,080
Armstrong State University	Education	886

EMPLOYMENT

The unemployment rate for Savannah, MSA fell 0.1 percentage points in December 2017 to 4.1%.

SAVANNAH AT A GLANCE

Employment by Sector, Savannah MSA

Industry	Employment	% of Total Workforce
Trade, Transportation and Utilities	39,412	23.68%
Leisure and Hospitality	25,728	15.46%
Education and Health Services	24,502	14.72%
Government	22,994	13.81%
Professional and Business Services	17,808	10.70%
Manufacturing	16,587	9.97%
Construction	6,768	4.07%
Financial Activities	5,678	3.41%
Other Services	5,088	3.06%
Information	1,236	0.74%
Unclassified	422	0.25%
Natural Resources, Mining, and Agricul-	224	0.13%
Total	166,447	100.00%



City of Savannah Major Taxpayers

Taxpayer	Type of Business	2016 Assessed Valuation	% of Major Taxpayers
Georgia Power	Electric Utility	\$76,699,798	18.70%
Gulfstream	Aircraft Manufacturer	\$53,834,114	13.12%
HH Savannah LLC	Hyatt Hotel	\$40,391,098	9.85%
Home Depot	Distribution Center	\$39,195,094	9.55%
Oglethorpe Mall LLC	Regional Shopping Mall	\$36,957,790	9.01%
CWT Savannah	Weston Hotel	\$36,053,034	8.79%
Duke Realty	Real Estate Investment	\$35,085,360	8.55%
Dollar Tree	Distribution Center	\$33,091,834	8.07%
Columbia Properties	Marriott Hotel	\$30,612,892	7.46%
MMA/PSP Savannah River	Investment Group	\$28,340,224	6.91%
Total		\$410,261,238	100.00%

SAVANNAH AT A GLANCE

PARKS, RECREATION & COMMUNITY CENTERS



Facility	Total
Athletic Fields	16
Basketball Courts	21
Community Centers	15
Golden Age Center	13
Parks	59
Playgrounds	54
Spray Pools & Swimming Pools	17
Tennis Courts	5

PUBLIC SAFETY

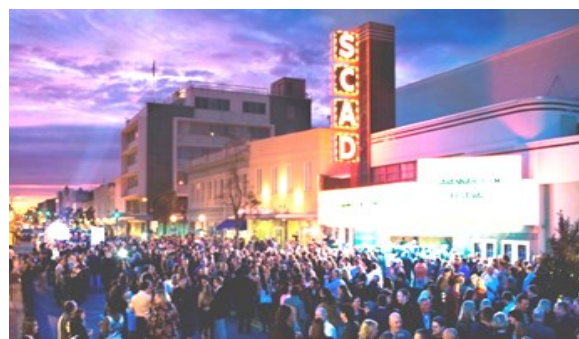


Savannah Police	Total	Savannah Fire	Total
Police Stations	6	Fire Stations	15
Sworn Police Personnel	527	Sworn Fire Personnel	351
Police Vehicles	495	Fire Engines	16
Motorcycles	6	Fire Trucks	7

SAVANNAH AT A GLANCE

ANNUAL EVENTS

Martin Luther King Jr. Day Parade	January
Savannah Black Heritage Festival	February
Savannah Irish Festival	February
Savannah Book Festival	February
Savannah Tour of Homes and Gardens	March
Tara Feis Irish Celebration	March
St. Patrick's Day Celebration	March
Savannah Stopover Music Festival	March
Savannah Music Festival	March-April
SCAD Sidewalk Arts Festival	April
Savannah Fashion Week	April
NOGS Tour of Hidden Gardens	April
SCAD International Festival	May
Savannah Scottish Games	May
SCAD Sand Arts Festival	May
River Street Seafood Festival	May
Savannah Asian Festival	June
Fiesta Latina	June
River Street Fireworks	July
Savannah Jazz Festival	September
Savannah Greek Festival	October
Picnic in the Park	October
Savannah Folk Music Festival	October
Oktoberfest	October
Shalom Ya'll Jewish Food Festival	October
Savannah Film Festival	October
Boat Parade of Lights	November
Rock 'n' Roll Savannah Marathon	November
Savannah Children's Book Festival	November
Holiday Tour of Homes	December
Christmas on the River and Lighted Parade	December
Festival of Lights	December



SAVANNAH AT A GLANCE

HONORS AND AWARDS

Tree City USA

Solsmart Bronze Designation

Designated 2017 Playful City USA

Gold Award Recipient of the GAWP

CFAI Accredited Metropolitan Fire Department

Award for Excellence in Outreach and Collaboration for "MY Historic District"

SAVANNAH ACCOLADES

"Most Romantic North American Destinations" (#2) USA Today, January 2018

"10 Coolest U.S. Cities to Visit in 2018" Forbes, February 2018

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

"South's Best Cities" (#2) Southern Living, March 2017

"25 Best U.S. Cities to Spend a Weekend" (#8) - Thrillist, March 2017

"38 Most Beautiful Places in America" (#5) - BuzzFeed, May 2017

"Friendliest Cities in the U.S." (#6) - Conde Nast Traveler, August 2017



Budget Process

OVERVIEW

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

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

POLICIES AND PROCESS

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

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

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

BUDGET POLICIES

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

Operating Budget Policies

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

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

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

- All requests for allocations are considered in conjunction with measurable performance criteria and the Strategic Priority they primarily support. Expenditures are approved or rejected on the basis of planned levels of performance. Therefore, it is necessary for each activity within a fund to prepare a performance plan consisting of workload, efficiency, and effectiveness measures.
- Expenditure budgets for enterprise operations (i.e., Water, Sewer, I&D Water, Sanitation, Mobility and Parking Services, and Civic Center) must be funded either exclusively or primarily by user fee revenues. Self-sufficiency remains a long-range objective for these funds.
- Allocations from the General Fund are based on a long-range financial plan which includes an unallocated fund reserve. At the end of 2016, the unassigned fund reserve totaled \$34.1 million. This reserve protects the City against catastrophic revenue losses and major emergency expenditures, as well as contributes to the City's favorable bond rating.
- In addition to the unallocated fund reserve, a proactive approach was taken by creating a Sales Tax Stabilization Fund to reserve sales tax revenue above the historical trend line in good years to be used in years when sales tax revenue comes in below the trend line. This allows the City to avoid dipping into its reserves. As of the end of 2016, the Sales Tax Stabilization Reserves totaled \$5.5 million.

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

- Each year, an amount up to the excess that actual sales tax receipts exceed the projected sales tax revenue will be set aside in the Sales Tax Stabilization Fund.
- Additions to the Sales Tax Stabilization Fund will continue until such time as the balance in the fund equals 25% of the budgeted revenue for sales taxes. The 2018 sales tax revenue budget is \$41,979,600, thus the maximum growth target is currently \$10,494,900.
- Funds will be withdrawn from the Sales Tax Stabilization Fund in an amount up to the deficiency, if any, between actual sales tax revenue and the projected sales tax revenue included in the originally adopted General Fund budget or updated sales tax revenue projection at year end, if necessary. The Sales Tax Stabilization Fund may also be used to account for expenses related to major emergencies or natural disasters.
- Ongoing expenses are never funded by a non-recurring or one-time revenue source. Future and current funding sources are identified for all new programs, services and expansions.

Capital Expenditure Policies

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

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

- Capital projects financed through the issuance of bonds will be financed for a period not to exceed the useful "life" of the project.
- The City will coordinate the development of the capital budget with the development of the operating budget. Future operating costs associated with new capital projects will be included in the operating budget forecasts.
- The City will preserve its assets at a level adequate to protect capital investment while minimizing future maintenance and replacement costs.
- The City will establish an appropriate distribution of bonded debt and cash financing in the funding of capital projects.

Revenue Policies

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

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

Financial Accounting Policies

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

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

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

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

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

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

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

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

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

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

Collateralization: Collateralization is used to:

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

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

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

Debt Policies

The City of Savannah is authorized to issue general obligation bonds equivalent to 10% of assessed taxable values within the City. Bonded indebtedness is well within this limit. As of December 31, 2016, the City had outstanding general obligation bonded debt totaling \$2,000,000. To maintain this favorable position and the current AA+ bond rating, the following debt policies are in place:

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

BUDGET PROCESS

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

Budget Preparation

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

1. The City of Savannah holds community meetings throughout the City as well as launches an online survey to gather citizen feedback on community priorities.
2. The Savannah City Council meets to set strategic priorities and results for the Fiscal Year.
3. City of Savannah staff meets to create an implementation plan for each strategic result to ensure that a roadmap exists to achieve what is most important for our City.

4. The Office of Management and Budget prepares the *Financial Trend Indicators Report* which identifies positive and negative financial trends impacting the City. A *Five-Year Financial Plan* is also prepared. These reports are used as the financial framework for budget preparation.

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

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

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

8. The City Manager meets with each of three Chief Officers to review proposed work plans, staffing levels, and expenditures for the upcoming year and make any necessary changes. The City Manager also conducts budget meetings including the Chief Budget Officer and an executive leadership team to lead discussion and guide decision making for the budget process. Feedback gained through all budget discussions is then used to prepare the City Manager's preliminary budget recommendation to the Council.

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

Budget Execution

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

Budget Amendment

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

BUDGET PREPARATION SCHEDULE

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

ACTIVITY	DATE
Launch of Savannah Forward Strategic Planning Process	April 25, 2017
Alderman District Community Meetings, Focus Groups and Online Public Survey	May 1-31, 2017
Internal Strategic Plan Retreat	June 2-3, 2017
Strategic Plan Implementation Sessions	July 10-14, 2017
Budget Office communicates the 2018 budget procedures to Business Units	July 31, 2017
2018 Community Partnership Program (CPP) Request for Proposals*	August 7-31, 2017
Business Units submit performance data and projected revenue	August 15, 2017
Adoption of the City of Savannah Strategic Plan	August 31, 2017
Business Units submit Service Enhancement Proposals	October 27, 2017
Budget Office finalizes base budget expenditures, revenue projections, and performance data, to prepare the preliminary operating and capital budget for the City Manager review	November 17, 2017
City Manager presents the recommended <i>Service Program and Budget</i> to City Council	November 30, 2017
Council Budget Work sessions	November 30 - December 1, 2017
Public Hearing – 2018 Proposed Budget-In-Brief presented to City Council	December 7, 2017
Public Hearing – Budget in Review	December 21, 2017
Budget and Revenue Ordinances adopted with City Council Amendments	December 21, 2017

* The Community Partnership Program (CPP) was implemented for fiscal year 2018, which replaced the Social Services Grants Program. Through the CPP, the City of Savannah seeks to purchase programs and services from local non-profit entities. Proposed programs must assist in achieving the goals and priorities identified in the City's Strategic Plan and must benefit Savannah residents.

Financial Structure

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

FUND STRUCTURE

GOVERNMENTAL FUNDS

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

- **General Fund:** The General Fund accounts for resources traditionally associated with government that are not required to be accounted for in another fund. This fund has a greater number of revenue sources, and therefore is used to finance more activities than any other fund. It is often the chief operating fund of a municipal government. The General Fund provides for services such as Police, Community Services, Streets Maintenance, etc.
- **Special Revenue Funds:** Special Revenue Funds account for the proceeds of specific revenue sources, with the exception of special assessments, expendable trusts, or major capital projects. These revenue sources are legally restricted for specified purposes other than debt service or capital projects. The Community Development Fund, Hazardous Material Team Fund, Public Safety Communications Fund, Fire Services Fund, Property Acquisition Fund, Grant Fund, Hotel/Motel Tax Fund, Auto Rental Tax Fund, OPEB Reserve Fund, Confiscated Assets Fund, Economic Development Fund, and Recorder's Court Technology Fund are considered special revenue funds.
- **Debt Service Fund:** The Debt Service Fund accounts for the accumulation of resources that are restricted, committed, or assigned to fund general long-term liability principal, interest, and related costs.
- **Capital Improvement Projects Fund:** The Capital Improvement Projects Fund is used to account for financial resources that are restricted, committed, or assigned to expenditures for capital outlays including the acquisition, renovation, maintenance or construction of major capital projects, such as buildings, parks, streets, bridges, and other City facilities, infrastructure, and equipment.

PROPRIETARY FUNDS

Proprietary Funds are used to account for the ongoing activities of the City which are similar to those often found in the private sector. All assets, liabilities, equities, revenues, expenses, and transfers relating to the City's business and quasi-business activities are accounted for through proprietary funds. All proprietary funds utilize a flow of economic resources as the measurement focus. As such, the accounting objectives focus on the determination of operating income, changes in net assets, financial position, and cash flow. Two types of proprietary funds utilized by the City are:

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

The following Enterprise Funds are maintained by the City:

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

ACCOUNTING BASIS

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

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

The City also reports various Fiduciary Funds which do not adopt budgets. Fiduciary funds are those in which the government acts as a trustee, such as collecting and tracking workmen's compensation or Social Security payroll taxes, and then depositing those funds with the State. These funds are accounted for on an accounting basis consistent with the fund's

measurement focus. The Pension Trust Fund and the Old Pension Trust Fund are accounted for on the accrual basis. The Recorder's Court Fund, Retiree Benefits Fund, and the Flexible Benefits Plan Fund are reported on the modified accrual basis of accounting.

BUDGETARY BASIS

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

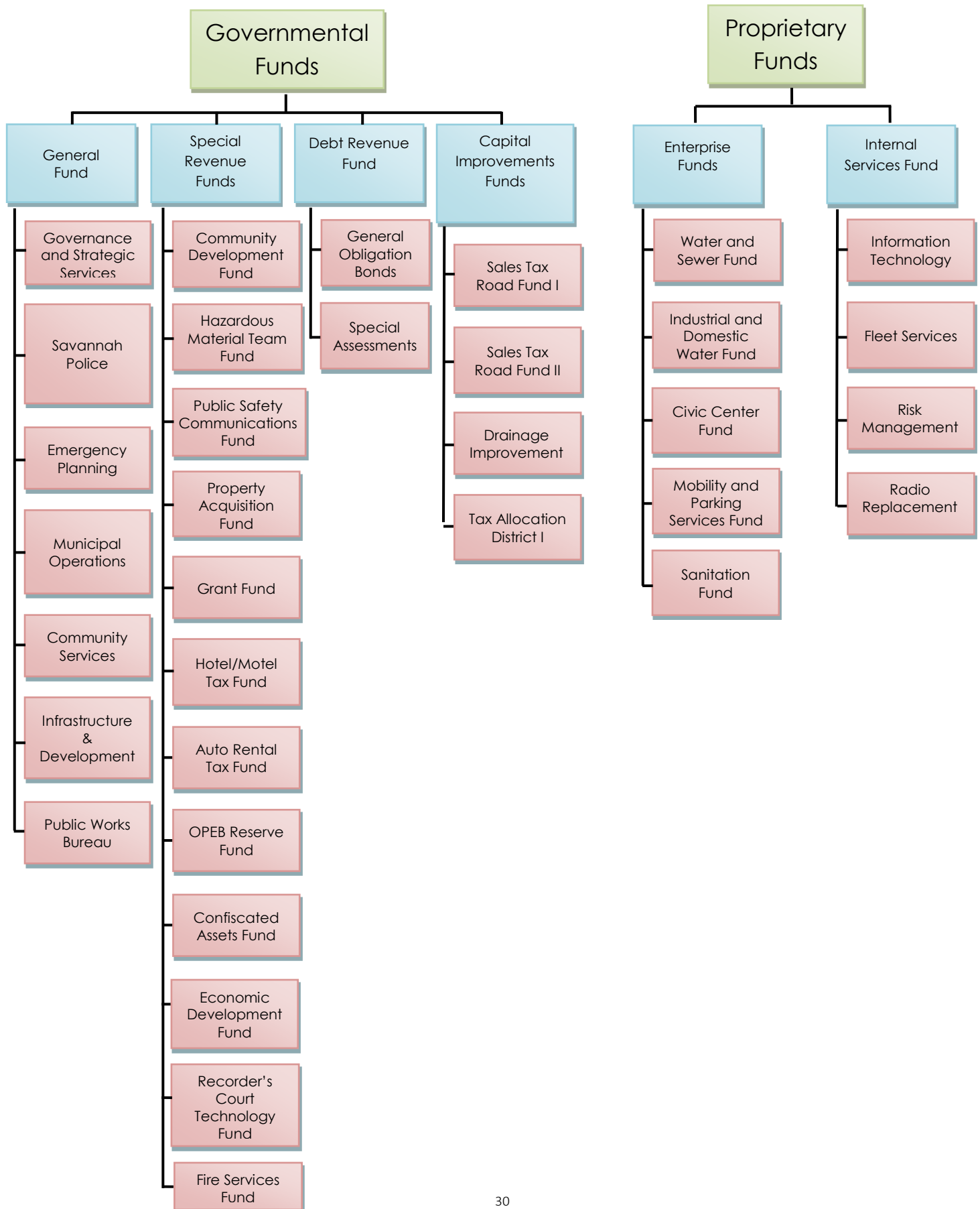
Budgets for Proprietary Funds, including Enterprise Funds and the Internal Services Fund, are developed for planning purposes and are not consistent with GAAP. The major differences used for budgeting Proprietary Funds are as follows:

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

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

Appropriations lapse at year-end with two exceptions: 1) In the Capital Projects Funds, appropriations are carried forward until project completion; and 2) Encumbered appropriations do not lapse, but are carried forward to the ensuing budget year as budgetary amendments, as noted in the adopted Budget Ordinance.

Budgetary Fund Structure



Financial Outlook

NATIONAL, STATEWIDE, AND LOCAL ECONOMIC OUTLOOK

The **U.S. national economy** continues to modestly expand through 2018 at a pace that leads to further tightening of the labor market. According to the Congressional Budget Office, the rate of 2018 GDP growth (2.0 percent) will be slightly lower than 2017's 2.2 percent and averaging below for the rest of the period through 2027. Although, inflation and interest rates are projected to rise as the amount of unused productive resources in the economy shrinks, consumer spending and capital investment by businesses are expected to drive GDP growth.

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

The **Savannah area economy** consists of a diverse mix of industries and services including tourism, the port, healthcare, education, manufacturing, real estate development, and the military which contributes to economic stability. For 2018, strength in port activity, real estate development, capital investment, and tourism should set the stage for growth that is above average for employment and the overall economy. Many of the leisure/hospitality and business/professional service enterprises are small, locally grown firms and their growth reflects substantial business confidence in the underlying economy. The support services offered by firms in business/professional services represent an important source of new demand for labor based on growth meeting the growing needs of other regional businesses and consumers. Savannah's long-term growth prospects are good, as it is an attractive place to live, work, retire, and visit.

FINANCIAL FOUNDATION PRINCIPLES

Because the economic environment can change quickly with lasting effects, a snapshot of the City's financial future accomplishes two important goals: (1) It allows identification of challenges early; and (2) provides information to the Mayor and Council to assist in policy making which is critical in addressing potential problems proactively. The Office of Management & Budget updates *Financial Trend Indicators* which consider demographic and financial trends for the City of Savannah. The *Five-Year Forecast* is also updated using a five year planning period that looks ahead to project future revenues and expenditures.

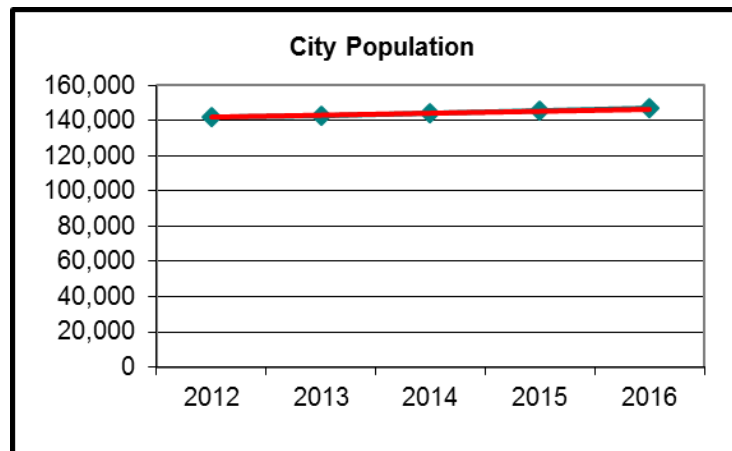
The overall goal of financial planning by the City of Savannah is to establish and maintain effective management of the City's financial resources. This continues to be accomplished through the use of financial policies and processes that guide decision-making.

FINANCIAL TREND INDICATORS

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

CITY POPULATION

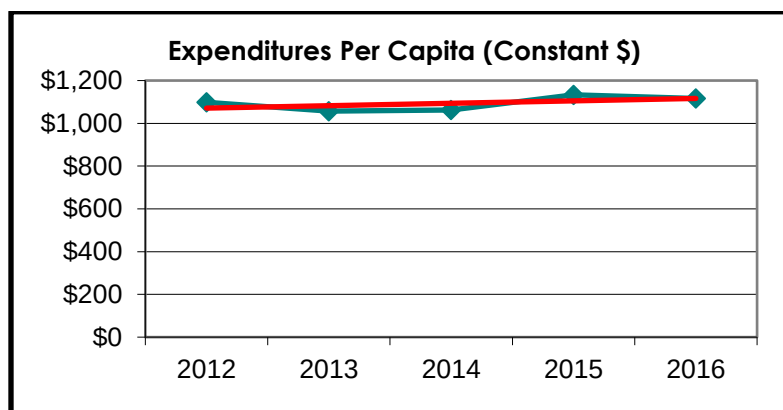
Population change can affect governmental revenues and service demand. According to the U.S. Census Bureau, the City of Savannah's 2016 population estimate was 146,763. The trend during the five-year period from 2012–2016 reflects slow and steady population increase. The estimates show population increased by 4,399 people during this time period.



EXPENDITURES PER CAPITA

Services provided to meet the needs of City of Savannah residents, businesses, and visitors are a top priority. Changes in expenditures are directly impacted by changes in population and service demands, as well as changes in economic conditions. Expenditures per capita on a constant dollar basis increased during the 2012–2016 period.

Expenditures rose in 2015 in part due to a \$3.1 million property acquisition and significant contributions to CIP projects. Expenditures per capita adjusted for inflation were \$1,117 in 2016 when General Fund expenditures are reduced by actual Chatham County reimbursements to the City for providing police services to unincorporated area population.

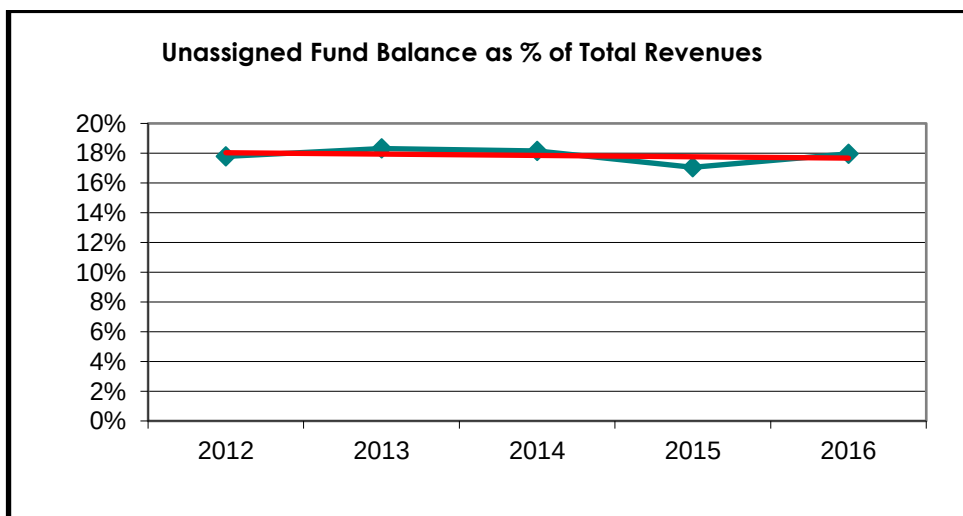


Expenditures generally increase and decrease as revenues increase and decrease. Expenditure growth can, in part, be controlled through the budget process.

UNASSIGNED FUND BALANCE

The amount of the City's fund balance or reserves provides an indication of the ability to withstand financial emergencies. The Government Finance Officers Association (GFOA) recommends, at a minimum, that governments maintain an unrestricted fund balance in their general fund of no less than two months (16.7%) of regular general fund operating revenues or expenditures. The unassigned fund balance for the General Fund at the end of 2016 was \$34,096,507 or 17.96% of total General Fund revenue for the year.

In addition to the unassigned fund balance in the General Fund, the City also maintains Sales Tax Stabilization Fund reserves. These reserves were funded from higher than anticipated local option sales tax revenue in previous years and are used to fund sales tax revenue deficits, if needed. At the end of 2016, these reserves totaled \$5,501,000.



Unallocated fund reserves protect the City against catastrophic revenue losses and major emergency expenditures as well as contribute to the City's favorable bond rating.

Five Year Forecast

GENERAL FUND

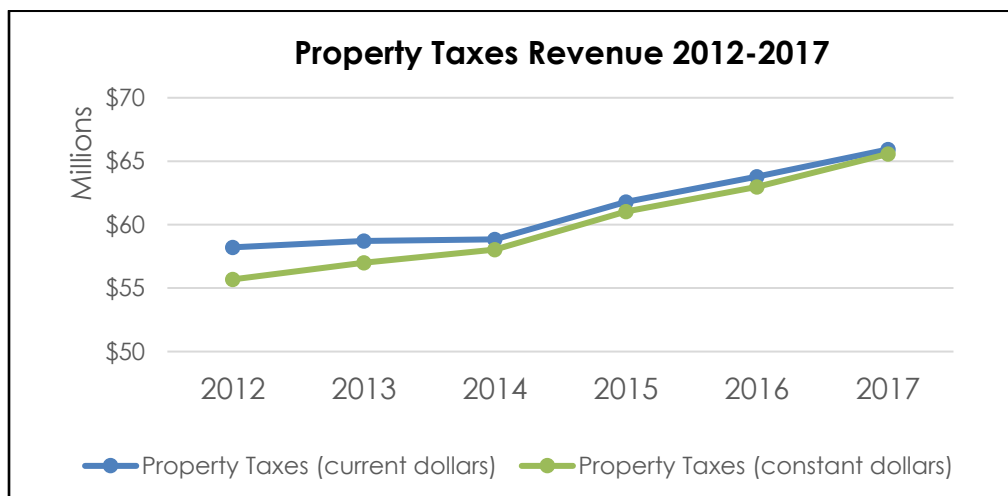
By following the City's financial principles, looking back at various trends, and projecting forward five years to prepare for challenges on the horizon, the City's legislative and administrative authorities have been able to work together to make financial adjustments where necessary. The City's financial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

PROPERTY TAXES

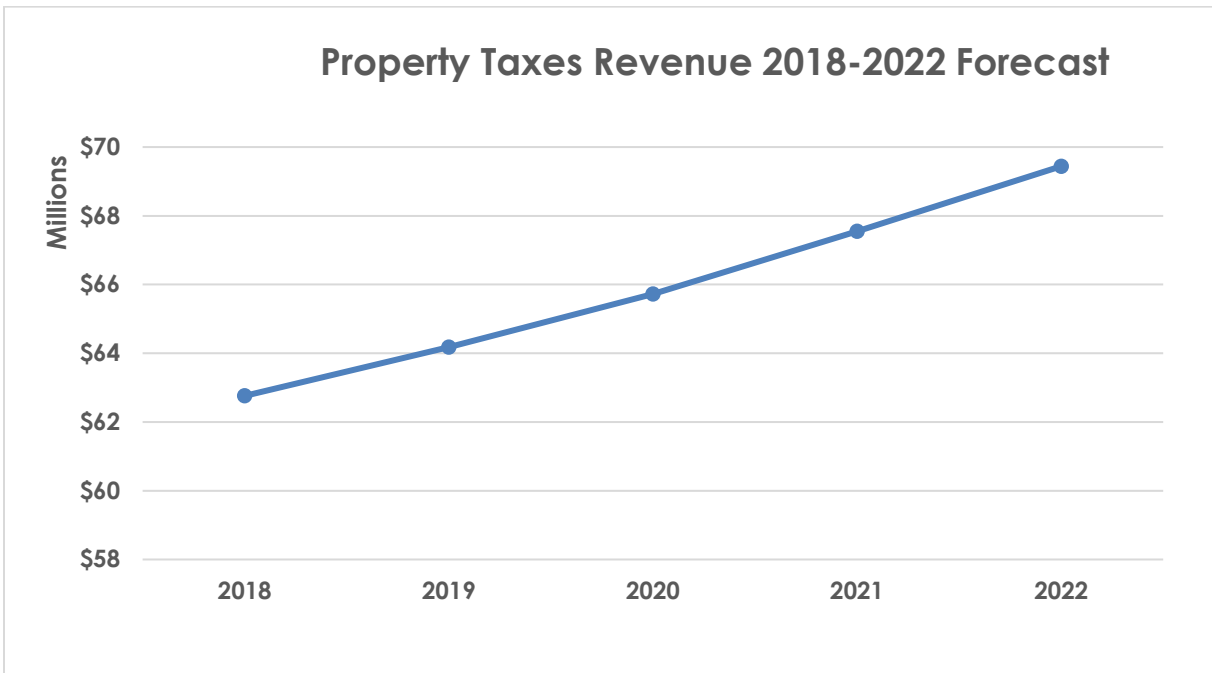
Property taxes are the single most significant source of revenue for the City and make up about one-third of the City's General Fund revenue.

The 2018 Budget is balanced with a 1 mill reduction to the current tax rate of 12.48 mills. Adjustments to the millage rate are reviewed each year in consideration of the City's ability to remain financially sound and competitive in attracting new residents and retaining current businesses.

Property tax revenue over the prior six-year period is shown in the graph below (2017 is the projected amount). The City's millage rate declined from 12.50 to 12.48 mills during this period. The lingering effects of the economic recession on the housing market and property values impacted property tax revenue toward the beginning of this time frame. In 2013, state tax reform legislation began phasing out the ad valorem vehicle property tax in favor of a vehicle title fee, which negatively impacts the property tax revenue category. The rise in 2015 revenue was due to an increase in tax digest assessed values, primarily related to commercial and industrial property. The increase in the 2017 projection is from higher anticipated collection rates of current and delinquent real property taxes. 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.



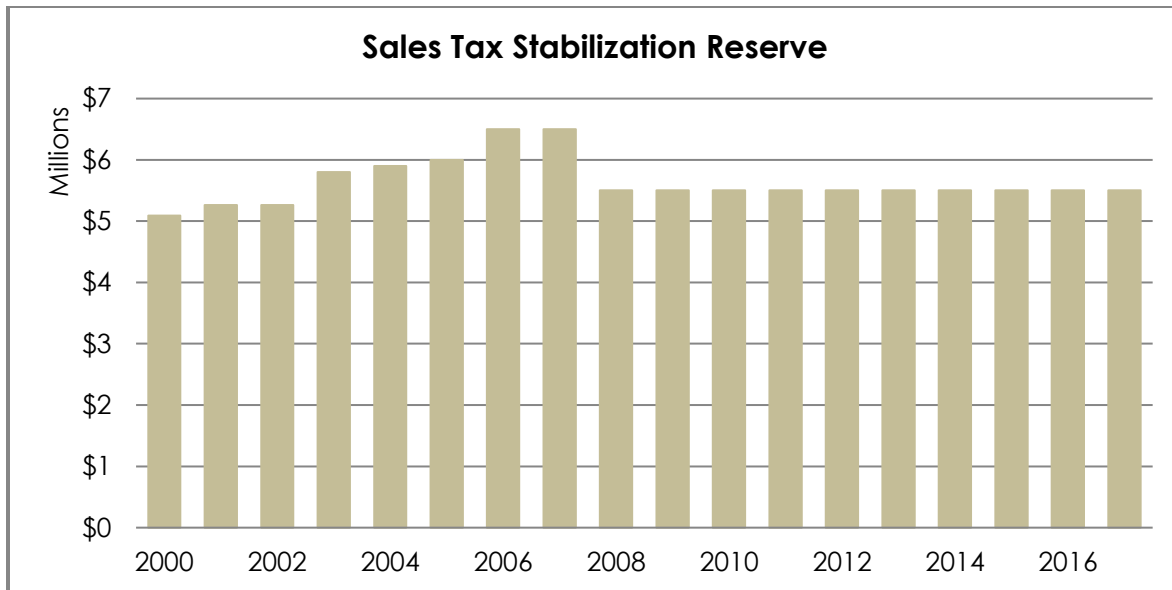
The following graph shows the five-year forecast for property tax revenue. Revenue is anticipated to rise due to projected growth in the tax digest, including new growth and development. Projections include the continued phase-in of the Freeport tax exemption.



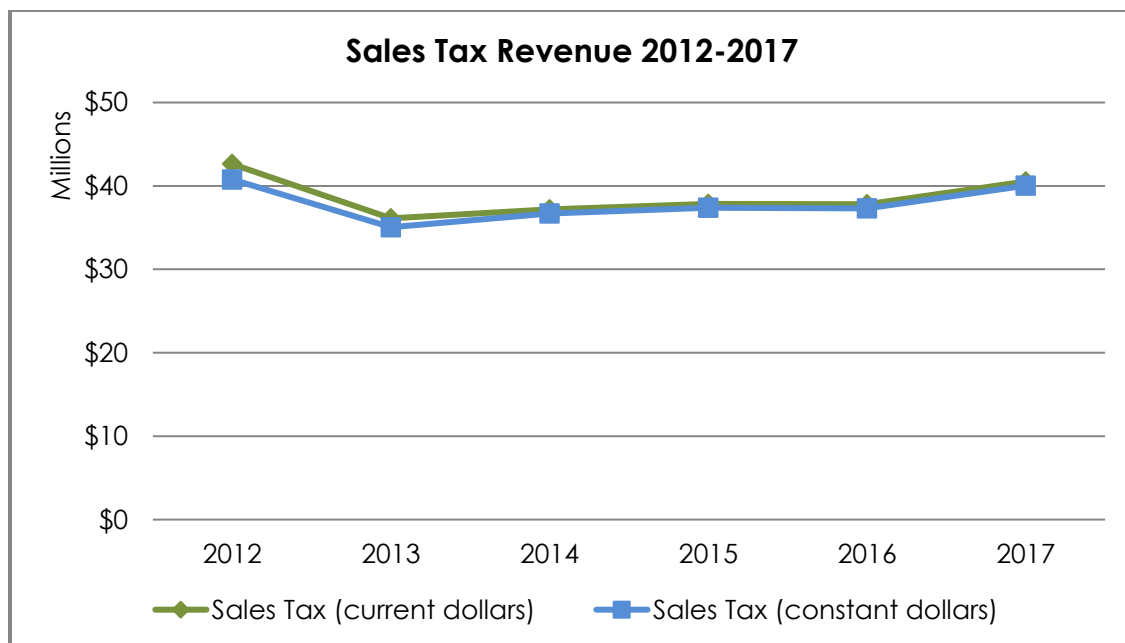
SALES TAX

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

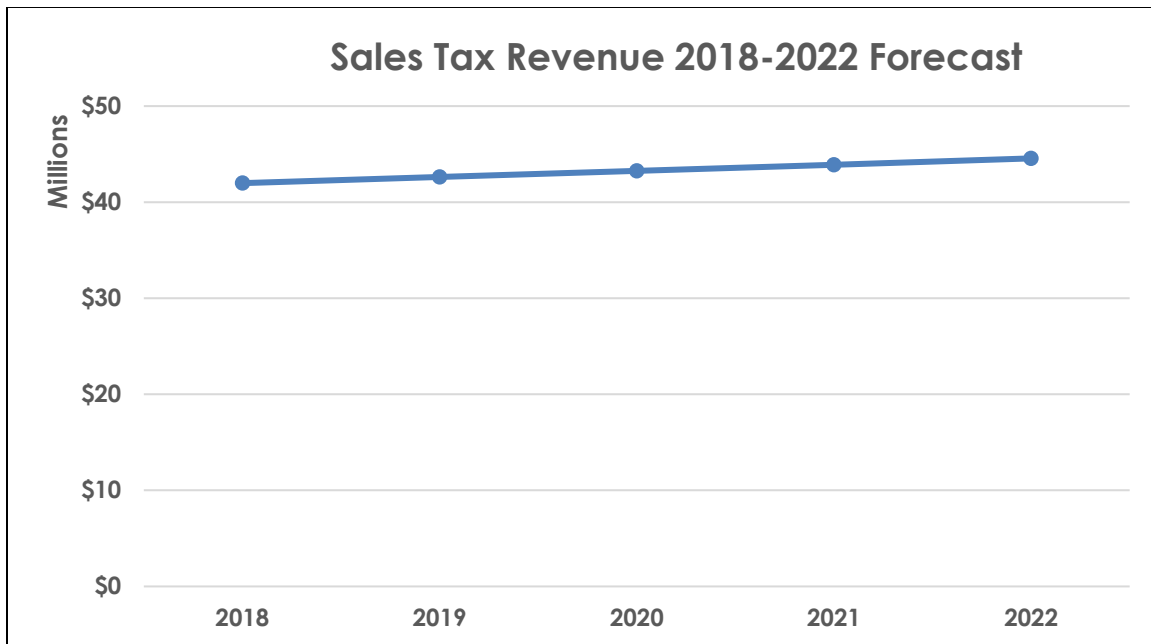
The City also maintains a sales tax stabilization reserve as revenue from sales tax is highly elastic and directly impacted by performance of the economy. The reserve was funded from higher than anticipated local option sales tax revenue in previous years and can be used to fund sales tax revenue deficits.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



Sales tax revenue over a six-year period is shown in the following graph (2017 is the projected amount). The decline in 2013 was due to the renegotiated LOST allocation agreement, as well as state tax reform legislation which impacted sales tax on vehicles by implementation of a vehicle title fee. This revenue source is projected to be up just over 7% in 2017 based on actual receipts. This increase is due primarily to strong growth in the spring and summer months, partially attributed to increased tourism.



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



FIVE YEAR PLAN FORECAST

General Fund revenue is projected to decline in 2018, but rise modestly over the forecast period, as alternative funding streams are explored. Improving economic conditions should positively impact the property tax digest and sales tax revenue. The tourism sector of Savannah's economy, which affects a variety of revenue sources, is expected to remain strong.

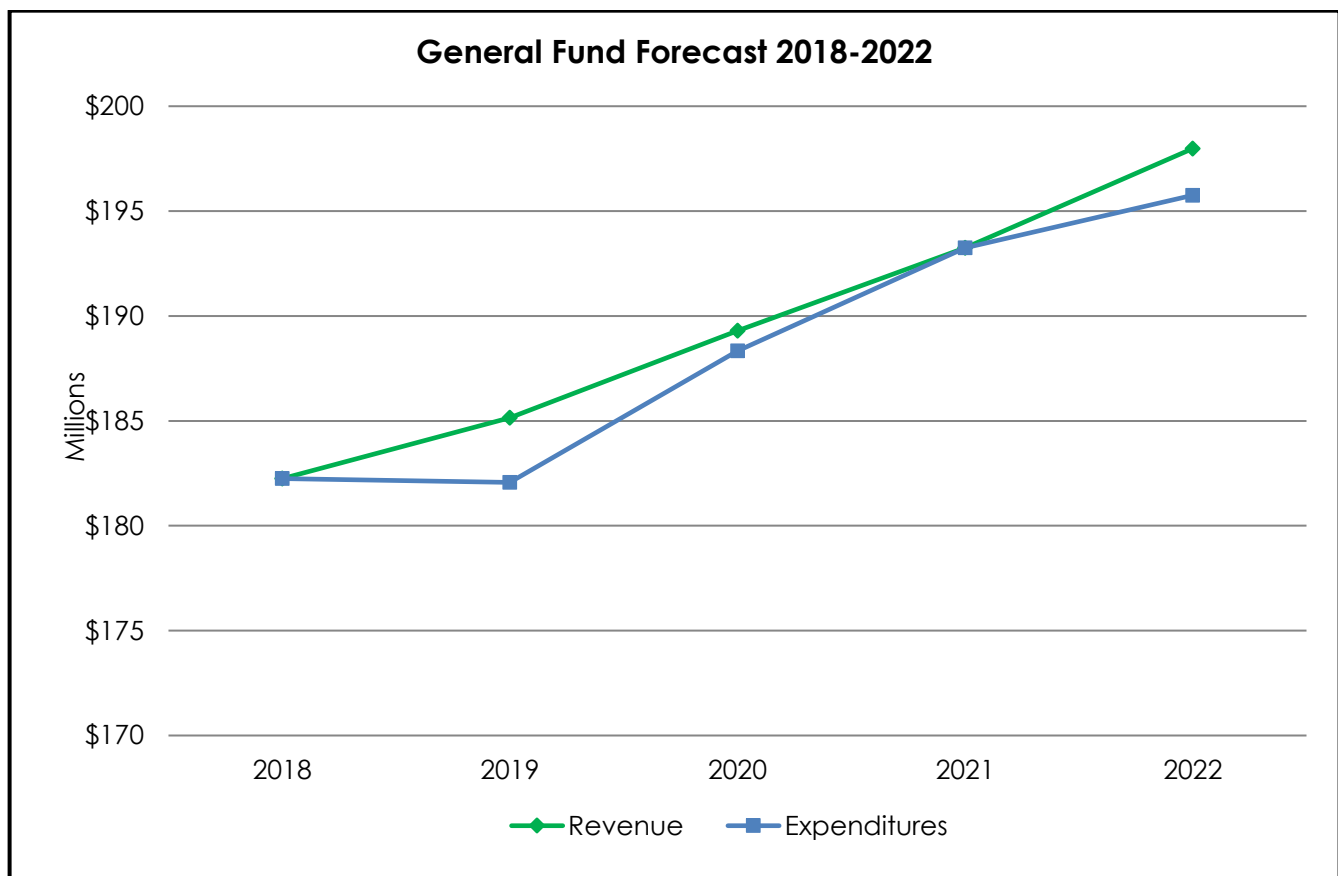
General Fund expenditures are also planned to decline in 2018 primarily due to the relocation of all Fire Service expenses to the Fire Service Fund and a decrease in Personnel services related to a major organizational restructuring, a January 2018 reduction in force, and the demerger of the Metropolitan Police Department. These reductions are projected to carry forward to 2019, before trending upward due primarily to inflation. Increases in personnel expenditures will have a major impact as salaries and benefit costs are projected to trend upward in outlying years as government wages struggle to remain competitive among rapidly growing private sector wages. Expenses for commodities and contractual services are anticipated to increase as a result of inflation. Spending for infrastructure projects is also planned to remain as a significant expenditure, ranging from \$5M to \$8M within the forecast period. The forecast includes a slight drop in expenditures in 2019 related to a \$4 Million contribution to the Fire Fee Reserve Fund made in 2018 which will not be required in out-years of the forecast period.

Operational impacts related to capital expenditures have been included within General Fund expenditures, and are reflected below:

	FY18	FY19	FY20	FY21	FY22
General Fund	\$0	\$25,500	\$395,750	\$376,000	\$377,250

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

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



	2018	2019	2020	2021	2022
Revenue	182,246,578	185,143,771	189,296,451	193,250,067	197,980,358
Expenditures	182,246,578	182,066,081	188,326,862	193,250,067	195,753,004

WATER AND SEWER RATE CHANGES

FUTURE RATE PROJECTION

Water and sewer rates are projected five years into the future. Projected rate increases are necessary to fund anticipated increases in the operation and maintenance of the system and to fund the water and sewer system 2018-2022 Capital Improvement and Maintenance Plan. The rates forecasted in the projection for 2018 result in an average monthly increase for the median customer of \$1.12.

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

WATER AND SEWER FUTURE RATE PROJECTION TABLE

Year	Water and Sewer Rate Change History and Projection					
	Monthly Increase in Combined Bill			Percentage Increase in Combined Bill		
	15CCF*	25CCF	35CCF	15CCF*	25CCF	35CCF
2011 (actual)	0.75	1.25	1.75	2.27%	2.44%	2.52%
2012 (actual)	1.50	2.50	3.50	4.44%	4.76%	4.92%
2013 (actual)	1.50	2.50	3.50	4.25%	4.55%	4.69%
2014 (actual)	1.50	2.50	3.50	4.08%	4.35%	4.48%
2015 (actual)	1.50	2.50	3.50	3.92%	4.17%	4.29%
2016 (actual)	1.50	2.50	3.50	3.77%	4.00%	4.11%
2017 (actual)	1.65	2.75	3.85	4.00%	4.00%	4.23%
2018	1.12	1.87	2.62	2.62%	2.77%	2.84%
2019	1.20	2.00	2.80	2.72%	2.87%	2.94%
2020	1.28	2.12	2.97	2.82%	2.97%	3.04%
2021	1.35	2.25	3.15	2.90%	2.90%	3.05%
2022	1.43	2.38	3.33	2.98%	3.13%	3.19%
Average (last 5 years)	\$1.28	\$2.13	\$2.98	2.81%	2.93%	3.01%

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

SANITATION UTILITY RATE CHANGES

RATE CHANGES FOR 2018

Revenue projections for 2018 assume rates for residential and commercial service are increased from 2017 by 3.0%. Residential refuse rates for 2017 are \$33.50 per month. The recommended rate for 2018 is \$34.51, which is an increase of 3.0% or \$12.12 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 \$4.45/cy to \$4.58/cy (3.0%), and that commercial collection rates are raised from an average of \$4.52/cy to \$4.66/cy (3.0%).

FUTURE RATE CHANGES

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

Bill Code	Service	2017	2018	2019	2020	2021
1001	Residential Service (Monthly)	\$33.50	\$34.51	\$35.54	\$36.61	\$37.70
1600	Commercial Disposal Fee (\$/cu. yd.)	\$4.45	\$4.58	\$4.72	\$4.86	\$5.01
Commercial Collection Fees (\$/cu. yd.):						
1500	River Street	\$6.15	\$6.33	\$6.52	\$6.72	\$6.92
1501	Downtown Lanes	5.75	5.92	6.10	6.28	6.47
1502	2-15 CY	3.90	4.02	4.14	4.26	4.39
1516	16-47 CY	3.45	3.55	3.66	3.77	3.88
1548	48-95 CY	3.05	3.14	3.24	3.33	3.43
1596	96+ CY	2.40	2.47	2.55	2.62	2.70

ALL FUNDS SUMMARY

The tables below provide a summary of 2016 actual, 2017 adopted, and 2018 adopted revenues and expenses.

City-wide adopted revenue total for 2018 is \$408,055,141. This is an increase of \$29,970,512 or 7.9% over the 2017 adopted amount.

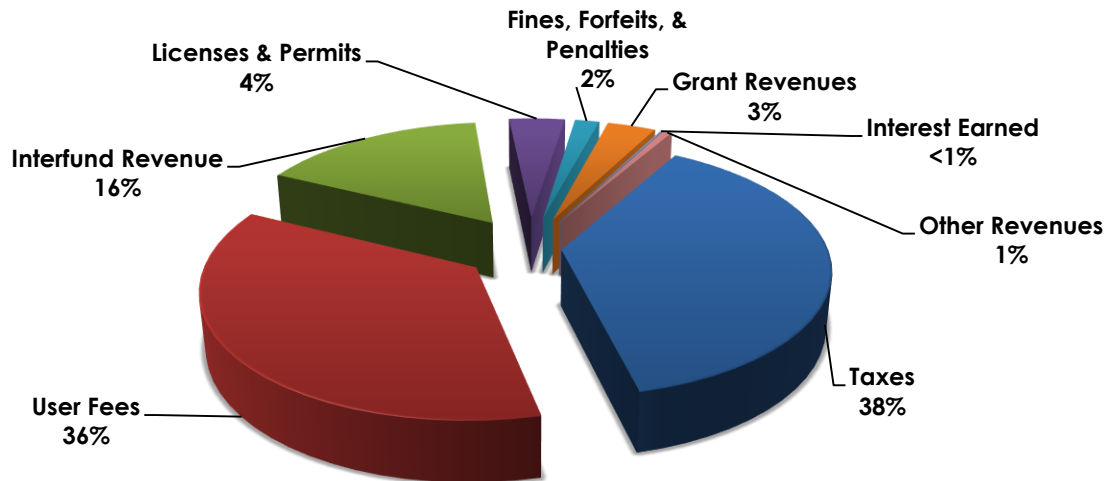
REVENUE SOURCE	2016 ACTUAL	2017 ADOPTED	2018 ADOPTED	% Change 2017-2018
Taxes	\$ 146,090,028	\$ 148,178,155	\$ 154,833,441	4.5
User Fees	132,799,900	131,482,974	146,939,601	11.8
Interfund Revenue	45,984,916	46,041,964	63,545,985	38.0
Licenses & Permits	16,074,457	16,385,700	16,325,450	(0.4)
Fines, Forfeits, & Penalties	6,518,867	6,538,290	7,073,983	8.2
Grant Revenues	18,388,289	15,185,289	14,084,547	(7.2)
Interest Earned	217,553	164,500	453,900	175.9
Other Revenues	6,020,226	12,324,232	4,798,234	(61.1)
Draw from Reserves	0	1,783,525	0	(100.0)
Total Revenue	\$ 372,094,236	\$ 378,084,629	\$ 408,055,141	7.9

After adjusting for transfers between funds, total adopted expenses for 2018 are 341,000,122. This is an increase of \$12,440,502 or 3.8% over the 2017 adopted expenses.

EXPENSES BY TYPE	2016 ACTUAL	2017 ADOPTED	2018 ADOPTED	% Change 2017-2018
Personnel Services	\$ 168,702,717	\$ 169,097,982	\$ 166,522,532	(1.5)
Outside Services	39,534,177	43,336,580	49,046,377	13.2
Commodities	18,075,032	26,288,810	18,754,205	(28.7)
Interfund Services	35,883,575	37,473,559	36,434,214	(2.8)
Capital Outlay	459,878	11,542,428	12,982,234	12.5
Debt Service	12,854,359	10,472,932	11,146,066	6.4
Internal Transfers	26,948,407	47,451,502	74,882,086	57.8
Other Expenses	40,866,157	32,420,836	34,287,427	5.8
Contribution to Fire Fee Stabilization Reserve	0	0	4,000,000	100.0
SUBTOTAL	\$ 343,324,302	\$ 378,084,629	\$ 408,055,141	7.9
Less Transfers Between Funds	(48,781,437)	(49,525,009)	(67,055,019)	35.4
Total Expenses	\$ 294,542,865	\$ 328,559,620	\$ 341,000,122	3.8

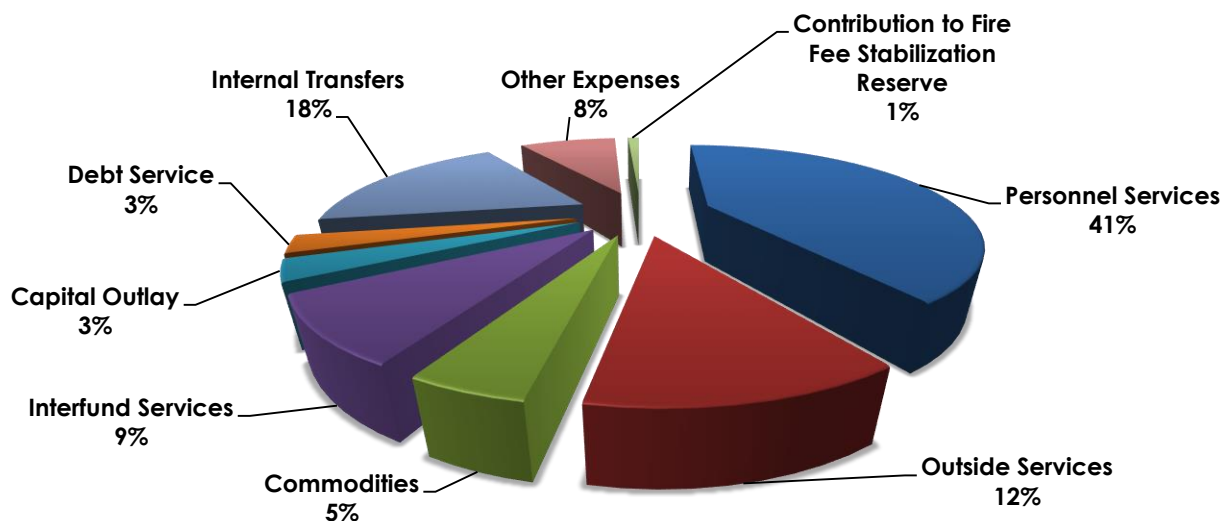
ALL FUNDS REVENUE

The graph below presents a breakdown by category of total revenues for 2018. **Taxes** include Property, Sales and Other Taxes. **User Fees** are made up of the following: Recreation Service Fees, Development Fees, Fees for Other Services in the General Fund, Fire Service Fees, 9-1-1 Fees, Haz-Mat Services, Water Services, Sewer Services, Industrial & Domestic (I&D) Water Services, Sanitation Services, Mobility and Parking Services, and Civic Center Services. **Interfund Revenues** include Interfund Services, Internal Services Charges, and General Fund Contributions.



ALL FUNDS EXPENSES

The graph below presents total expenditures by major code for 2018 prior to adjusting for transfers between funds. Of the total funds budgeted, **Personnel Services** is the largest expenditure category. This category supports salaries and a comprehensive benefits program. Funding for **Outside Services**, **Commodities**, and **Capital Outlay** will be used to provide direct services to citizens.



CITY-WIDE ALL FUNDS SUMMARY

REVENUES

Revenue Source	2016 ACTUAL	2017 ADOPTED	2018 ADOPTED	% Change 2017-2018
<u>Taxes</u>				
Property Taxes	\$ 63,779,090	\$ 64,607,605	\$ 62,760,191	(2.9)
Sales Tax	37,787,557	38,062,500	41,979,600	10.3
Other Taxes	44,523,381	45,508,050	50,093,650	10.1
Subtotal	\$ 146,090,028	\$ 148,178,155	\$ 154,833,441	4.5
<u>User Fees</u>				
Special Events & Recreation Fees	\$ 790,544	\$ 883,000	\$ 902,150	2.2
Inspections Fees	3,406,537	3,213,387	3,193,000	(0.6)
Fees for Other Services - General Fund	20,556,411	17,839,554	7,037,414	(60.6)
Fire Service Fees	0	0	20,598,500	100.0
9-1-1 Fees	4,549,137	5,115,000	5,170,000	1.1
Hazardous Material Services	274,300	250,000	274,000	9.6
Water Services	23,995,699	23,431,453	25,103,613	7.1
Sewer Services	39,151,680	41,210,156	42,318,358	2.7
Industrial & Domestic Services	8,111,477	7,465,024	6,545,931	(12.3)
Sanitation Services	20,178,619	20,870,000	21,962,200	5.2
Mobility and Parking Services	10,241,717	9,731,000	12,360,035	27.0
Civic Center Services	1,543,779	1,474,400	1,474,400	0.0
Subtotal	\$ 132,799,900	\$ 131,482,974	\$ 146,939,601	11.8
<u>Interfund Revenues</u>				
Interfund Services	\$ 29,100,660	\$ 28,911,669	\$ 30,815,552	6.6
Internal Service Charges	11,741,257	12,314,410	13,187,933	7.1
General Fund Contribution	5,142,999	4,815,885	19,542,500	305.8
Subtotal	\$ 45,984,916	\$ 46,041,964	\$ 63,545,985	38.0
Licenses & Permits	\$ 16,074,457	\$ 16,385,700	\$ 16,325,450	(0.4)
Fines, Forfeits, & Penalties	\$ 6,518,867	\$ 6,538,290	\$ 7,073,983	8.2
Grant Revenues	\$ 18,388,289	\$ 15,185,289	\$ 14,084,547	(7.2)
Interest Earned	\$ 217,553	\$ 164,500	\$ 453,900	175.9
Other Revenues	\$ 6,020,226	\$ 12,324,232	\$ 4,798,234	(61.1)
Draw from Reserves	\$ 0	\$ 1,783,525	\$ 0	(100.0)
TOTAL	\$ 372,094,236	\$ 378,084,629	\$ 408,055,141	7.9

City-Wide Revenue Changes

City-wide revenue totals \$408,055,141 for 2018. City revenue sources are divided into the following categories with major changes highlighted below:

- **Taxes** represent 38% of City revenue and include property taxes, sales tax, and other taxes such as alcohol taxes and the hotel/motel tax. Real property tax revenue decreases from 2017 Adopted to account for a budgeted one mill decrease in the 2018 forecasted property tax rate. The 2018 budgeted amount for personal property tax includes the continuation of the phasing-in of the Freeport tax exemption. The ongoing impact of state tax reform legislation on the vehicle tax and vehicle title fees is reflected in the projections. Sales tax revenue growth is forecasted based on economic conditions and modest inflation. Continued growth is also predicted for Savannah's tourism sector resulting in higher hotel/motel tax revenue, included in the "Other Taxes" category.
- **User Fees** are received for specific services provided by the City and represent 36% of revenue. More than half of user fee revenue is generated by water, sewer, and sanitation services. Rate increases are planned for water and sewer consumption charges in 2018, as well as rate changes/new fees for other selected city services. The 2018 budget includes a fee for Fire Services for the first time, and accounts for \$20 million in user fee revenue. Fees for Other Services – General Fund within the User Fees revenue section declined significantly in 2018, as a result of a reduction in Chatham County police reimbursements due to the police demerger scheduled for February of 2018.
- **Interfund Revenues** are funds transferred to one City fund from another City fund. This includes funds transferred to the Internal Services Fund for the provision of computer and vehicle services, funds transferred for the provision of other services such as sanitation disposal, and General Fund contributions to subsidized funds. The increase in General Fund contributions to other funds in 2018 is primarily associated with the accounting of the new Fire Services Fund, which is primarily funded by User Fees but also requires a contribution from the General Fund.
- **Licenses and Permits** revenue is derived from such sources as alcoholic beverage licenses and utility franchise fees. The most significant revenue source in this category is electric franchise fees, which accounts for more than half of Licenses and Permits revenue. Total revenue within this category is essentially flat in 2018 compared to 2017.
- **Fines, Forfeits, and Penalties** consist primarily of Recorder's Court fines and parking citations. In 2018, fines revenue is forecast to increase related to the H.E.A.T. (Highway Enforcement of Aggressive Traffic) grant and additional traffic enforcement related citations.
- **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, and are projected to decrease in 2018.
- **Interest Earned** revenue comes from City investments. Revenue generated from this source is expected to rise per interest rate forecasts for 2018.
- **Other Revenues** consist of various revenue sources. The substantial decrease in this category in 2018 is associated with a 2017 FEMA reimbursement related to Hurricane Matthew, which hit the southeast in October 2016 and required major cleanup efforts by the City.

Fee Changes

Listed below are the 2018 adopted rate changes. Rate changes are included for certain revenue sources within the General Fund, Mobility & Parking Fund, Sanitation Fund, and Water and Sewer Funds.

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

General Fund		
Cemetery Fees	2017	2018
After-hour fee (filming/photography)	\$225.00	\$250.00
Ashes/Cremains - Prime Rate	\$350.00	\$400.00
Columbarium 102 - Prime	\$1,420.00	\$1,500.00
Columbarium 102 - Standard	\$1,290.00	\$1,340.00
Lot Diagram Preparation	\$35.00	\$50.00
Monthly tour pass (all cemeteries) Small vehicle tour (up to 15 passengers)	\$225.00	\$250.00
Monthly tour pass (all cemeteries) Walking or bicycle tour (up to 15 guests)	\$225.00	\$250.00
Monthly tour pass (one cemetery) Small vehicle tour (up to 15 passengers)	\$150.00	\$175.00
Monthly tour pass (one cemetery) Walking or bicycle tour (up to 15 guests)	\$150.00	\$175.00
Section 1, Greenwich - 2 space lots (Standard)	\$2,250.00	\$2,300.00
Section 10, Greenwich - 6 space lots	\$5,110.00	\$5,320.00
Section 7, Greenwich - 4 space lots	\$3,410.00	\$3,600.00
Section 8, Greenwich - 4 space lots	\$3,410.00	\$3,600.00
Section 9, Greenwich - 6 space lots	\$5,110.00	\$5,320.00
Section S, Bonaventure - 6 space lots	\$5,110.00	\$5,320.00
Tour fee (Up to 30 participants)	\$35.00	\$40.00
Recreation Fees	2017	2018
Athletic Turf Fields Rental Fees - Professional Level Teams	\$0.00	\$100.00 per three hour rental session
Summer Camps	\$60.00 City Resident & \$100.00 Non-City Resident	\$65.00 City Resident & \$105.00 Non-City Resident
Licenses & Permit Fees	2017	2018
General Fund - Miscellaneous (BEER)	\$1,100.00	\$1,500.00
General Fund - Miscellaneous (WINE)	\$400.00	\$600.00
General Fund- Miscellaneous (LIQUOR)	\$3,300.00	\$3,500.00

Mobility & Parking Services Fund The fee changes for the Parking Services Fund are as follows:

Mobility & Parking Services Fund		
Mobility & Parking Services Fees	2017	2018
Meter Zone A to Zone 1	\$1.00 per hour	\$2.00 per hour
(7) Improper parking - Class B violation (V7a-V7i)	\$25.00	\$30.00
Bryan Street Garage - daily rate per hour or portion thereof	\$1.00	\$2.00
Bryan Street Garage - Hotel leased spaces	\$95.00 / \$100.00	\$180.00
Bryan Street Garage - Special event parking	\$20.00	\$30.00
Bryan Street Garage - Thursday & Friday, 5:00pm to 5:00am, Flat rate	\$2.00	\$5.00
Civic Center Parking Lot	\$0.30 per hour	\$0.50 per hour
Commercial Meter Permit	\$0.00	\$50.00
Commercial meter Permit, replacement	\$0.00	\$25.00
Liberty Street Garages - flat rate, 5am to 5am, Saturday & Sunday; Monday after 5am daily rate applies	\$0.00	\$5.00
Liberty Street Garages - Hotel leased spaces	\$70.00 / \$86.00	\$148.00
Liberty Street Garages - Special event parking	\$20.00	\$30.00
Parking Citations Revenue - add Violation Code, V6i - Parking in an oversize vehicle space	\$0.00	\$20.00
Parking Citations Revenue - add Violation Code, V6j - Parking in Recreation Vehicle Space	\$0.00	\$20.00
Parking Citations Revenue - change Violation Code, (1) Parking overtime on meter to Zone 1; parking overtime on meter	\$20.00	\$25.00
River Street Parking Lot - daily rate per hour or portion thereof	\$1.00	\$2.00
River Street Parking Lots - Special event parking	\$0.00	\$30.00
Robinson Garage - Thursday & Friday, 5:00pm to 5:00am, Flat rate	\$2.00	\$5.00
Robinson Garage - daily rate per hour or portion thereof	\$1.00	\$2.00
Robinson Garage - Hotel leased spaces	\$0.00	\$180.00
Robinson Garage - Special event parking	\$20.00	\$30.00
State Street Garage - daily rate per hour or portion thereof	\$1.00	\$2.00
State Street Garage - Hotel leased spaces	\$95.00	\$180.00
State Street Garage - Special event parking	\$20.00	\$30.00
State Street Garage - Thursday & Friday, 5:00pm to 5:00am, Flat rate	\$2.00	\$5.00
State Street Garages - Assigned lane space	\$110.00	\$180.00
Visitor Center Parking Lot - daily rate, first hour free	\$1.00	\$2.00
Visitor Center Parking Lot - Recreational Vehicle Parking	\$0.00	\$20.00
Visitor Center Parking Lot - Special event parking	\$20.00	\$30.00

Mobility & Parking Services Fund		
Mobility & Parking Services Fees	2017	2018
Visitor Center Parking Lot - Sundays, daily rate per hour or portion thereof	\$0.00	\$2.00
Visitor Day Passes - One day pass	\$8.00	\$15.00
Visitor Day Passes - Two day pass	\$14.00	\$24.00
Whitaker Street Garages - Hotel leased spaces	\$80.00 / \$90.00	\$223.00

Fire Services Fund

Fire Services Fund		
Fire Services Fees	2017	2018
Fire Fee	\$0 per billing unit	\$256 per billing unit
Each single family residential unit is defined as one billing unit. Undeveloped properties are also charged at the minimum billing unit. Fire service fee charges for other property types are based upon the total number of Equivalent Residential Units (ERUs) associated with properties within the City. Each ERU corresponds to 1,700 square feet, and is then multiplied by a risk modifier to ensure the fee is reasonably correlated with service needs.		

Sanitation Fund The fee changes for the Sanitation Fund are as follows:

Sanitation Fund		
Sanitation Fees	2017	2018
Landfill Subscription Fee for Unincorporated Chatham County	\$60.00 pro-rated annually	\$75.00 pro-rated annually
Special Trash Collection Fee - Bulk pick-up	\$25.00	\$50.00
Special Trash Collection Fee - Commercial activity	\$25.00	\$100.00

Revenue projections for 2018 assume rates for residential and commercial service are increased from 2017 by 3.0%. Residential refuse rates for 2017 are \$33.50 per month. The recommended rate for 2018 is \$34.51, which is an increase of 3.0% or \$12.12 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 \$4.45/cy to \$4.58/cy (3.0%), and that commercial collection rates are raised from an average of \$4.52/cy to \$4.66/cy (3.0%).

2018 over 2017	
Monthly Increase in Residential Refuse Bill	\$1.01
Residential Refuse - Percentage Increase	3.0%
Commercial Disposal Fee Increase	.13/cy
Commercial Collection Rate Increase – Average	.14/cy
Commercial Refuse – Percentage Increase	3.0%

Water and Sewer Funds The base charges for water and sewer service in 2018 are unchanged from 2017. Only consumption charges are increasing. The impact of the 2018 increase on the combined monthly water and sewer bill for the median inside City customer (who uses about 15 CCFs bi-monthly) is as follows:

Water and Sewer Fund	
	2018 over 2017
Monthly Increase in Combined Water & Sewer Bill	\$1.12
Percentage Increase	2.62%

The increases are necessary to fund anticipated increases in the operation and maintenance cost of the system, and to fund the water and sewer systems' Capital Improvement/Capital Maintenance Plan. The 2017 and 2018 water and sewer rate schedules are as follows:

Water Rates	2017	2018
Water, Inside City:		
Base Charge (bi-monthly)	\$11.06	\$11.06
Consumption Charges (per CCF):		
First 15 CCFs bi-monthly	\$1.03	\$1.07
Over 15 CCFs	\$1.21	\$1.25
Water, Outside City:		
Base Charge (bi-monthly)	\$16.59	\$16.59
Consumption Charges (per CCF):		
First 15 CCFs bi-monthly	\$1.54	\$1.60
Over 15 CCFs	\$1.81	\$1.87

Sewer Rates	2017	2018
Sewer, Inside City:		
Base Charge (bi-monthly)	\$8.80	\$8.80
Consumption Charges (per CCF):		
First 15 CCFs bi-monthly	\$3.20	\$3.48
Over 15 CCFs	\$3.58	\$3.86
Sewer, Outside City:		
Base Charge (bi-monthly)	\$13.20	\$13.20
Consumption Charges (per CCF):		
First 15 CCFs bi-monthly	\$4.80	\$5.22
Over 15 CCFs	\$5.37	\$5.79

What Does A Property Owner Pay?

The tax rate, or millage, is set annually by the governing authority of the taxing jurisdiction. A tax rate of one mill represents a tax of one dollar per \$1,000 of assessed value. Property in Georgia is assessed at 40% of the fair market value unless otherwise specified by law. The 2018 budget is balanced with a City of Savannah millage rate of 11.48 mills, which is \$1.00 less per \$1,000 than the 2017 adopted rate.

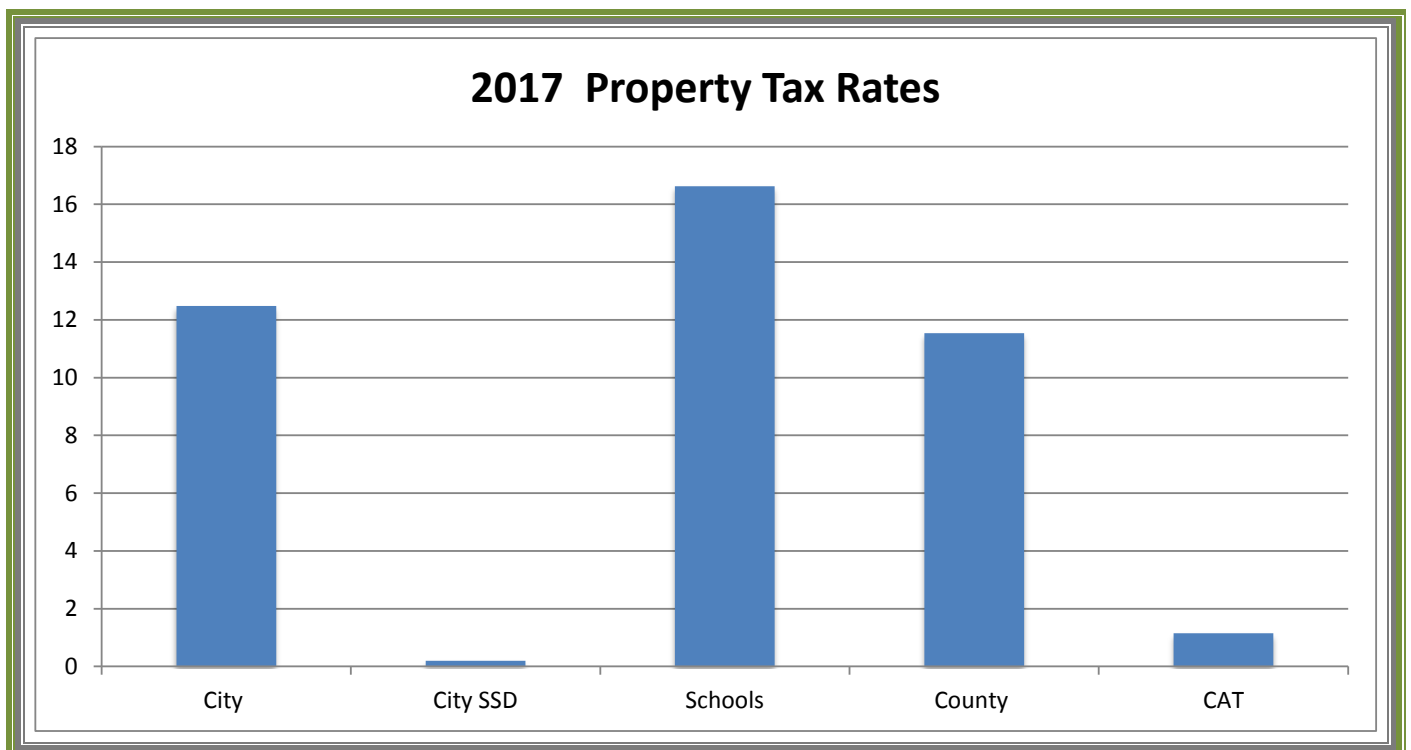
For example, the assessed value of property that is worth \$100,000 is \$40,000. In the City of Savannah where the millage rate is 11.48 mills for year 2018, the property tax would be \$459.20. This is \$11.48 for every \$1,000 of assessed value (or \$11.48 multiplied by 40).



Property Value	Assessed Value	Millage	City Property Tax
\$100,000	\$40,000	\$11.48 per \$1,000	\$459.20

The Savannah City Council will officially adopt a property tax rate for FY18 in the summer of 2018.

The graph below shows City of Savannah direct and overlapping property tax rates for year 2017. Overlapping rates are those of taxing jurisdictions that apply to property owners within the City of Savannah. Not all overlapping rates apply to all City of Savannah property owners (e.g., the rate for the special service district applies only to property owners whose property is located within the geographic boundaries of the special district).



The tables below show City of Savannah adopted millage rates and total assessed property values per the Chatham County Tax Assessor's Office for the years 1996-2017. Property in the county is reassessed annually. The following graph illustrates the City's ability to reduce the tax rate, while providing essential and expanded services, due to increased property values and development within the City. There were also several annexations of property by the City which took place during this time frame.

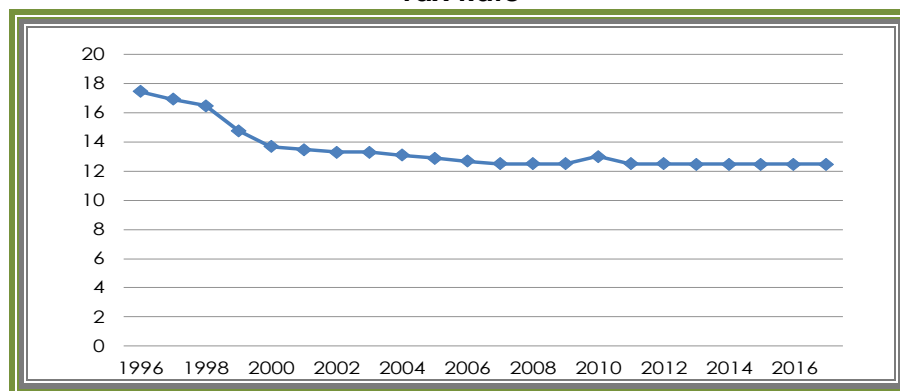
**CITY OF SAVANNAH, GEORGIA
PROPERTY TAX RATES - DIRECT AND ALL OVERLAPPING¹ GOVERNMENTS
2008 - 2017**

Year	City	City Special District ¹	Schools	County	Chatham Area Transit Authority	State ²	Total
2008	12.500	.200	13.404	10.537	.820	.250	37.711
2009	12.500	.200	13.404	10.537	.820	.250	37.711
2010	13.000	.200	14.131	10.537	.820	.250	38.938
2011	12.500	.200	14.631	11.109	.859	.250	39.549
2012	12.500	.200	14.631	11.109	.859	.200	39.499
2013	12.480	.200	15.881	11.908	1.000	.150	41.619
2014	12.480	.200	15.881	11.543	1.000	.100	41.204
2015	12.480	.200	16.631	11.543	1.000	.050	41.904
2016	12.480	.200	16.631	11.543	1.000	.000	41.854
2017	12.480	.200	16.631	11.543	1.150	.000	42.004

**City of Savannah
Property Tax Rates
and Total Assessed Values**

Year	Tax Rate	Assessed Value (in thousands)	% Change
1996	17.46	\$1,952,874	5.0%
1997	16.93	2,079,467	6.5%
1998	16.50	2,208,079	6.2%
1999	14.80	2,417,831	9.5%
2000	13.70	2,643,372	9.3%
2001	13.50	2,740,865	3.7%
2002	13.30	2,899,254	5.8%
2003	13.30	3,027,851	4.4%
2004	13.10	3,288,480	8.6%
2005	12.90	3,593,557	9.3%
2006	12.70	4,102,072	14.2%
2007	12.50	4,610,615	12.4%
2008	12.50	4,986,597	8.2%
2009	12.50	5,010,250	0.5%
2010	13.00	4,768,480	-4.8%
2011	12.50	4,539,928	-4.8%
2012	12.50	4,535,627	-0.1%
2013	12.48	4,603,176	1.5%
2014	12.48	4,751,473	3.2%
2015	12.48	5,098,015	7.3%
2016	12.48	5,121,455	0.5%
2017	12.48	5,404,508	5.5%

**City of Savannah
Tax Rate**



¹ In 2003, the City of Savannah created a special district called the "Water Transportation District." Only properties located within this district are subject to this millage levy.

² Beginning January 1, 2016, there is no state levy.

CITY-WIDE ALL FUNDS SUMMARY

EXPENSES

<u>Expenses By Fund</u>	<u>2016 ACTUAL</u>	<u>2017 ADOPTED</u>	<u>2018 ADOPTED</u>	<u>% Change 2017-2018</u>
General Fund	\$ 188,589,133	\$ 188,894,830	\$ 182,246,578	(3.5)
<u>Special Revenue Funds</u>				
Hazardous Material Team	\$ 535,870	\$ 573,985	\$ 464,735	(19.0)
Grants	8,721,336	17,320,127	7,873,206	(54.5)
Community Development	11,294,264	7,307,088	8,292,238	13.5
SavComm911	6,870,186	6,742,419	7,455,365	10.6
Hotel Motel Tax	9,148,830	9,287,439	10,693,809	15.1
Subtotal	\$ 36,570,486	\$ 41,231,058	\$ 34,779,353	(15.6)
<u>Enterprise Funds</u>				
Sanitation	\$ 27,170,032	\$ 29,998,682	\$ 29,336,159	(2.2)
Civic Center	3,542,537	3,599,690	3,773,591	4.8
Water	17,991,196	26,492,830	28,298,761	6.8
Sewer	28,385,750	41,583,729	42,728,209	2.8
I & D Water	8,113,545	7,619,510	6,696,200	(12.1)
Mobility and Parking Services	11,208,166	13,643,565	16,570,636	21.5
Subtotal	\$ 96,411,226	\$ 122,938,006	\$ 127,403,556	3.6
<u>Interfund Revenues</u>				
Internal Services	\$ 12,627,233	\$ 12,314,410	\$ 13,187,933	7.1
Computer Purchase	1,165,780	721,295	721,295	0.0
Radio Replacement	1,314,345	1,338,000	630,000	(52.9)
Recorder's Court Technology	118,174	60,000	70,000	16.7
Vehicle Purchase	6,527,924	10,587,030	12,379,185	16.9
Fire Services	0	0	32,637,241	100.0
Subtotal	\$ 21,753,456	\$ 25,020,735	\$ 59,625,654	138.3
Contribution to Fire Fee				
Stabilization Reserve	\$ 0	\$ 0	\$ 4,000,000	100.0
Subtotal	\$ 343,324,301	\$ 378,084,629	\$ 408,055,141	7.9
Less Transfers Between Funds	\$ (48,781,437)	\$ (49,525,009)	\$ (67,055,019)	35.4
TOTAL	\$ 294,542,864	\$ 328,559,620	\$ 341,000,122	3.8

City-Wide Expenditure Changes

City-wide expenditures total \$408,055,141 which is 7.9% above 2017 adopted expenditures before adjusting for interfund transfers. City expenditures are divided into eight major categories, with significant changes in each highlighted below:

- **PERSONNEL SERVICES** represent 41% of City expenditures and are comprised primarily of funding for salaries and wages for employees and a comprehensive benefits program for employees and their dependents. This category decreased \$2,575,450 or 1.5% below 2017 adopted expenditure, primarily due to a City-wide reduction in workforce. Major changes are described as follows:

The 2018 workforce budget is built on a base of 2,487.6 authorized permanent positions, 143.5 less than adopted in 2017. This reduction is a result of multiple factors, including a reorganization of the City's structure, a reduction in force, and the demerger of the metropolitan police force and reestablishment of the Savannah Police Department.

The budget continues the comprehensive medical benefits plan to employees, dependents, and retirees with an employer contribution of \$21,538,096 which is \$627,323 or 3.0% over the 2017 adopted contribution.

The 2018 budget contains an allocation of \$3,473,441 in recognition of the City's cost of post-retirement medical benefits for employees. This is an increase of \$973,441 from 2017 contribution and is based on actuarial recommendation.

Based on the latest actuarial study, the 2018 budget includes the recommended minimum pension contribution of \$9,226,064. This represents a decrease of \$62,009 from the 2017 contribution.

- **OUTSIDE SERVICES** are services the City receives primarily from outside companies and represent 12% of expenditures. Utilities make up the largest share of expenditures in this category. Other primary accounts include: professional purchased services, rentals, equipment, data processing equipment maintenance, temporary labor-agency, and other contractual services. Overall, funding for services in this category increased \$5,709,797 or 13.2% above 2017 adopted expenditures. The increases in expenditures in this category are related to the implementation of strategic initiatives resulting from strategic planning outlined in 2017.

The primary increases are in the areas of rentals and other contractual services. Approximate \$1.3M is related to new rental lease agreements for the relocation of city staff from City-owned facilities slated for sale and additional precincts required as a result of the police demerger. Another \$1M was added to the budget for mowing contracts through the enhancement process. In addition, the \$3.4M increase in other contractual services is attributed to additional City-wide enhancements and reorganization of City departments.

- **COMMODITIES** are items which, after use, are consumed or show material change in physical condition and are generally of limited value. Overall, this expenditure category decreased \$7,534,605 or 28.7% compared to 2017 adopted expenditures. The substantial decrease is primarily due to storm damage expenses incurred in 2017 related to Hurricane Matthew and Hurricane Irma cleanup efforts, which are irrelevant in 2018.

- **INTERFUND SERVICES** represent services provided to City departments on a cost reimbursement basis. This expenditure category represents 9% of the operating budget. The largest costs are in these sections: Services by Sanitation, Insurance by Risk Management, Computer Services, Vehicle Maintenance Services, and Services by the General Fund. Interfund Services decreased by 2.8% in 2018.
- **CAPITAL OUTLAY** includes items costing more than \$5,000 each and having a useful life of more than one year. The increase of \$1,439,806 or 12.5% in this expenditure classification is due primarily to vehicle replacements and police fleet additions.
- **DEBT SERVICE** accounts for payments of principal and interest to lenders or creditors on outstanding debt. This area increased \$673,134 or 6.4% from 2017 adopted expenditures based on debt service requirements.
- **INTERFUND TRANSFERS** are amounts transferred from one fund to another. Expenditures in this category represent 18% of the total budget and increased \$27,430,584 or 57.8% over 2017 adopted expenditures. The main reason for the increase is the creation of the Fire Service Fund, which requires a \$16M transfer from the General Fund in 2018. Other contributing factors include reinvestment in Capital Improvement Projects, an increase in available contingency, and a larger fleet addition contribution related to the purchase of vehicles for the newly reestablished Savannah Police Department.
- **OTHER EXPENSES** are primarily payments and contributions to other city funds, public agencies, and private/non-profit agencies which sell services to or receive a contribution from the City. Planned 2018 funding increased \$1,866,591 or 5.8% in this category. Increases primarily result from net changes in the following accounts: Retirement of the Mobility Management Bond, and increases in the Vehicle Capital-Use Charges accounts due to the purchase of new vehicles.

Projected Changes in Fund Balance

FUND BALANCES 2014-2016

The following table shows 2014-2016 beginning and ending fund balance levels for certain governmental funds. The consistency of positive fund balances indicates stability in these funds.

Fund	Beginning Fund Balance 1-1-2012	Ending Fund Balance 12-31-2012	Net Increase/ Decrease 2012	Beginning Fund Balance 1-1-2013	Ending Fund Balance 12-31-2013	Net Increase/ Decrease 2013	Beginning Fund Balance 1-1-2014	Ending Fund Balance 12-31-2014	Net Increase/ Decrease 2014
General	33,179,551	33,501,656	322,105	33,501,656	33,885,347	383,691	33,885,347	34,784,624	899,277
Special Revenue	2,652,072	2,652,510	438	2,652,510	2,947,238	294,728	2,947,238	3,374,252	427,014
Debt Service	923,216	925,902	2,686	925,902	927,191	1,289	927,191	928,389	1,198
Capital Improvement	29,937,848	30,519,448	581,600	30,519,448	35,532,703	5,013,255	35,532,703	36,981,422	1,448,719
TOTAL	66,692,687	67,599,516	906,829	67,599,516	73,292,479	5,692,963	73,292,479	76,068,687	2,776,208

FUND BALANCES 2017-2018

The General Fund is the chief operating fund of the City. As in prior years, the 2018 General Fund budget maintains a reserve for emergencies and unforeseen situations. The projected fund balance of the General Fund is approximately \$34.9 million for fiscal year 2018 and equates to 19.2% of total General Fund expenditures.

Included with the General Fund in the tables below are projected 2017 and 2018 fund balances/equities for selected City governmental funds. The Special Revenue entry in the tables consists of the following funds: Grant, Public Safety Communications, Fire Services Fund, Hazardous Materials Team, Hotel/Motel Tax, Auto Rental Tax, Confiscated Assets, Economic Development, and Recorder's Court Technology Fund. The Fire Services Fund is new to 2018, and includes a \$4 million contribution to reserves which drives up the overall Special Revenue Fund Balance by 220.8%.

The 2017 Projected Fund Balance is based upon the 2017 Adopted Budget, and may be adjusted at year-end closeout.

Fund	Beginning Fund Balance 1-1-2017	Appropriated Funds Operating Revenues	Appropriated Funds Operating Expenditures	Net Position Before Transfers	Transfers In	Transfers Out	Projected Ending Fund Balance 12-31-2017	% Change Projected Fund Balance
General	36,709,036	176,762,555	177,622,924	35,848,667	10,348,750	11,271,906	34,925,511	(4.9%)
Special Revenue	1,811,476	45,185,933	32,655,236	14,342,173	4,665,985	17,196,682	1,811,476	0.0%
Debt Service	933,528	0	3,100,000	(2,166,472)	3,100,000	0	933,528	0.0%
Capital Improvement	42,082,815	0	1,640,850	40,441,965	1,640,850	0	42,082,815	0.0%
TOTAL	81,536,855	221,948,488	215,019,010	88,466,333	19,755,585	28,468,588	79,753,330	(2.2%)

Fund	Projected Beginning Fund Balance 1-1-2018	Appropriated Funds Operating Revenues	Appropriated Funds Operating Expenditures	Net Position Before Transfers	Transfers In	Transfers Out	Projected Ending Fund Balance 12-31-2018	% Change Projected Fund Balance
General	34,925,511	170,328,578	148,605,845	56,648,244	11,918,000	33,640,733	34,925,511	0.0%
Special Revenue	1,811,476	62,065,064	57,196,668	6,679,872	16,911,483	17,779,879	5,811,476	220.8%
Debt Service	933,528	-18,000,000	2,100,000	(19,166,472)	20,100,000	0	933,528	0.0%
Capital Improvement	42,082,815	0	7,621,908	34,460,907	7,621,908	0	42,082,815	0.0%
TOTAL	79,753,330	214,393,642	215,524,421	78,622,551	56,551,391	51,420,612	83,753,330	5.0%

City-Wide Expenditures by Service Center

The table below is organized by service center and compares the 2017 Adopted Budget to the 2018 Adopted Budget.

<u>EXPENSES BY BUSINESS UNIT</u>	<u>2016 ACTUAL</u>	<u>2017 ADOPTED</u>	<u>2018 ADOPTED</u>	<u>% Change 2017-2018</u>
<u>GOVERNANCE</u>				
Mayor and Alderman	\$ 861,341	\$ 793,356	\$ 874,748	10.3
Clerk of Council	312,953	276,889	297,454	7.4
City Attorney	937,360	1,006,830	1,040,081	3.3
Governance Subtotal	\$ 2,111,654	\$ 2,077,075	\$ 2,212,283	6.5
<u>STRATEGIC SERVICES</u>				
City Manager	\$ 1,304,081	\$ 1,606,710	\$ 1,142,919	(28.9)
Arena Development District	0	0	195,607	100.0
ACM, Utilities/Construction*	330,972	353,307	0	(100.0)
ACM, Administrative and Community Services*	127,945	191,361	0	(100.0)
Office of Public Communications	422,397	503,195	615,823	22.4
Office of Performance & Accountability	523,650	531,651	281,602	(47.0)
Office of Business Opportunity	0	0	540,408	100.0
Economic Development*	634,924	589,299	0	(100.0)
Entrepreneurial Center*	429,354	440,712	0	(100.0)
Office of Management and Budget	675,733	681,572	820,974	20.5
Strategic Services Subtotal	\$ 4,449,056	\$ 4,897,807	\$ 3,597,333	(26.6)
<u>PUBLIC SAFETY</u>				
SavCommunications	\$ 6,870,186	\$ 6,742,419	\$ 7,455,365	10.6
<u>Savannah Police Department</u>				
Police Chief	\$ 1,953,765	\$ 2,144,735	\$ 1,823,150	(15.0)
Patrol	41,158,455	39,585,734	31,931,743	(19.3)
Criminal Investigations	7,517,466	7,735,201	7,267,418	(6.0)
SARIC	1,307,563	1,432,447	1,671,143	16.7
Traffic Unit	1,760,475	1,901,266	2,176,349	14.5
Marine Patrol*	473,192	0	0	0.0
Mounted Patrol	489,634	599,898	654,871	9.2
Canine Unit	639,478	572,895	732,365	27.8
Animal Control	572,961	0	0	0.0
Support Services	2,984,403	2,786,753	3,286,860	17.9
Training and Recruitment	1,563,682	1,683,355	1,814,608	7.8
Information Management Division	1,472,157	1,471,425	1,502,623	2.1
Counter Narcotics Team (CNT)	2,053,317	2,374,683	2,522,787	6.2
Professional Standards and Training	685,254	809,420	909,219	12.3
Savannah Impact Program	1,524,446	1,293,674	0	(100.0)
CrimeStoppers	217,231	203,962	0	(100.0)

<u>EXPENSES BY BUSINESS UNIT</u>	<u>2016 ACTUAL</u>	<u>2017 ADOPTED</u>	<u>2018 ADOPTED</u>	<u>% Change 2017-2018</u>
Savannah Impact Work Venture	357,436	367,250	0	(100.0)
Strategic Investigative Unit	428,137	1,132,413	2,441,010	115.6
HEAT Grant	76,994	242,150	249,966	3.2
COP Grant	102,550	1,270,980	1,023,058	(19.5)
Savannah Police Subtotal	\$ 67,338,596	\$ 67,608,241	\$ 60,007,170	(11.2)
Savannah Fire Department				
Fire Chief	\$ 7,296,566	\$ 7,388,365	\$ 9,374,565	26.9
Emergency Planning	121,499	178,326	193,299	8.4
Fire Operations	21,582,761	21,934,937	23,262,676	6.1
Hazardous Material Team	535,870	573,985	464,735	(19.0)
Savannah Fire Subtotal	\$ 29,536,696	\$ 30,075,613	\$ 33,295,275	10.7
Public Safety Subtotal	\$ 103,745,478	\$ 104,426,273	\$ 100,757,810	(3.5)
<u>MUNICIPAL OPERATIONS</u>				
Chief Operating Office				
Office of the Chief Operating Officer	\$ 203,075	\$ 321,801	\$ 398,933	24.0
311 Action Center Unit	200,862	207,112	264,452	27.7
Special Events, Film, & Tourism Unit	0	0	885,333	100.0
Film Services*	219,086	0	0	0.0
Chief Operating Office Subtotal	\$ 623,023	\$ 528,913	\$ 1,548,718	192.8
Human Resources	\$ 1,685,239	\$ 1,790,682	\$ 1,706,805	(4.7)
Financial Services				
Accounting Services Division	\$ 1,159,555	\$ 1,145,036	\$ 1,313,395	14.7
Purchasing Division	468,531	466,464	859,050	84.2
Inventory Management*	354,478	344,709	0	(100.0)
Risk Management Division	780,147	834,494	842,879	1.0
Revenue Administration Division	1,559,690	1,498,402	1,664,943	11.1
Revenue Administration - Utility Services	1,824,907	2,206,005	2,460,960	11.6
Financial Services Subtotal	\$ 6,147,308	\$ 6,495,110	\$ 7,141,227	9.9
Fleet Services Department				
Fleet Administration	\$ 523,989	\$ 542,837	\$ 578,800	6.6
Fleet Maintenance Division	5,001,075	5,071,697	5,498,139	8.4
Fleet Services Subtotal	\$ 5,525,064	\$ 5,614,534	\$ 6,076,939	8.2
Department of Information Technology				
Information Technology	\$ 7,102,169	\$ 6,699,876	\$ 7,110,994	6.1
Mail and Municipal Building Services*	715,610	808,764	0	(100.0)
Department of Information Technology Subtotal	\$ 7,817,779	\$ 7,508,640	\$ 7,110,994	(5.3)
Real Estate Services				
Real Estate Administration	\$ 0	\$ 0	\$ 2,388,797	100.0

<u>EXPENSES BY BUSINESS UNIT</u>	<u>2016 ACTUAL</u>	<u>2017 ADOPTED</u>	<u>2018 ADOPTED</u>	<u>% Change 2017-2018</u>
Property Acquisition, Disposition and Management Division	0	0	653,603	100.0
Real Property Services*	451,427	488,422	0	(100.0)
Facility Maintenance & Operations Division	0	0	2,562,914	100.0
Buildings & Electrical Maintenance*	1,402,210	1,542,338	0	(100.0)
Civic Center Operations Division	3,257,678	3,229,143	3,399,228	5.3
Civic Center Concessions	284,859	370,547	374,363	1.0
Cemeteries Division	1,798,610	1,802,576	1,927,928	7.0
River Street Hospitality Center Division	142,359	131,558	135,403	2.9
Real Estate Services Subtotal	\$ 7,337,143	\$ 7,564,584	\$ 11,442,236	51.3
Recorder's Court Department	\$ 2,249,094	\$ 2,311,847	\$ 2,296,216	(0.7)
Municipal Operations Subtotal	\$ 31,384,650	\$ 31,814,310	\$ 37,323,135	17.3

INFRASTRUCTURE & DEVELOPMENT

Chief Infrastructure & Development Office

Office of the Chief Infrastructure & Development Officer	\$ 0	\$ 0	\$ 1,066,806	100.0
Environmental Services & Sustainability Division*	387,301	414,455	0	(100.0)
Office of Capital Projects Management Unit	0	0	814,617	100.0
Chief Infrastructure & Development Office Subtotal	\$ 387,301	\$ 414,455	\$ 1,881,423	354.0

Parking Services Department

Parking Enforcement Division	2,951,337	3,584,045	4,104,390	14.5
Parking Facilities Division	5,105,676	6,154,380	5,979,831	(2.8)
Parking Interdepartmental	2,092,763	2,388,867	6,486,415	171.5
Parking Services Subtotal	\$ 10,149,776	\$ 12,127,292	\$ 16,570,636	36.6

Mobility Services Department

Mobility Planning, Engineering & Permits Division	\$ 0	\$ 0	\$ 822,771	100.0
<i>Operations & Maintenance Division</i>				
Signals and Street Lights Unit / Signs & Markings Unit	0	0	6,443,515	100.0
Traffic Engineering*	6,588,444	7,309,917	0	(100.0)
Streets Maintenance Unit	5,059,987	5,313,053	3,297,726	(37.9)
Mobility Services Subtotal	\$ 11,648,431	\$ 12,622,970	\$ 10,564,012	(16.3)

Development Services Department

Development Services & Planning Administration	\$ 4,347,271	\$ 4,459,936	\$ 4,021,061	(9.8)
SDRA*	274,678	275,000	0	(100.0)
Development Services Subtotal	\$ 4,621,949	\$ 4,734,936	\$ 4,021,061	(15.1)

<u>EXPENSES BY BUSINESS UNIT</u>	<u>2016 ACTUAL</u>	<u>2017 ADOPTED</u>	<u>2018 ADOPTED</u>	<u>% Change 2017-2018</u>
Public Works & Water Resources Department				
Public Works & Water Resources				
Administration	\$ 468,420	\$ 527,054	\$ 572,687	8.7
Greenscapes Division	0	0	13,716,990	100.0
Public Works & Water Resource				
Bureau Chief*	630,304	696,139	0	(100.0)
Buildings & Grounds Maintenance*	3,950,891	4,429,044	0	(100.0)
Park & Tree*	5,667,978	6,472,332	0	(100.0)
Stormwater Management Division	5,881,940	6,471,179	5,646,233	(12.7)
Water Resources Planning & Engineering Division	1,420,063	1,449,772	1,529,209	5.5
<i>Operations & Maintenance Division</i>				
Supply & Treatment Unit	5,695,365	6,375,404	6,163,950	(3.3)
Water Distribution Unit	4,622,058	5,001,566	5,495,217	9.9
Sewer Maintenance Unit	3,519,344	3,848,165	3,930,781	2.1
Lift Station Maintenance Unit	4,777,646	5,010,897	5,068,703	1.2
President Street Plant Unit	6,720,686	6,990,675	7,320,076	4.7
Regional Plants Unit	1,929,562	2,289,773	2,318,738	1.3
I&D Water Distribution Unit	8,113,545	7,619,510	6,696,200	(12.1)
Water Interdepartmental	3,629,411	10,579,722	12,076,738	14.1
Sewer Interdepartmental	11,438,512	23,444,219	24,089,911	2.8
Public Work & Water Resources Subtotal	\$ 68,465,725	\$ 91,205,451	\$ 94,625,433	3.7
Infrastructure & Development				
Subtotal	\$ 95,273,182	\$ 121,105,104	\$ 127,662,565	5.4
<u>COMMUNITY SERVICES</u>				
Office of the Chief Community Services Officer	\$ 314,434	\$ 383,543	\$ 410,748	7.1
Arts, Cultural & Historical Resources Department				
Cultural, Arts, and Grants Management Division	\$ 716,022	\$ 771,283	\$ 780,643	1.2
Municipal Archives & Record Management Division	244,956	239,508	365,303	52.5
Arts, Cultural & Historical Resources Subtotal	\$ 960,978	\$ 1,010,791	\$ 1,145,946	13.4
Code Compliance Department				
Code Compliance Administration	\$ 0	\$ 0	\$ 486,772	100.0
Business Regulation	0	0	497,392	100.0
Code Enforcement	0	0	2,729,190	100.0
Property Maintenance*	2,169,238	2,357,542	0	(100.0)
Tourism Management & Ambassadorship*	1,058,390	1,516,273	0	(100.0)
Code Compliance Subtotal	\$ 3,227,628	\$ 3,873,815	\$ 3,713,354	(4.1)
Human Services Department				
Human Services Administration	\$ 385,128	\$ 580,244	\$ 685,885	18.2

<u>EXPENSES BY BUSINESS UNIT</u>	<u>2016 ACTUAL</u>	<u>2017 ADOPTED</u>	<u>2018 ADOPTED</u>	<u>% Change 2017-2018</u>
Grants & Contracts / Family & Community Services	1,124,261	1,220,036	1,870,158	53.3
Community Development Program Cost/Carryforward	8,374,212	4,300,307	4,527,062	5.3
Resource & Success Centers Division	315,562	342,527	352,014	2.8
Citizens' Office*	1,087,569	0	0	0.0
WorkSource Coastal - Employment Services	5,267,188	5,228,866	5,207,675	(0.4)
WorkSource Coastal - Youthbuild GF	136,573	137,754	156,843	13.9
Human Services Subtotal	\$ 16,690,493	\$ 11,809,734	\$ 12,799,637	8.4

Housing & Neighborhood Services Department

Housing and Neighborhood Services-Administration	\$ 809,266	\$ 801,135	\$ 893,625	11.5
Neighborhood Services Division	670,963	643,083	649,379	1.0
Landbank Authority	19	215	2,500	1062.8
Housing & Neighborhood Services Subtotal	\$ 1,480,248	\$ 1,444,433	\$ 1,545,504	7.0

Parks & Recreation Department

Parks & Recreation Department Administration	\$ 0	\$ 0	\$ 495,949	100.0
Leisure Service Bureau Chief*	673,567	783,982	0	(100.0)
Athletic Services	1,170,375	1,214,985	1,109,094	(8.7)
Recreation Maintenance Division	0	0	1,394,021	100.0
Therapeutic Recreation	246,788	256,972	244,378	(4.9)
Youth Services	3,888,437	4,249,808	4,415,010	3.9
Senior Services	2,170,634	2,186,295	2,211,019	1.1
Park & Recreations Services Subtotal	\$ 8,149,801	\$ 8,692,042	\$ 9,869,471	13.5

Sanitation Department

Sanitation Administration	\$ 557,960	\$ 666,762	\$ 779,910	17.0
Residential Refuse Division	8,060,595	8,009,129	8,444,642	5.4
Refuse Disposal Division	6,104,689	6,650,250	6,571,533	(1.2)
Street Cleaning Division	2,723,533	2,849,227	3,107,544	9.1
Commercial Refuse Division	1,650,756	1,739,255	1,789,058	2.9
Recycling & Litter Services Division	2,579,335	2,505,828	2,762,319	10.2
Sanitation Interdepartmental	3,323,926	5,220,689	5,881,153	12.7
Sanitation Subtotal	\$ 25,000,794	\$ 27,641,140	\$ 29,336,159	6.1
Community Services Subtotal	\$ 55,824,376	\$ 54,855,498	\$ 58,820,819	7.2

CITY-WIDE NON-DEPARTMENTAL

General Fund Interdepartmental

<u>Services from Other Funds</u>				
Services from Civic Center Fund	\$ 135,000	\$ 135,000	\$ 135,000	0.0
Services from Sanitation Fund	7,472,107	7,203,601	5,437,912	(24.5)
Subtotal	\$ 7,607,107	\$ 7,338,601	\$ 5,572,912	(24.1)

EXPENSES BY BUSINESS UNIT	2016 ACTUAL	2017 ADOPTED	2018 ADOPTED	% Change 2017-2018
<u>Transfers to Other Funds</u>				
Capital Improvement Projects Fund	\$ 900,000	\$ 1,380,969	\$ 7,621,908	451.9
Hazardous Material Team Fund	193,352	263,985	122,735	(53.5)
Public Safety Communications Fund	2,321,049	1,627,419	0	(100.0)
Community Development Fund	1,318,854	1,286,120	1,951,216	51.7
Transfer to Debt Service	2,149,362	2,831,635	2,989,492	5.6
Civic Center Fund	0	58,979	0	(100.0)
Parking Fund	679,801	679,801	679,801	0.0
Tax Allocation District Fund	2,005,562	2,073,417	2,069,591	(0.2)
Fire Fund	0	0	16,022,741	100.0
Subtotal	\$ 9,567,980	\$ 10,202,325	\$ 31,457,484	208.3
<u>Other Expenses / Contributions</u>				
Dues and Memberships	\$ 330,174	\$ 226,846	\$ 226,846	0.0
Other Expenses	5,475,726	3,613,605	4,088,917	13.2
Other Community Promotion	564,962	825,519	455,410	(44.8)
Step-Up Program	279,994	293,775	311,326	6.0
Cultural Contributions	748,168	764,320	680,400	(11.0)
Social Contributions	641,599	623,150	833,177	33.7
Youth Futures Authority	199,884	0	0	0.0
Coastal Heritage Society	842,343	736,909	0	(100.0)
Convention & Visitors Bureau	1,394,721	1,408,000	1,578,200	12.1
Metro Planning Commission	1,470,163	1,409,166	1,277,911	(9.3)
Anticipated Wage Adjustments	0	(1,217,795)	(206,149)	(83.1)
Subtotal	\$ 11,947,734	\$ 8,683,495	\$ 9,246,038	6.5
Contingency	\$ 0	\$ 250,000	\$ 1,674,809	569.9
General Fund Interdepartmental Subtotal	\$ 29,122,821	\$ 26,474,421	\$ 47,951,243	81.1
Other Non-Departmental Funds				
Recorder's Court Technology	\$ 118,174	\$ 60,000	\$ 70,000	16.7
Contribution to Fire Fee Stabilization Reserve	\$ 0	\$ 0	\$ 4,000,000	100.0
Hotel Motel Tax Fund	\$ 9,148,830	\$ 9,287,439	\$ 10,693,809	15.1
Computer Purchase Fund	\$ 1,165,780	\$ 721,295	\$ 721,295	0.0
Vehicle Purchase Fund	\$ 6,527,924	\$ 10,587,030	\$ 12,379,185	16.9
Radio Replacement Fund	\$ 1,314,345	\$ 1,338,000	\$ 630,000	(52.9)
Grant Fund	\$ 3,138,031	\$ 10,440,377	\$ 1,235,664	(88.2)
Other Non-Department Fund Subtotal	\$ 21,413,084	\$ 32,434,141	\$ 29,729,953	(8.3)
City-Wide Non-Departmental Subtotal	\$ 50,535,905	\$ 58,908,562	\$ 77,681,196	31.9
City Wide Expenses Total	\$ 343,324,301	\$ 378,084,629	\$ 408,055,141	7.9

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

2018 Permanent Authorized Positions

<u>BUSINESS UNITS</u>	<u>2016 Permanent</u>	<u>2017 Permanent</u>	<u>2018 Permanent</u>	<u>Change 2017-2018</u>
<u>GOVERNANCE</u>				
Mayor and Alderman	12.00	12.00	12.00	0.0
Clerk of Council	3.00	3.00	3.00	0.0
City Attorney	5.00	5.00	5.00	0.0
Governance Subtotal	20.00	20.00	20.00	0.0
<u>STRATEGIC SERVICES</u>				
City Manager	11.00	12.00	7.00	-5.0
Arena Development District	0.00	0.00	1.00	1.0
ACM, Utilities/Construction*	3.00	3.00	0.00	-3.0
ACM, Administrative and Community Services*	3.00	3.00	0.00	-3.0
Office of Public Communications	5.00	5.00	6.00	1.0
Office of Performance & Accountability	7.00	7.00	3.00	-4.0
Office of Business Opportunity	0.00	0.00	6.00	6.0
Economic Development*	4.00	4.00	0.00	-4.0
Entrepreneurial Center*	6.00	6.00	0.00	-6.0
Office of Management and Budget	8.00	8.00	9.00	1.0
Strategic Services Subtotal	47.00	48.00	32.00	-16.0
<u>PUBLIC SAFETY</u>				
SavCommunications	104.00	104.00	103.00	-1.0
Savannah Police Department				
Police Chief	16.00	16.13	15.13	-1.0
Patrol	440.00	443.00	326.00	-117.0
Criminal Investigations	89.00	91.00	81.25	-9.8
SARIC	17.00	18.00	20.00	2.0
Traffic Unit	20.00	20.00	23.00	3.0
Marine Patrol*	8.00	0.00	0.00	0.0
Mounted Patrol	7.00	7.00	7.00	0.0
Canine Unit	6.00	6.00	7.00	1.0
Animal Control	15.00	0.00	0.00	0.0
Support Services	14.00	14.00	15.00	1.0
Training and Recruitment	12.00	12.00	13.00	1.0
Information Management Division	26.00	26.00	25.00	-1.0
Counter Narcotics Team (CNT)	32.00	32.00	32.00	0.0
Professional Standards and Training	9.00	9.00	9.00	0.0
Savannah Impact Program*	14.00	13.00	0.00	-13.0
CrimeStoppers*	3.00	3.00	0.00	-3.0
Savannah Impact Work Venture	2.00	2.00	0.00	-2.0
Strategic Investigative Unit	15.00	15.00	30.00	15.0
HEAT Grant ¹	3.00	3.00	3.00	0.0
COP Grant ¹	15.00	15.00	15.00	0.0
Subtotal	763.00	745.13	621.38	-123.8
Savannah Fire Department				
Fire Chief	24.00	24.00	22.00	-2.0
Emergency Planning	1.00	1.00	2.00	1.0

<u>BUSINESS UNITS</u>	<u>2016 Permanent</u>	<u>2017 Permanent</u>	<u>2018 Permanent</u>	<u>Change 2017-2018</u>
Fire Operations	331.00	341.00	323.00	-18.0
Hazardous Material Team	4.00	4.00	4.00	0.0
Subtotal	360.00	370.00	351.00	-19.0
Public Safety Subtotal	1227.00	1219.13	1075.38	-143.8
<u>MUNICIPAL OPERATIONS</u>				
Chief Operating Office				
Office of the Chief Operating Officer	2.00	2.00	3.00	1.0
311 Action Center Unit	3.00	3.00	3.00	0.0
Special Events, Film, & Tourism Unit	0.00	0.00	8.00	8.0
Film Services*	2.00	0.00	0.00	0.0
Subtotal	7.00	5.00	14.00	9.0
Human Resources	19.00	20.00	16.00	-4.0
Financial Services				
Accounting Services Division	13.00	13.00	14.00	1.0
Purchasing Division	6.00	6.00	11.00	5.0
Inventory Management*	5.00	5.00	0.00	-5.0
Risk Management Division	6.00	6.00	6.00	0.0
Revenue Administration Division	21.00	19.00	20.00	1.0
Revenue Administration - Utility Services	24.00	24.00	34.00	10.0
Subtotal	75.00	73.00	85.00	12.0
Fleet Services Department				
Fleet Administration	5.00	5.00	5.00	0.0
Fleet Maintenance Division	37.00	37.00	38.00	1.0
Subtotal	42.00	42.00	43.00	1.0
Department of Information Technology				
Information Technology	36.00	36.00	36.60	0.6
Mail and Municipal Building Services*	0.60	0.60	0.00	-0.6
Subtotal	36.60	36.60	36.60	0.0
Real Estate Services				
Real Estate Administration	0.00	0.00	2.00	2.0
Property Acquisition, Disposition and Management Division	0.00	0.00	7.00	7.0
Real Property Services*	6.00	6.00	0.00	-6.0
Facility Maintenance & Operations Division	0.00	0.00	26.00	26.0
Buildings & Electrical Maintenance*	18.00	18.00	0.00	-18.0
Civic Center Operations Division	20.00	20.00	20.00	0.0
Civic Center Concessions	2.00	2.00	2.00	0.0
Cemeteries Division	23.63	23.63	23.63	0.0
River Street Hospitality Center Division	2.25	2.25	2.25	0.0
Subtotal	71.88	71.88	82.88	11.0
Recorder's Court Department	29.00	28.00	28.00	0.0
Municipal Operations Subtotal	280.48	276.48	305.48	29.0

BUSINESS UNITS	2016 Permanent	2017 Permanent	2018 Permanent	Change 2017-2018
<u>INFRASTRUCTURE & DEVELOPMENT</u>				
Chief Infrastructure & Development Office				
Office of the Chief Infrastructure & Development Officer	0.00	0.00	5.00	5.0
Environmental Services & Sustainability Division*	4.00	4.00	0.00	-4.0
Office of Capital Projects Management Unit	0.00	0.00	8.00	8.0
Subtotal	4.00	4.00	13.00	9.0
Parking Services Department				
Parking Enforcement Division	32.00	32.00	29.00	-3.0
Parking Facilities Division	32.70	33.70	33.70	0.0
Subtotal	64.70	65.70	62.70	-3.0
Mobility Services Department				
Mobility Planning, Engineering & Permits Division	0.00	0.00	10.00	10.0
<i>Operations & Maintenance Division</i>				
Signals and Street Lights Unit / Signs & Markings Unit	31.00	31.00	22.00	-9.0
Streets Maintenance Unit	48.00	48.00	31.00	-17.0
Subtotal	79.00	79.00	63.00	-16.0
Development Services Department				
Development Services Administration	55.00	55.00	49.00	-6.0
Subtotal	55.00	55.00	49.00	-6.0
Public Works & Water Resources Department				
Public Works & Water Resources Administration	4.00	4.00	5.00	1.0
Greenscapes Division	0.00	0.00	127.00	127.0
Public Works & Water Resource Bureau Chief*	4.00	4.00	0.00	-4.0
Buildings & Grounds Maintenance*	44.00	44.00	0.00	-44.0
Park & Tree*	59.00	71.00	0.00	-71.0
Stormwater Management Division	60.00	60.00	50.00	-10.0
Water Resources Planning & Engineering Division	18.00	18.00	18.00	0.0
<i>Operations & Maintenance Division</i>				
Supply & Treatment Unit	26.00	26.00	26.00	0.0
Water Distribution Unit	54.00	54.00	54.00	0.0
Sewer Maintenance Unit	31.00	31.00	31.00	0.0
Lift Station Maintenance Unit	28.00	28.00	28.00	0.0
President Street Plant Unit	64.00	65.00	66.00	1.0
Regional Plants Unit	14.00	15.00	14.00	-1.0
I&D Water Distribution Unit	38.00	38.00	38.00	0.0
Subtotal	444.00	458.00	457.00	-1.0
Infrastructure & Development Subtotal	646.70	661.70	644.70	-17.00
<u>COMMUNITY SERVICES</u>				
Office of the Chief Community Services Officer	4.00	4.00	3.00	-1.0
Arts, Cultural & Historical Resources Department				
Cultural, Arts, and Grants Management Division	8.00	8.00	7.00	-1.0

<u>BUSINESS UNITS</u>	<u>2016 Permanent</u>	<u>2017 Permanent</u>	<u>2018 Permanent</u>	<u>Change 2017-2018</u>
Municipal Archives & Record Management Division	2.00	2.00	3.00	1.0
Subtotal	10.00	10.00	10.00	0.0
Code Compliance Department				
Code Compliance Administration	0.00	0.00	5.00	5.0
Business Regulation	0.00	0.00	7.75	7.8
Code Enforcement	0.00	0.00	36.00	36.0
Property Maintenance*	30.00	31.00	0.00	-31.0
Tourism Management & Ambassadorship*	9.75	24.75	0.00	-24.8
Subtotal	39.75	55.75	48.75	-7.0
Human Services Department				
Human Services Administration	3.00	6.00	3.00	-3.0
Grants & Contracts Administration	8.00	8.00	4.00	-4.0
Family & Community Services Unit	0.00	0.00	12.00	12.0
Resource & Success Centers Division	4.00	4.00	4.00	0.0
Citizens' Office*	20.00	0.00	0.00	0.0
WorkSource Coastal	0.00	0.00	0.00	0.0
Youthbuild GF	1.00	1.00	1.00	0.0
Subtotal	36.00	19.00	24.00	5.0
Housing & Neighborhood Services Department				
Housing and Neighborhood Services Administration	14.00	14.00	8.00	-6.0
Neighborhood Services Division	0.00	0.00	7.00	7.0
Subtotal	14.00	14.00	15.00	1.0
Parks & Recreation Department				
Parks & Recreation Department Administration	0.00	0.00	5.50	5.5
Leisure Service Bureau Chief*	6.00	8.00	0.00	-8.0
Athletic Services	12.88	13.25	10.75	-2.5
Recreation Maintenance Division	0.00	0.00	12.50	12.5
Therapeutic Recreation	4.20	4.20	4.20	0.0
Youth Services	63.27	62.36	58.09	-4.3
Senior Services	27.26	27.26	27.26	0.0
Subtotal	113.61	115.07	118.29	3.2
Sanitation Department				
Sanitation Administration	6.00	7.00	8.00	1.0
Residential Refuse Division	101.00	101.00	101.00	0.0
Refuse Disposal Division	14.00	14.00	14.00	0.0
Street Cleaning Division	22.00	22.00	22.00	0.0
Commercial Refuse Division	13.00	13.00	13.00	0.0
Recycling & Litter Services Division	34.00	33.00	33.00	0.0
Sanitation Subtotal	190.00	190.00	191.00	1.0
Community Services Subtotal	407.36	407.82	410.04	2.2
TOTAL CITYWIDE	2628.54	2633.13	2487.60²	-145.53

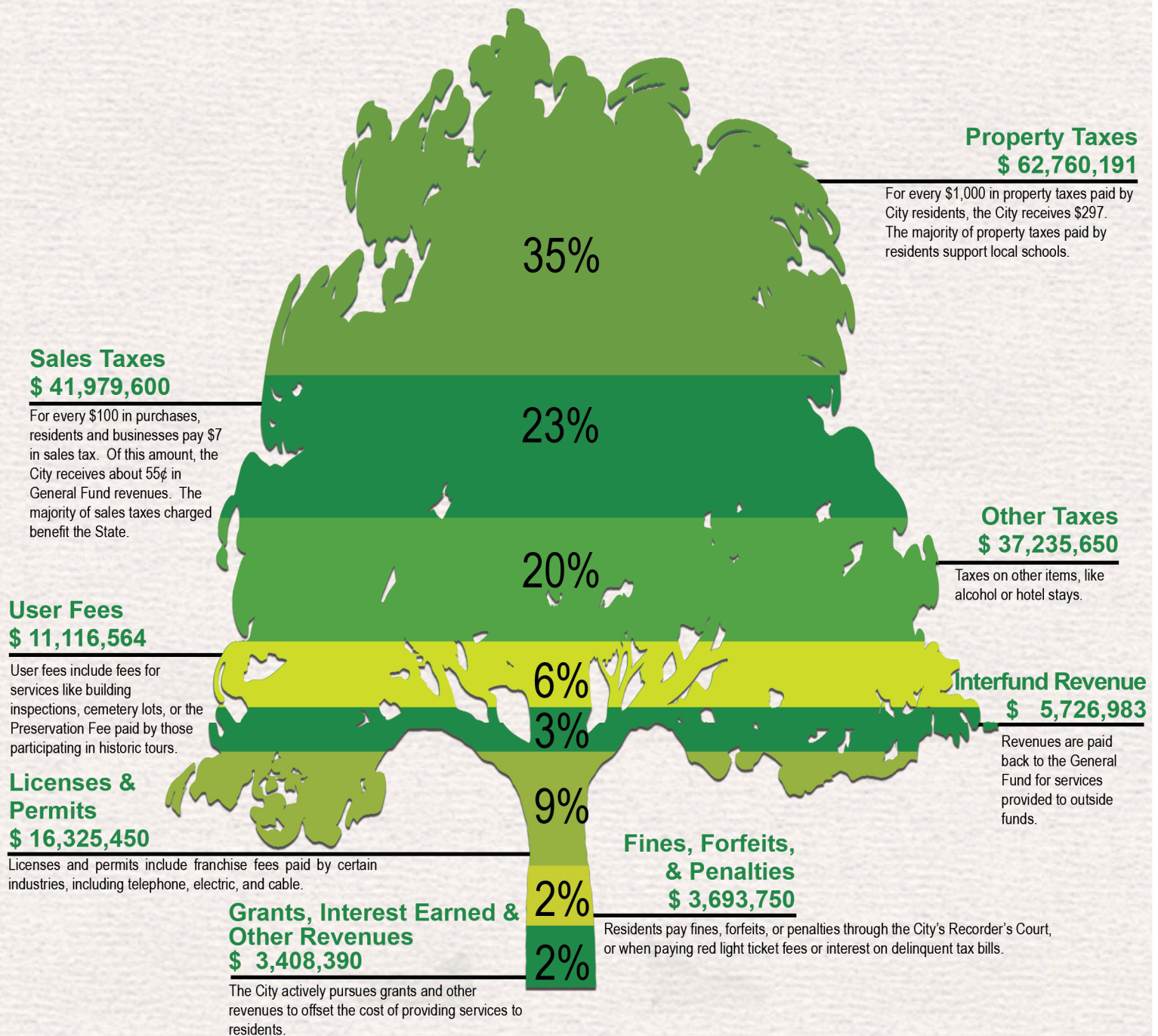
*Departments that have been removed, retitled or disbanded to other business units as part of the 2018 Organizational Re-structure

¹Police Grant Funded Positions

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

General Fund Revenues

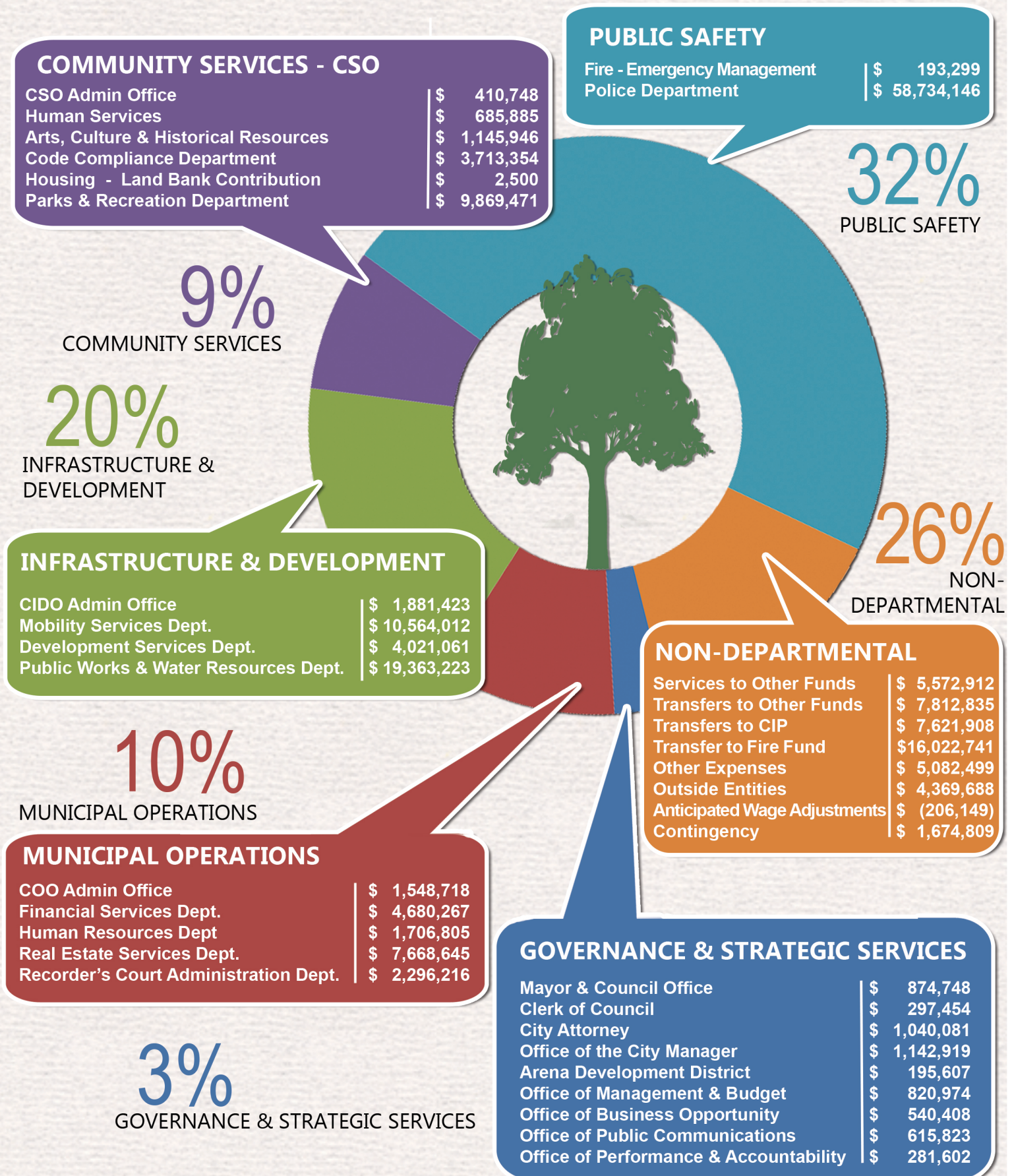
WHERE DO YOUR TAX DOLLARS AND FEE PAYMENTS GO? - The City's General Fund revenue portfolio is quite diversified. About 78% of all annual revenues are from taxes such as Property Tax, Sales Tax, or Other Taxes. The remaining revenue sources include fees and charges from residents and businesses, charges to other funds for services provided, and outside funding, like grants.



TOTAL \$182,246,578

All numbers indicated above are in \$ millions

General Fund Expenses



SAVANNAH

City Council Strategic **PRIORITIES**



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



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



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



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



GOOD GOVERNMENT - The mission of the City of Savannah is to provide exceptional public services to residents, businesses and guests so they may experience a safe, healthy and thriving community. A Government that is committed to analyze and improve its own performance, and inform taxpayers of services they are receiving for their money in terms of results, is the essence of accountability and transparency. The City of Savannah is committed to creating a culture focused on results for customers and ensuring the community receives exceptional public service.



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NEIGHBORHOOD REVITALIZATION



ECONOMIC STRENGTH & POVERTY REDUCTION



GOOD GOVERNMENT

VISION:

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

MISSION:

The mission of the City of Savannah is to provide exceptional public services to residents, businesses and guests so they may experience a safe, healthy and thriving community.





PUBLIC SAFETY

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





GOALS

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

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

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

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

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



INFRASTRUCTURE

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





GOALS

- 2.1. **RESURFACING SAVANNAH STREETS** By 2022, Savannah streets will be on a 20-year resurfacing rotation.

- 2.2. **SIDEWALKS** By 2025, 60% of high traffic roadways and streets, including routes to schools, in Savannah will have sidewalks on at least one side of the road.

- 2.3. **BUILDING FLOODING** By 2025, the City of Savannah will reduce by 25% structure flooding resulting from a 25-year rain event (8 inches of rain within a 24-hour period).

- 2.4. **STREET FLOODING** By 2025, the City of Savannah will experience a 5% reduction in street flooding resulting from a 25-year rain event (4.9" inches of rain within a 2-hour period).

- 2.5. **CITY FACILITIES** By 2023, 50% of City facilities will meet or exceed City or applicable agency established standards.

- 2.6. **INTERNET COMMUNICATIONS CONDUIT** By 2020, right of way work that takes place in the City of Savannah will include a requirement to install internet communications conduit.



NEIGHBORHOOD REVITALIZATION

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





GOALS

- 3.1. REESTABLISH AND PRESERVE NEIGHBORHOODS** By 2022, the City of Savannah, working in partnership with our neighborhood associations and residents, will reestablish and preserve vibrant, livable, sustainable neighborhoods where Savannahians live with pride.
-
- 3.2. CITY-OWNED PROPERTIES** By 2019, the City of Savannah will meet or exceed its own standards for maintaining City-owned properties. (i.e.: streets, sidewalks, trails, etc.)
-
- 3.3. MOBILITY AND NEIGHBORHOOD CONNECTIVITY** By 2023, the residents of Savannah will experience improved and safe multi-modal mobility and neighborhood connectivity as evidenced by the following:
- I. Work with CAT to fill public transportation service gaps within the City to ensure that all neighborhoods are within ¼ mile of a transit stop where appropriate
 - II. 75% of neighborhoods are connected to walking and biking infrastructure (i.e.: trails, routes, sidewalks, lanes)
 - III. 75% of pedestrians shall feel safe walking along and through streets and intersections in the City
-
- 3.4. ACCESS TO RECREATION** By 2021, 75% of Savannah residents and youth will have access to well-maintained playing fields, facilities and recreational programs within 3/4 mile of their neighborhoods.
-
- 3.5. ACCESS TO QUALITY HOUSING** By 2025, the City of Savannah will provide 2,800 households (approximately 350 per year) with access to improved housing.



ECONOMIC STRENGTH & POVERTY REDUCTION

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





GOALS

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



GOOD GOVERNMENT

The mission of the City of Savannah is to provide exceptional public services to residents, businesses and guests so they may experience a safe, healthy and thriving community. A Government that is committed to analyze and improve its own performance, and inform taxpayers of services they are receiving for their money in terms of results, is the essence of accountability and transparency. The City of Savannah is committed to creating a culture focused on results for customers and ensuring the community receives exceptional public service.





GOALS

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

Proposed Strategic Enhancements

During the FY18 Budget Process, Strategic Plan Implementation Teams requested budget enhancements to better meet the Strategic Goals outlined by Council. Each recommended enhancement was presented to Council as a request for funding. Unfortunately, funding was not available to fund all recommended enhancements.

The following Strategic Enhancements are included in the FY18 Adopted Budget:



PUBLIC SAFETY

Funding Status	Strategic Priority	Strategic Goal	Proposal	Amount Requested	Amount Funded
Not Funded	Public Safety	Medical 911 BLS and ALS Support Services	EMS Consulting Services	\$ 190,000	\$ -
Funded	Public Safety	Medical 911 BLS and ALS Support Services	EMT Training	\$ 183,200	\$ 183,200
Not Funded	Public Safety	None	Planning and Technology Unit	\$ 205,900	\$ -
Funded	Public Safety	None	Police Captain - Office of Professional Standards	\$ 96,437	\$ 96,437
Funded	Public Safety	Priority 1 Call Response	Addition of 10 Police Officers to Provide Parking Garage Safety	\$ 940,000	\$ 940,000
Funded	Public Safety	Priority 1 Call Response	Implementation of Berkshire Study	\$ 918,272	\$ 918,272
Funded	Public Safety	Priority 1 Call Response	RMS/CAD Systems Analyst	\$ 79,724	\$ 79,724
Funded	Public Safety	Reduction in Part I Violent Crimes	Cold Cast Unit	\$ 141,437	\$ 141,437
Not Funded	Public Safety	Reduction in Part I Violent Crimes	Domestic Violence Task Force	\$ 382,997	\$ -
Not Funded	Public Safety	Reduction in Part I Violent Crimes	Latent Fingerprint Examiner	\$ 62,381	\$ -
Not Funded	Public Safety	Reduction in Part I Violent Crimes	Shot Spotter Task Force	\$ 520,273	\$ -
Not Funded	Public Safety	Reduction in Part I Violent Crimes	Strategic Investigative Unit	\$ 81,217	\$ -
Funded	Public Safety	Reduction in Part I Violent Crimes	Additional Police Vehicle Payment	\$ -	\$ 663,375
Total Neighborhood Revitalization				\$ 3,801,838	\$ 3,022,445



ECONOMIC STRENGTH & POVERTY REDUCTION

Funding Status	Strategic Priority	Strategic Goal	Proposal	Amount Requested	Amount Funded
Funded	Economic Strength and Poverty Reduction	None	Fire Fee Voucher Program	\$ -	\$ 400,000
Not Funded	Economic Strength and Poverty Reduction	None	Savannah Renaissance Program (Partnership with SCCPSS)	\$ 2,201,600	\$ -
Not Funded	Economic Strength and Poverty Reduction	Resilient Diversified Economy	Competitive Positioning and Target Industry Study (Partnership with SEDA)	\$ 50,000	\$ -
Total Economic Strength and Poverty Reduction				\$ 2,251,600	\$ 400,000



INFRASTRUCTURE

Funding Status	Strategic Priority	Strategic Goal	Proposal	Amount Requested	Amount Funded
Not Funded	Infrastructure	City Facilities	Electrician	\$ 88,739	\$ -
Funded	Infrastructure	City Facilities	Facilities Management Software	\$ 50,000	\$ 50,000
Not Funded	Infrastructure	City Facilities	Plumber	\$ 92,896	\$ -
Not Funded	Infrastructure	None	Traffic Engineering Permit Coordinator	\$ 66,096	\$ -
Not Funded	Infrastructure	None	Traffic Engineering Signal Supervisor	\$ 62,522	\$ -
Funded	Infrastructure	Resurfacing Savannah Streets	Paved Road Assessment	\$ 34,290	\$ 34,290
Total Infrastructure				\$ 394,543	\$ 84,290



NEIGHBORHOOD REVITALIZATION

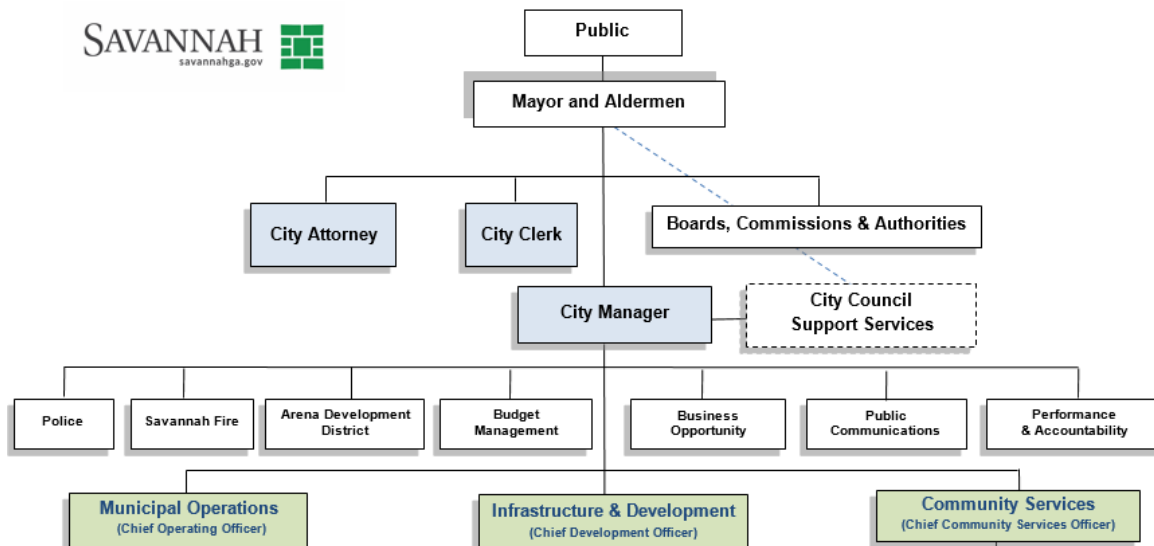
Funding Status	Strategic Priority	Strategic Goal	Proposal	Amount Requested	Amount Funded
Not Funded	Neighborhood Revitalization	Access to Quality Housing	Additional Savannah Affordable Housing Contribution	\$ 75,000	\$ -
Funded	Neighborhood Revitalization	Access to Recreation	Extended Community Center Hours at Two Facilities (8:00 pm - 12:00 am)	\$ 319,080	\$ 319,080
Not Funded	Neighborhood Revitalization	Access to Recreation	School Break Camps	\$ 55,010	\$ -
Not Funded	Neighborhood Revitalization	City-Owned Properties	Clean Team	\$ 704,432	\$ -
Funded	Neighborhood Revitalization	City-Owned Properties	Increased Contract for Tree and Stump Removal	\$ 300,000	\$ 300,000
Funded	Neighborhood Revitalization	City-Owned Properties	Increased Tree Pruning Contract	\$ 300,000	\$ 300,000
Not Funded	Neighborhood Revitalization	City-Owned Properties	Victory Drive Median Maintenance Contract	\$ 47,500	\$ -
Funded	Neighborhood Revitalization	None	Waters Avenue Streetscape	\$ -	\$ 500,000
Funded	Neighborhood Revitalization	Reestablish and Preserve Neighborhoods	Code Enforcement Software and Leadership Training for Neighborhood Associations	\$ 453,068	\$ 453,068
Partially Funded	Neighborhood Revitalization	Reestablish and Preserve Neighborhoods	Increased Contract for City-Wide Mowing, Lane, and Ditch Maintenance	\$ 1,500,000	\$ 1,000,000
Funded	Neighborhood Revitalization	Reestablish and Preserve Neighborhoods	Savannah Shines	\$ 1,681,840	\$ 1,681,840
Total Neighborhood Revitalization				\$ 5,435,930	\$ 4,553,988



GOOD GOVERNMENT

Funding Status	Strategic Priority	Strategic Goal	Proposal	Amount Requested	Amount Funded
Not Funded	Good Government	AAA Bond Rating	Additional Contribution to Reserves to Enhance Bond Rating (Goal of AAA)	\$ 1,526,830	\$ -
Funded	Good Government	None	Electronic Timekeeping - Phase I	\$ 300,000	\$ 300,000
Not Funded	Good Government	Organizational Culture	311 Action Center - 2 Customer Service Representatives	\$ 84,520	\$ -
Funded	Good Government	Performance Based Budget	Budget and Performance Management Software	\$ 700,000	\$ 700,000
Not Funded	Good Government	Performance Based Budget	Performance and Innovation Officer	\$ 116,217	\$ -
Total Good Government				\$ 2,727,567	\$ 1,000,000
Total All Strategic Enhancements - All Funds				\$ 14,611,478	\$ 9,060,723

Service Center Overview



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

To deliver the expected outcomes of [SAVANNAH FORWARD](#), the City will undergo a major reorganization in January 2018. This reorganization will allow the City to become a strategically aligned organization that is linked to strategic priorities and desired results.

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

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

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

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

Governance

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



MAYOR AND COUNCIL

Overview

The Mayor and Council, elected every four years to concurrent terms, set policies and enact ordinances that govern various City functions and activities.

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 874,748
Total Revenue	\$ 874,748
Expenses By Type	2018 Adopted
Personnel Services	\$ 645,268
Outside Services	\$ 134,159
Commodities	\$ 43,000
Interfund Services	\$ 52,321
Total Expenses	\$ 874,748

POSITIONS

Mayor and Council - Position Detail	2018 FTE	Grade
Mayor	1	-
Alderman	8	-
Chief of Staff	1	120
Executive Assistant to the Mayor	1	112
Senior Administrative Assistant	1	109
Total Full Time Equivalents	12	

CLERK OF COUNCIL

Overview

As the official record keeper, the Clerk of Council is responsible for maintaining all official codes, ordinances, records and documents. The Clerk of Council also serves as supervisor of the City's elections.

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 297,454
Total Revenue	\$ 297,454

Expenses By Type	2018 Adopted
Personnel Services	\$ 243,282
Outside Services	\$ 34,064
Commodities	\$ 4,200
Interfund Services	\$ 15,908
Total Expenses	\$ 297,454

POSITIONS

Clerk of Council - Position Detail	2018 FTE	Grade
Clerk of Council	1	124
Assistant to the Clerk of Council	1	110
Administrative Assistant	1	108
Total Full Time Equivalents	3	

CITY ATTORNEY

Overview

The City Attorney is appointed by the Mayor and Aldermen and serves as the legal advisor, counselor, and advocate of the City. In addition, the City Attorney gives legal opinions, and attends council and other city meetings. The City Attorney also represents the City in any court of law or equity proceedings.

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 1,040,081
Total Revenue	\$ 1,040,081

Expenses By Type	2018 Adopted
Personnel Services	\$ 678,679
Outside Services	\$ 334,970
Commodities	\$ 5,500
Interfund Services	\$ 20,932
Total Expenses	\$ 1,040,081

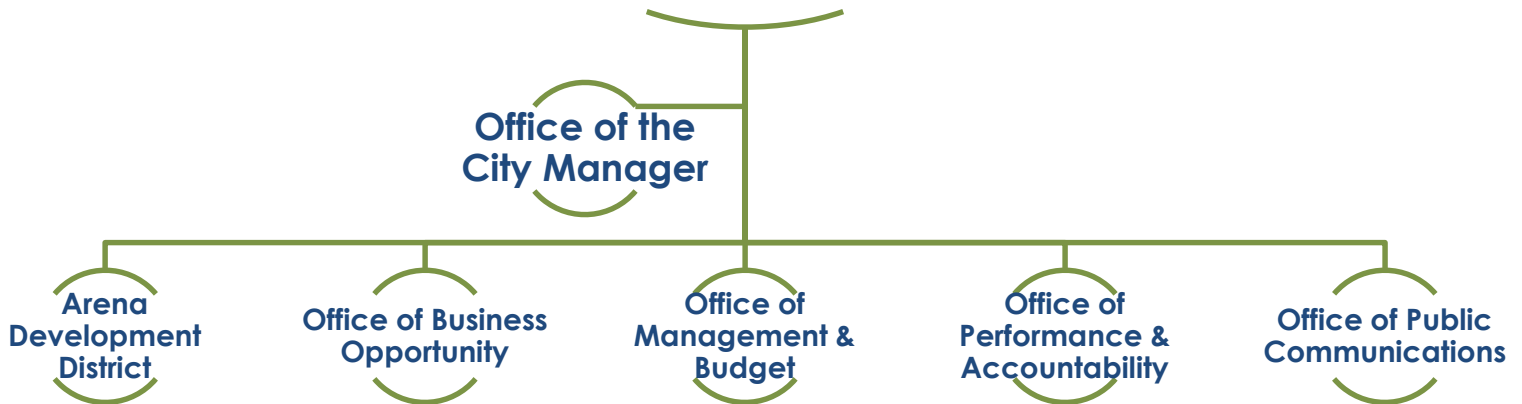
POSITIONS

City Attorney - Position Detail	2018 FTE	Grade
City Attorney	1	-
Senior Associate City Attorney	1	125
Assistant City Attorney	1	121
Paralegal	2	112
Total Full Time Equivalents	5	

Strategic Services

“The mission of the City of Savannah is to provide exceptional public services to residents, businesses and guests so they can experience a safe, healthy and thriving community. Government that is committed to analyze and improve its own performance, and tell taxpayers what they are getting for their money in terms of results, is the essence of accountability and transparency. The City of Savannah is committed to creating a culture focused on results for customers and ensuring the community receives exceptional public services.”

Strategic Services



Service Center Personnel	2018 Authorized FTE
City Manager Office	7
Arena Development District	1
Office of Business Opportunity	6
Office of Management & Budget	9
Office of Performance & Accountability	3
Office of Public Communications	6
Total Full Time Equivalents	32

Service Center Revenue Source	2018 Adopted
General Fund	\$ 3,597,333
Total Revenue	\$ 3,597,333

Service Center Expenses by Type	2018 Adopted
Personnel Services	\$ 3,030,583
Outside Services	\$ 326,414
Commodities	\$ 59,310
Interfund Services	\$ 181,026
Total Expenses	\$ 3,597,333

Service Center Expenses by Office	2018 Adopted
City Manager Office	\$ 1,142,919
Arena Development District	\$ 195,607
Office of Business Opportunity	\$ 540,408
Office of Management & Budget	\$ 820,974
Office of Performance & Accountability	\$ 281,602
Office of Public Communications	\$ 615,823
Total Expenses	\$ 3,597,333



Office of the City Manager



Overview

The City Manager's Office is responsible for providing strategic leadership, implementing policies and programs adopted by the City Council; hiring and supervising the City's department directors and administrative staff; proposing a budget for the City Council's consideration; administration of City contracts; and serving as the mayor's and City Council's chief advisor on operational matters. As the chief executive officer of the organization, the city manager supervises all City departments and functions, except for the City Attorney's Office and the City Clerk's Office, to ensure that the City delivers on its mission of providing exceptional public service to residents, businesses and guests so they can experience a safe, healthy and thriving community.

Reporting directly to the city manager are the Chief Operating Officer, Chief Infrastructure and Development Officer, Chief Community Services Officer, public safety departments, Arena Development District, Office of Management and Budget, Office of Business Opportunity, Office of Public Communications, and the Office of Performance and Accountability.

Linkage to Strategic Priorities and Results

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

Core Services

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

Core Responsibilities

- Manage and supervise the administration of all departments, offices and agencies of City government and ensure efficient and effective utilization of the City's resources.
- Keep the City Council informed of the City's finances, public affairs, development, infrastructure and all other city-related matters.
- Recommend policies or programs to the City Council.
- Implement City Council policies and directives.
- Assist the City Council to develop long-term goals for the City and identify strategies to implement those goals.

- Hire, train, discipline and appropriately reward City employees in accordance with applicable laws, ordinances, the City charter and established personnel policies and procedures.
- Annually prepare and submit a balanced budget to the City Council, including a five-year capital investment program.
- Submit to the City Council within 90 days after the end of each fiscal year, a complete annual report on the finance and administrative activities of the City for the preceding year.
- Execute on behalf of the City Council, grants, contracts, contract amendments, agreements, memoranda of understanding, and/or subcontracts.
- Coordinate the City's federal, state, and joint multi-jurisdictional legislative programs.
- Develop, foster, and improve regional and interlocal cooperation.
- Implement emergency plans and procedures and take prompt and necessary actions during times of emergency to protect lives and property.
- Respond to requests for public records.
- Prepare agendas for City Council meetings and work sessions.
- Assist the City Clerk's Office with the public sign-in process at council meetings.
- Provide administrative support to the mayor and City Council including preparing and routing council correspondence; scheduling appointments, meeting facilitation and maintaining calendars; responding to constituent complaints and inquiries; preparing proclamations; and processing mail.
- Process requests for courtesy parking decals.
- Provide support and/or serve on boards, committees, commissions and authorities including the Metropolitan Planning Commission (MPC), Savannah Economic Development Authority (SEDA), Savannah Area Chamber of Commerce, Georgia International and Maritime Trade Center Authority and others as required by the City Charter, legislation, ordinance or agreement.
- Resolve citizen complaints, disputes and problems of service delivery.
- Participate in appropriate local community organizations and activities.

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 1,142,919
Total Revenue	\$ 1,142,919

Expenses By Type	2018 Adopted
Personnel Services	\$ 1,039,144
Outside Services	\$ 59,513
Commodities	\$ 12,250
Interfund Services	\$ 32,012
Total Expenses	\$ 1,142,919

POSITIONS

Office of the City Manager - Position Detail	2018 FTE	Grade
City Manager	1	-
Consultant to the City Manager*	1	-
Assistant to the City Manager	1	125
Strategic Initiatives Manager	1	125
Special Projects Coordinator	1	117
Executive Assistant	2	112
Total Full Time Equivalents	7	

*Position scheduled to expire in 2018



Arena Development District



Overview

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

Linkage to Strategic Priorities and Results

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

Core Services

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

Core Responsibilities

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

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 195,607
Total Revenue	\$ 195,607

Expenses By Type	2018 Adopted
Personnel Services	\$ 176,239
Outside Services	\$ 9,050
Commodities	\$ 1,575
Interfund Services	\$ 8,743
Total Expenses	\$ 195,607

POSITIONS

Arena Development District - Position Detail	2018 FTE	Grade
Executive Director	1	125
Total Full Time Equivalents	1	



Office of Business Opportunity



Overview

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

Linkage to Strategic Priorities and Results

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

Core Services

- ✓ Economic and small business development
- ✓ Minority and women business enterprise development
- ✓ Business advocacy
- ✓ Contract compliance

Core Responsibilities

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

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 540,408
Total Revenue	\$ 540,408

Expenses By Type	2018 Adopted
Personnel Services	\$ 395,354
Outside Services	\$ 98,950
Commodities	\$ 7,130
Interfund Services	\$ 38,974
Total Expenses	\$ 540,408

POSITIONS

Office of Business Opportunity - Position Detail	2018 FTE	Grade
Director, Office of Business Opportunity	1	123
Administrative Coordinator	1	114
Contract Compliance Specialist	1	114
Program Coordinator	2	114
Community Project Technician	1	107
Total Full Time Equivalents	6	



Office of Management & Budget



Overview

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

Linkage to Strategic Priorities and Results

- ✓ Good Government

Core Services

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

Core Responsibilities

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

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 820,974
Total Revenue	\$ 820,974

Expenses By Type	2018 Adopted
Personnel Services	\$ 706,429
Outside Services	\$ 42,751
Commodities	\$ 28,950
Interfund Services	\$ 42,844
Total Expenses	\$ 820,974

POSITIONS

Office of Management and Budget - Position Detail	2018 FTE	Grade
Chief Budget Officer	1	125
Assistant Chief Budget Officer	1	120
Principal Budget Analyst	1	118
Project Manager	1	116
Senior Budget Analyst	2	116
Budget Analyst	1	115
Budget Analyst - Grants Administrator	1	115
Senior Administrative Assistant	1	109
Total Full Time Equivalents	9	



Office of Performance & Accountability



Overview

The Office of Organizational Performance & Accountability provides an independent, objective and comprehensive auditing program of City operations; advance accountability through the provision of assurance and advisory services; and assists agencies in identifying risks, evaluating controls, and making recommendations that promote economical, efficient, and effective delivery of services. The Office's primary responsibilities include conducting internal audits, investigative, performance, compliance and operational reviews; assisting the City's external audit efforts; and ensuring adequate management controls.

Linkage to Strategic Priorities and Results

- ✓ Good Government

Core Services

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

Core Responsibilities

- Conduct internal operational, investigative, performance, compliance and financial audits of departments, offices, boards, activities and agencies funded by the City in accordance with generally accepted auditing standards.
- Submit by December 1 of each calendar year, an annual audit plan for the upcoming fiscal year to the city manager. The plan shall include the department, offices, boards, activities and programs scheduled for audit during the year.
- Monitor follow-up on reported findings to assure corrective action is taken.
- Coordinate the completion of the City's external audit.
- Assist the city manager, executive officers and department directors in identifying and recommending improvements in management controls and procedures of City government; and in providing consulting services, such as reviews of contracts, proposals, and legislative matters and policy interpretations.
- Provide advice and assistance in the preparation of policy and procedures to all departments and review the adequacy of policies and procedures relating to financial controls.
- Conduct targeted evaluations of service center programs, operations, or activities and assist agencies in identifying and resolving organizational issues.

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 281,602
Total Revenue	\$ 281,602

Expenses By Type	2018 Adopted
Personnel Services	\$ 256,813
Outside Services	\$ 8,716
Commodities	\$ 1,630
Interfund Services	\$ 14,443
Total Expenses	\$ 281,602

POSITIONS

Office of Performance and Accountability - Position Detail	2018 FTE	Grade
Director, Office of Performance and Accountability	1	123
Principal Internal Auditor	2	116
Total Full Time Equivalents	3	



Office of Public Communications



Overview

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

Linkage to Strategic Priorities and Results

- ✓ Good Government

Core Services

- ✓ Community outreach and internal special events
- ✓ Employee communications
- ✓ Graphic design and print services
- ✓ Savannah Government Television (SGTV) programming
- ✓ Media relations
- ✓ Marketing and publications
- ✓ Web content and social media relations

Core Responsibilities

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

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 615,823
Total Revenue	\$ 615,823

Expenses By Type	2018 Adopted
Personnel Services	\$ 456,604
Outside Services	\$ 107,434
Commodities	\$ 7,775
Interfund Services	\$ 44,010
Total Expenses	\$ 615,823

POSITIONS

Office of Public Communications - Position Detail	2018 FTE	Grade
Director, Office of Public Communications	1	123
Systems Analyst	1	115
Public Communications Specialist: Broadcast Production	2	114
Public Communications Specialist: Creative Design	1	114
Senior Administrative Assistant	1	109
Total Full Time Equivalents	6	

Public Safety

“Public safety is achieved when City Government and the Community work together to create a city where people feel safe in their neighborhoods and where the crime rate is low. On any given day, the public’s safety is upper-most in the minds of city leaders as they put policies in place, allocate resources, and work to provide protection and enforcement to Savannah’s residents, businesses and guests. Operationally, keeping the public safe is an ever-changing set of issues and problems to solve.”



Service Center Personnel	2018 Authorized FTE
Savannah Fire Department	347
Hazardous Material	4
Police Department	621.38*
SAVCOMMUNICATIONS	103
Total Full Time Equivalents	1075.38

*Includes 18 Grant Funded positions

Service Center Revenue Source	2018 Adopted
General Fund	\$ 75,072,921
Public Safety Communications Fund	\$ 7,455,365
Hazardous Material Fund	\$ 342,000
Fire Fee Fund	\$ 20,614,500
Grant Fund	\$ 1,273,024
Total Revenue	\$ 104,757,810

Service Center Expenses by Type	2018 Adopted
Savannah Fire Department	\$ 32,830,540
Hazardous Material	\$ 464,735
Police Department	\$ 60,007,170
SAVCOMMUNICATIONS	\$ 7,455,365
Contribution to Fire Fee Stabilization Reserve	\$ 4,000,000
Total Expenses	\$ 104,757,810

Service Center Expenses by Business Unit	2018 Adopted
Personnel Services	\$ 76,822,408
Outside Services	\$ 5,342,580
Commodities	\$ 3,425,318
Interfund Services	\$ 7,567,403
Capital Outlay	\$ 29,254
Internal Transfers	\$ 5,478,750
Other Expenses	\$ 6,092,097
Total Expenses	\$ 104,757,810



SAVANNAH FIRE

Overview

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

Linkage to Strategic Priorities and Results

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

Key Business Units / Core Services

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

Core Responsibilities

- Maintain fire stations and firefighting equipment to ensure prompt and effective response to emergencies within the City and adjacent unincorporated service areas in which the City is required to provide service by law or intergovernmental agreement.
- Conduct comprehensive all hazards emergency planning and activity coordination regarding the City's preparation for and responses to natural, technological and human caused disasters.
- Provide Technical Rescue, Hazardous Materials and Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) responses to terrorism.
- Conduct fire and life safety code enforcement activities through building plans examination and on-site inspections.
- Investigate suspected arson cases from the onset of the crime through arrest, apprehension and prosecution of suspects.

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

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 16,338,775
Fire Fee Fund	\$ 20,614,500
Hazardous Material Fund	\$ 342,000
Total Expenses	\$ 37,295,275

Expenses by Type	2018 Adopted
Personnel Services	\$ 25,281,926
Outside Services	\$ 748,010
Commodities	\$ 874,763
Interfund Services	\$ 2,384,465
Capital Outlay	\$ 16,000
Internal Transfers	\$ 4,150,000
Other Expenses	\$ 3,840,111
Total Expenses	\$ 37,295,275

Expenses by Business Unit	2018 Adopted
Savannah Fire Chief	\$ 9,374,565
Emergency Planning	\$ 193,299
Fire Operations	\$ 23,262,676
Hazardous Materials	\$ 464,735
Contribution to Fire Fee Stabilization Reserve	\$ 4,000,000
Total Expenses	\$ 37,295,275

POSITIONS

Personnel	2018 Authorized FTE
Fire Chief	22
Emergency Planning	2
Fire Operations	323
Hazardous Materials	4
Total Full Time Equivalents	351

Savannah Fire - Position Detail	2018 FTE	Grade
Fire Chief	1	130
Assistant Fire Chief	2	123
Emergency Management Director	1	121
Fire Battalion Chief	10	120
Fire Marshal	1	120
Special Operations Chief*	1	119
Chief Fire Investigator	1	117
Fire Captain	73	117
Inventory Coordinator	1	115
Fire Prevention Inspector	5	114
Master Firefighter*	82	114
Public Information & Education Coordinator	1	114
Senior Management Analyst	1	114
Fire Investigator	1	113
Advanced Firefighter	164	112
Senior Administrative Assistant	1	109
Administrative Assistant	2	108
Administrative Secretary	3	107
Total Full Time Equivalents	351	

*Includes (4) Hazardous Materials positions (1-Special Ops Chief, 3-Master Firefighters)



POLICE

Overview

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

Linkage to Strategic Priorities and Results

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

Key Business Units / Core Services

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

Core Responsibilities

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

- Provide initial and continuing training for the promotion of policy efficiency, discipline and morale in the matters of law enforcement and crime prevention.
- Conduct follow-up investigations, surveillance and crime scene processing.

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 58,734,146
Grant Fund	\$ 1,273,024
Total Expenses	\$ 60,007,170

Expenses by Type	2018 Adopted
Personnel Services	\$ 45,037,698
Outside Services	\$ 4,146,462
Commodities	\$ 2,500,555
Interfund Services	\$ 4,735,457
Capital Outlay	\$ 13,254
Internal Transfers	\$ 1,328,750
Other Expenses	\$ 2,244,994
Total Expenses	\$ 60,007,170

Expenses by Business Unit	2018 Adopted
Police Chief	\$ 1,823,150
Patrol	\$ 31,931,743
Criminal Investigations	\$ 7,267,418
Savannah Area Regional Intelligence Center (SARIC)	\$ 1,671,143
Traffic Unit	\$ 2,176,349
Mounted Patrol	\$ 654,871
Canine Unit	\$ 732,365
Support Services	\$ 3,286,860
Training and Recruitment	\$ 1,814,608
Information Management	\$ 1,502,623
Counter Narcotics Team (CNT)	\$ 2,522,787
Professional Standards & Training	\$ 909,219
Strategic Investigative Unit	\$ 2,441,010
HEAT Grant - Homeland Security	\$ 249,966
COP Grant - Justice Assistance	\$ 1,023,058
Total Expenses	\$ 60,007,170

POSITIONS

Personnel	2018 Authorized FTE
Police Chief	15
Patrol	326
Criminal Investigations	81.25
Savannah Area Regional Intelligence Center (SARIC)	20
Traffic Unit	23
Mounted Patrol	7
Canine Unit	7
Support Services	15
Training and Recruitment	13
Information Management	25
Counter Narcotics Team (CNT)	32
Professional Standards & Training	9
Strategic Investigative Unit	30
HEAT Grant	3
COP Grant	15
Total Full Time Equivalents	621.25

Police - Position Detail	2018 FTE	Grade
Police Chief	1	130
Assistant Police Chief	2	127
Police Major	2	123
Intel/Counter- Terrorism CDR	1	121
Police Captain	8	121
Police Administrative Service Administrator	1	120
Police Budget Administrator	1	120
Police Community Relations Administrator	1	120
Police Lieutenant	21	119
Police Sergeant	65	117
Crime Analyst Supervisor	1	116
CAD/RMS Systems Analyst	1	115
Human Resources Analyst	1	115
Inventory Coordinator	1	115
Police Accreditation and Compliance Specialist	1	115
Police Records Division Supervisor	1	115
Police Star Corporal	15	115
Principal Crime Analyst	2	115
Open Records Request Supervisor	1	114
Police Corporal*	94	114

Police - Position Detail	2018 FTE	Grade
Police Public Information Coordinator	2	114
Senior Crime Analyst	1	114
Crime Analyst	5	113
End Gun Violence Program Coordinator	0.87	113
Management Analyst	1	113
Police Forensic Technician	2	113
Police Property & Evidence Supervisor	1	113
Police Training Coordinator	1	113
Cold Case Investigator	2.25	112
Open Records Request Specialist	1	112
Police Officer*	317	112
Reserve Police Officer Director	0.13	112
Police Property Coordinator	1	111
Property & Evidence Technician	5	109
Senior Administrative Assistant	1	109
Administrative Assistant	7	108
Revenue Investigator	2	108
Assistant Crime Analyst	2	107
Administrative Secretary	13	107
Community Resource Officer	1	107
Groom	1	107
Medical Claims Technician	1	107
Outside Employment Coordinator	1	107
Records Supervisor	4	107
Recruiting Assistant	1	107
Senior Accounting Clerk	1	107
Customer Service Representative	5	106
Police Personnel Technician	2	106
Administrative Clerk	4	105
Records Technician	14	105
Total Full Time Equivalents	621.25	

*Includes (18) full-time interim (FI) positions (COP Grant: 15-Officers & HEAT Grant: 2-Officers & 1-Corporal)



SAVCOMMUNICATIONS



Overview

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

Linkage to Strategic Priorities and Results

- ✓ Public Safety
- ✓ Good Government

Core Services

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

Core Responsibilities

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

FY18 RESOURCES

Revenue Source	2018 Adopted
Public Safety Communications Fund	\$ 7,455,365
Total Expenses	\$ 7,455,365

Expenses by Type	2018 Adopted
Personnel Services	\$ 6,502,784
Outside Services	\$ 448,108
Commodities	\$ 50,000
Interfund Services	\$ 447,481
Other Expenses	\$ 6,992
Total Expenses	\$ 7,455,365

POSITIONS

SavCommunications - Position Detail	2018 FTE	Grade
Senior Systems Analyst	1	117
Communications Center Coordinator	2	114
Senior Communications Officer	12	111
Communications Training Officer	10	110
Communications Officer	72	108
Administrative Secretary	1	107
Community Resource Officer	1	107
Records Technician	4	105
Total Full Time Equivalents	103	

Operations

“The mission of the City of Savannah is to provide exceptional public services to residents, businesses and guests so they can experience a safe, healthy and thriving community. Government that is committed to analyze and improve its own performance, and tell taxpayers what they are getting for their money in terms of results, is the essence of accountability and transparency. The City of Savannah is committed to creating a culture focused on results for customers and ensuring the community receives exceptional public services.”

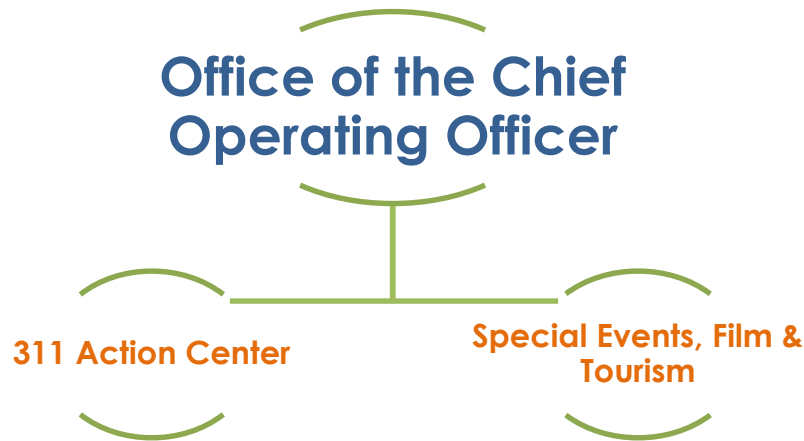


Service Center Personnel	2018 Authorized FTE
Office of the Chief Operating Officer	14
Financial Services Department	85
Fleet Management and Equipment Department	43
Human Resources Department	16
Department of Information Technology (DoIT)	36.6
Real Estate Services Department	82.9
Recorder's Court Administration Department	28
Total Full Time Equivalents	305.5

Service Center Revenue Source	2018 Adopted
General Fund	\$ 17,900,650
Water Fund	\$ 2,460,959
Civic Center Fund	\$ 3,773,591
Internal Services Fund	\$ 13,187,934
Total Expenses	\$ 37,323,134

Service Center Expenses by Type	2018 Adopted
Personnel Services	\$ 19,778,714
Outside Services	\$ 9,564,629
Commodities	\$ 3,318,549
Interfund Services	\$ 3,005,134
Capital Outlay	\$ 65,000
Internal Transfers	\$ 506,931
Other Expenses	\$ 1,084,177
Total Expenses	\$ 37,323,134

Service Center Expenses by Business Unit	2018 Adopted
Office of the Chief Operating Officer	\$ 1,548,718
Financial Services Department	\$ 7,141,226
Fleet Management and Equipment Department	\$ 6,076,940
Human Resources Department	\$ 1,706,805
Department of Information Technology (DoIT)	\$ 7,110,994
Real Estate Services Department	\$ 11,442,235
Recorder's Court Administration Department	\$ 2,296,216
Total Expenses	\$ 37,323,134



Overview

The Office of the Chief Operating Officer (COO) is responsible for providing operational direction on behalf of the city manager and managing day-to-day operations of key business units. The COO oversees the efforts of the City's 311 Action Center; special events coordination and film permitting; Human Resources; Financial Services, including Purchasing, Payroll, Risk Management and Revenue; Information Technology; Fleet Services; Real Estate Services, including real estate management, facility maintenance, Civic Center, cemeteries, Grayson Stadium, Coffee Bluff Marina, Bacon Park Golf Course and Recorder's Court Administration.

Linkage to Strategic Priorities and Results

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

Key Business Units / Core Services

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

Core Responsibilities

- Manage and direct operational activities through assigned departments; provide management direction and guidance to department directors in planning, organizing, coordinating and implementing programs affecting assigned areas of responsibility.
- Develop recommendations on work methods, operating policies and procedures, program services, and other administrative issues.
- Maximize effectiveness and efficiency of operations by identifying and sharing available resources within assigned departments; develop and implement improvements; determine service delivery levels by addressing problems and complaints and assessing the needs of citizens and the public.

- Research and develop additional revenue sources and implement City objectives through the completion of special projects as requested by the city manager; determine areas of potential cost reduction, revenue enhancement or program improvement; make recommendations; direct and implement changes.
- Oversee and participate in the development and administration of the assigned segment of the City budget; approve the forecast of funds needed by service area assigned for staffing, equipment, materials and supplies.
- Represent the city to other elected officials and outside agencies; coordinate city activities with those of cities, counties and outside agencies and organizations.
- Provide leadership in developing a culture that values people and their differences, is free from inequities and barriers to people reaching their full potential, and focuses on delivery of quality core services.
- Provide staff support to assigned boards and commissions.
- Hear, evaluate and render decisions in employee grievance cases.
- Respond to and resolve difficult, complex and sensitive citizen inquiries and complaints; interpret, analyze, defend, and explain City policies, procedures, programs, and activities; resolve sensitive and controversial issues.
- Operate the City's 311 Action Center to provide residents and visitors one-stop access to information and City government services.
- Provide a single point of contact for special event management and compliance, overseeing all aspects of special events that use the public right-of-way or public.

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 1,548,718
Total Revenue	\$ 1,548,718

Expenses By Type	2018 Adopted
Personnel Services	\$ 1,092,420
Outside Services	\$ 252,309
Commodities	\$ 20,619
Interfund Services	\$ 105,071
Capital Outlay	\$ 50,000
Interfund Transfers	\$ 23,500
Other Expenses	\$ 4,799
Total Expenses	\$ 1,548,718

POSITIONS

Chief Operating Office - Position Detail	2018 FTE	Grade
Chief Operating Officer	1	131
Director, Special Events, Film & Tourism	1	123
Special Projects Coordinator	2	117
Permit Coordinator	2	114
Program Coordinator	1	114
Tourism Management Coordinator	1	113
Executive Assistant	1	112
Location Specialist	1	111
Customer Service Supervisor	1	109
Administrative Assistant	1	108
Customer Service Representative	2	106
Total Full Time Equivalents	14	

**Includes (3) positions in 311 Action Center & (8) positions in Special Events, Film & Tourism units*



Overview

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

Linkage to Strategic Priorities and Results

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

Key Business Units / Core Services

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

Core Responsibilities

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

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

Accounting Services Division

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

Purchasing Division

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

Revenue Administration Division

- Serve as city treasurer and have custody of all public funds belonging to or under control of the City; ensure the timely billing, collection, and deposit of revenue from the City's various revenue sources as defined in the City's annual Revenue Ordinance. Account for and deposit all monies collected by the officers or other employees of the city promptly into the city treasury.
- Administer the revenue programs related to revenue collection, licensing and permitting of alcohol establishments, business tax receipts and utility billing; coordinate with the Code Compliance Department on field investigations.
- Keep accurate detailed account of all taxes, fees, and charges assessed by the City and all monies due the City from any and every source.
- Provide customer service support for residential, commercial and industrial accounts, including but not limited to initiating service, billing and collection for services provided, and termination of service in accordance with City ordinances and resolutions.
- Serve as the city marshal and issue executions as required by City ordinances.
- Issue licenses and collect license fees for local business tax receipts, alcohol beverage tax, and any others as may be prescribed by law or ordinance.

Risk Management Division

- Evaluate exposure to losses, monitor contingent liabilities, analyze and recommend measures to reduce or manage risk.
- Recommend and implement a cost-effective and feasible loss prevention program including a safety program that may aid in preventing injuries and reducing injury severity to City employees.
- Administer the City insurance program (except for employee group benefits such as life/health/dental insurance, which shall be the responsibility of the Human Resources Department).
- Maintain all of the City's insurance records (except for employee group benefits such as life/health/dental insurance).

FY18 RESOURCES

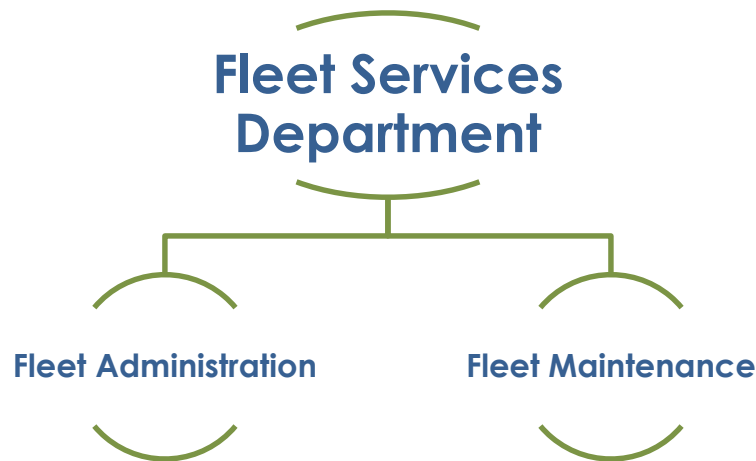
Revenue Source	2018 Adopted
General Fund	\$ 4,680,267
Water Fund	\$ 2,460,960
Total Revenue	\$ 7,141,227

Expenses By Type	2018 Adopted
Personnel Services	\$ 5,064,550
Outside Services	\$ 908,896
Commodities	\$ 370,166
Interfund Services	\$ 762,872
Other Expenses	\$ 34,743
Total Expenses	\$ 7,141,227

POSITIONS

Financial Services - Position Detail	2018 FTE	Grade
Chief Financial Officer	1	129
Assistant Chief Financial Officer	1	124
Revenue Director	1	124
Purchasing Director	1	123
Assistant Purchasing Director	1	120
Central Services Administrator	1	120
Revenue Administrator	2	120
Risk Management Administrator	1	120
Utility Services Administrator	1	120
Public Communications Coordinator	1	117
Revenue Systems Coordinator	1	115
Senior Accountant	2	115
Senior Accountant - Payroll	1	115
Risk Management Analyst	1	114
Risk Management Coordinator	1	114
Revenue Compliance Analyst	1	113
Accountant	4	112
Revenue Supervisor	4	112
Revenue Supervisor - Property Tax	1	112
Purchasing Specialist	3	111
Customer Service/Utility Billing Lead	2	110
Billing Technician	1	109
Lead Water Service Representative	1	109
Risk Management Technician	3	109
Administrative Assistant	1	108
Purchasing Technician	2	108
Revenue Specialist	7	108
Surplus Inventory Technician	1	108
Senior Accounting Clerk	10	107
Accounting Clerk	1	106
Customer Service Representative	10	106
Supply Clerk	2	106
Cashier	4	105
Water Service Representative	10	105
Total Full Time Equivalents	85	

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



Overview

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

Linkage to Strategic Priorities and Results

- ✓ Public Safety
- ✓ Good Government

Core Services

- ✓ Vehicle maintenance and repair
- ✓ Small engine and equipment maintenance and repair
- ✓ Fleet management

Core Responsibilities

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

FY18 RESOURCES

Revenue Source	2018 Adopted
Internal Services Fund	\$ 6,076,939
Total Revenue	\$ 6,076,939

Expenses By Type	2018 Adopted
Personnel Services	\$ 2,610,872
Outside Services	\$ 739,334
Commodities	\$ 2,093,400
Interfund Services	\$ 568,190
Capital Outlay	\$ 10,000
Other Expenses	\$ 55,143
Total Expenses	\$ 6,076,939

POSITIONS

Fleet Services - Position Detail	2018 FTE	Grade
Director, Fleet Services	1	123
Assistant Director, Fleet Services	1	120
Emergency Vehicle Technician (EVT)	1	115
Equipment Maintenance Superintendent	1	115
Inventory Coordinator	1	115
Vehicle Maintenance Project Coordinator	1	114
Lead Equipment Mechanic	3	113
Management Analyst	1	113
Master Equipment Mechanic	4	112
Principal Equipment Mechanic	7	111
Auto Parts Buyer	1	110
Vehicle Maintenance Coordinator	1	109
Equipment Mechanic	9	108
Senior Equipment Mechanic	8	108
Account Technician	1	107
Supply Clerk	2	106
Total Full Time Equivalents	43	



Overview

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

Linkage to Strategic Priorities and Results

- ✓ Good Government

Key Business Units / Core Services

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

Core Responsibilities

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

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

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 1,706,805
Total Revenue	\$ 1,706,805

Expenses By Type	2018 Adopted
Personnel Services	\$ 1,198,423
Outside Services	\$ 369,450
Commodities	\$ 28,230
Interfund Services	\$ 110,291
Other Expenses	\$ 411
Total Expenses	\$ 1,706,805

POSITIONS

Human Resources - Position Detail	2018 FTE	Grade
Human Resources Director	1	125
Human Resources Administrator	3	120
Senior Administrative Assistant	1	117
Employee Health Coordinator	1	115
Human Resources Analyst	5	115
Employee Development Coordinator	2	114
Employee Health Coordinator Assistant	1	111
Human Resources Technician	1	109
Human Resources Assistant	1	106
Total Full Time Equivalents	16	



Department of Information Technology



Overview

Information Technology (IT), under the Chief Information Officer, provides high quality, high-availability radio and network (data and voice) resources to support and enhance the delivery of City services across the organization. This includes planning, implementation, maintenance and support of all the infrastructure components of the radio, data and voice networks. IT also conducts business analyses with user departments to develop solutions to meet business needs. IT manages vendor contracts and provides services to order all technology related hardware and software.

Linkage to Strategic Priorities and Results

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

Core Services

- ✓ Application support and development
- ✓ IT security and compliance services
- ✓ Information systems planning and implementation
- ✓ Database management
- ✓ Telephone system support
- ✓ Radio system support and maintenance

Core Responsibilities

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

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

FY18 RESOURCES

Revenue Source	2018 Adopted
Internal Services Fund	\$ 7,110,994
Total Revenue	\$ 7,110,994

Expenses By Type	2018 Adopted
Personnel Services	\$ 2,772,002
Outside Services	\$ 3,031,652
Commodities	\$ 135,563
Interfund Services	\$ 420,387
Other Expenses	\$ 751,390
Total Expenses	\$ 7,110,994

POSITIONS

Information Technology - Position Detail	2018 FTE	Grade
Information Technology Director	1	125
Information Technology Assistant Director	1	120
Information Technology Administrator	4	120
Network Engineer	1	118
Network Supervisor	1	118
Radio Systems Engineer	1	118
Systems Engineer	3	118
Senior Systems Analyst	6	117
Senior Network Technician	3	116
Network Technician	5	115
Systems Analyst	3	115
Radio Systems Technician II	2	114
Radio Systems Technician I	1	112
Help Desk Technician	2	110
Senior Administrative Assistant	1	109
Administrative Assistant	1	108
Administrative Clerk	0.6	105
Total Full Time Equivalents	36.6	



Overview

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

Linkage to Strategic Priorities and Results

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

Core Services

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

Core Responsibilities

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

- Operate and maintain public cemeteries including grounds maintenance, selling interment rights, providing interment services, maintaining vital records, preserving the historical and cultural significance of the City's public cemeteries.
- Oversee the operation and maintenance of the Civic Center.

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 7,668,645
Internal Services Fund	\$ 3,773,591
Total Revenue	\$ 11,442,236

Expenses By Type	2018 Adopted
Personnel Services	\$ 5,212,923
Outside Services	\$ 4,072,237
Commodities	\$ 630,721
Interfund Services	\$ 800,230
Capital Outlay	\$ 5,000
Interfund Transfers	\$ 483,431
Other Expenses	\$ 237,694
Total Expenses	\$ 11,442,236

POSITIONS

Real Estate Services - Position Detail	2018 FTE	Grade
Director, Real Estate Services	1	125
Civic Center Director	1	123
Director, Cemeteries	1	123
Assistant Civic Center Director	1	120
Facility Maintenance Administrator	1	120
Real Estate Officer	1	120
Real Estate Manager	2	117
Maintenance Superintendent	1	116
Cemetery Conservation Coordinator	1	115
Cemetery Services Coordinator	2	115
Building & Electrical Maintenance Supervisor	4	113
Maintenance Supervisor	3	113
Real Estate Coordinator	4	113
Box office Supervisor	1	112
Event Planner	2	112

Real Estate Services - Position Detail	2018 FTE	Grade
Cemetery Events Coordinator	1	111
Maintenance Crew Chief	6	111
Box Office Clerk	1	110
Concessions Supervisor	1	110
Electrician	2	110
Building Maintenance Technician	12	109
Cemetery Conservation Technician	1	109
Grounds Equipment Maintenance Specialist	1	109
Senior Administrative Assistant	1	109
Administrative Assistant	2	108
Landscape Specialist	1	107
Medium Equipment Operator	4	107
Customer Service Representative	1	106
Painter	1	106
Senior Maintenance Worker	6	106
Box Office Cashier	1	105
Concessions Clerk	1	105
Maintenance Worker	9	104
Maintenance Assistant	0.63	103
Building Service Worker	2.25	102
Facilities Service Worker	2	102
Total Full Time Equivalents	82.88	

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



Recorder's Court Administration



Overview

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

Linkage to Strategic Priorities and Results

- ✓ Public Safety
- ✓ Good Government

Core Services

- ✓ Judicial caseload management
- ✓ Fiscal administration
- ✓ Records management

Core Responsibilities

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

- Coordinate and consult with City and County information technology departments to ensure court information systems are maintained and operated efficiently.
- Consult with all elected judges of the court in the preparation of the annual budget and submit proposed budget to the city manager and the county manager.
- Develop and publish court operating policies and procedures consistent with local and state court rules of procedure; City and County employment policies; and local and state law.
- Ensure that court records, including traffic court, criminal court, and local ordinance filings are managed and maintained in compliance with local court standards and state law.
- Provide oversight of the fiduciary operations of the court, ensuring compliance with city, county, and state policies and procedures for financial management and internal control.
- Prepare monthly, quarterly, and annual reports as needed or required by the judges of the court; the city and county managers; and the state administrative office of the courts.
- Develop and maintain a cooperative working relationship with other courts in the criminal justice system; the district attorney's office; police agencies; and other stakeholders to ensure that the rights and due process of defendants and crime victims is assured.
- Pursue and collect fines and fees assessed by the Recorder's Court of Chatham County.

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 2,296,216
Total Revenue	\$ 2,296,216

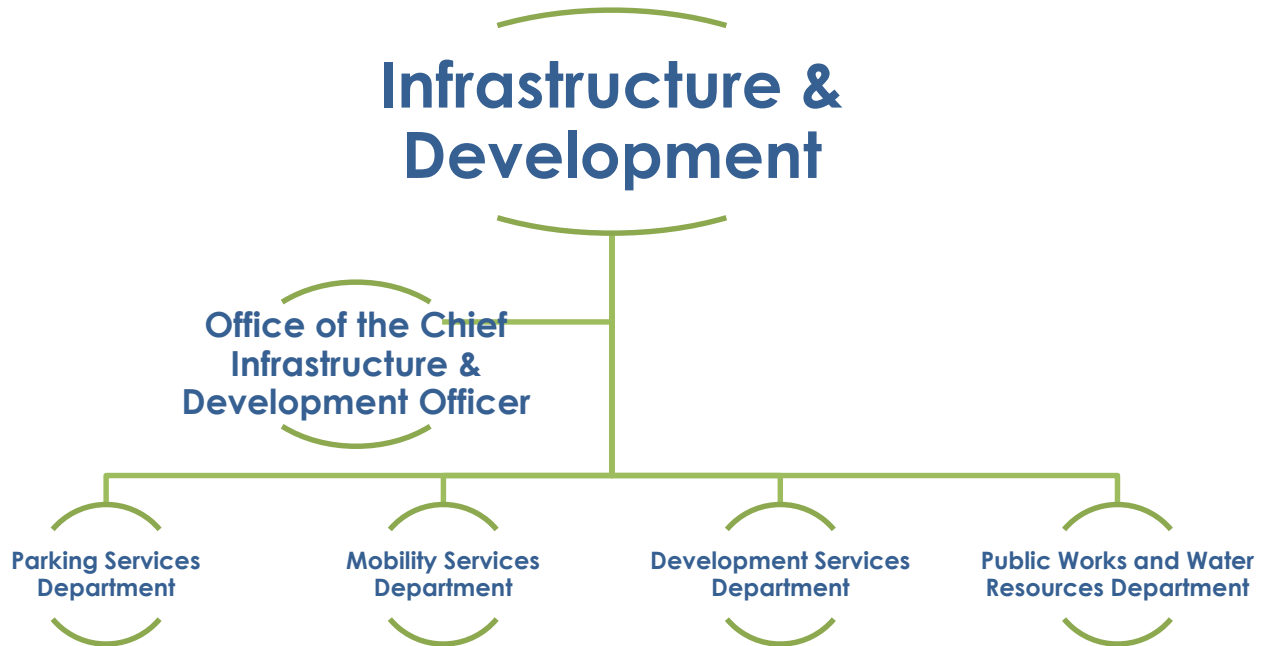
Expenses By Type	2018 Adopted
Personnel Services	\$ 1,827,523
Outside Services	\$ 190,750
Commodities	\$ 39,850
Interfund Services	\$ 238,093
Total Expenses	\$ 2,296,216

POSITIONS

Recorder's Court Administration - Position Detail	2018 FTE	Grade
Recorder's Court Judge	2	--
Clerk of Chatham County Recorder's Court	1	123
Chief Deputy Court Clerk	1	120
Recorder's Court Judge Data Quality Analyst	1	113
Senior Deputy Court Clerk	1	110
Senior Judicial Secretary	1	110
Court Services Specialist	1	109
Judicial Secretary	2	109
Administrative Assistant	1	108
Deputy Court Clerk	7	108
Court Services Technician	1	106
Customer Service Representative	3	106
Case Disposition Clerk	3	105
Cashier	3	105
Total Full Time Equivalents	28	

Infrastructure & Development

“The future safety and prosperity of Savannah depends on safe, sound infrastructure, including access to the internet. Flooding is a part of life along coastal regions but the City of Savannah is committed to protecting residential and business buildings and streets from its devastating impacts. Our City streets, sidewalks and facilities are a reflection of who we are and the pride we take in our community. They are also essential to helping residents travel to their educational and employment opportunities.”



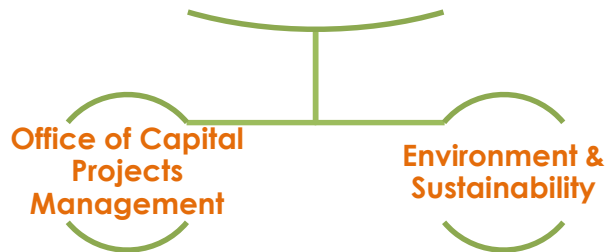
Service Center Personnel	2018 Authorized FTE
Office of the Chief Infrastructure & Development Officer	13
Parking Services Department	62.7
Mobility Services Department	63
Development Services Department	49
Public Works & Water Resources Department	457
Total Full Time Equivalents	644.7

Service Center Revenue Source	2018 Adopted
General Fund	\$ 35,829,719
Water Fund	\$ 25,837,801
Sewer Fund	\$ 42,728,209
Industrial & Domestic Water Fund	\$ 6,696,200
Mobility & Parking Services Fund	\$ 16,570,636
Total Expenses	\$ 127,662,565

Service Center Expenses by Type	2018 Adopted
Personnel Services	\$ 39,657,197
Outside Services	\$ 23,542,347
Commodities	\$ 7,893,822
Interfund Services	\$ 13,703,897
Capital Outlay	\$ 465,800
Debt Service	\$ 8,061,578
Internal Transfers	\$ 27,423,814
Other Expenses	\$ 6,914,110
Total Expenses	\$ 127,662,565

Service Center Expenses by Business Unit	2018 Adopted
Office of the Chief Infrastructure & Development Officer	\$ 1,881,423
Parking Services Department	\$ 16,570,636
Mobility Services Department	\$ 10,564,012
Development Services Department	\$ 4,021,061
Public Works & Water Resources Department	\$ 94,625,433
Total Expenses	\$ 127,662,565

Office of the Chief Infrastructure & Development Officer



Overview

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

Linkage to Strategic Priorities and Results

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

Key Business Units/Core Services

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

Core Responsibilities

- Manage and direct the activities of the Office of Sustainability, Office of Capital Projects Management, Development Services Department, Mobility and Parking Services and the Public Works and Water Resources Department.
- Develop recommendations on city-wide work methods, operating policies and procedures, program services, and other administrative issues.

- Maximize effectiveness and efficiency of operations by identifying and sharing available resources within assigned departments; develop and implement improvements; determine service delivery levels by addressing problems and complaints and assessing the needs of citizens and the public.
- Research and develop additional revenue sources and implement City objectives through the completion of special projects; determine areas of potential cost reduction, revenue enhancement or program improvement; make recommendations; direct and implement changes.
- Oversee and participate in the development and administration of the assigned segment of the City budget; approve the forecast of funds needed by service area assigned for staffing, equipment, materials and supplies.
- Provide leadership in developing a culture that values people and their differences and is free from inequities and barriers to people reaching their full potential and focuses on delivery quality core services
- Provide leadership in promoting sustainable, environmentally sensitive development and operations in the community and the department.
- Provide staff support to assigned boards and commissions.
- Hear, evaluate and render decisions in employee grievance cases.
- Respond to and resolve difficult, complex and sensitive citizen inquiries and complaints; interpret, analyze, defend, and explain City policies, procedures, programs, and activities; resolve sensitive and controversial issues; respond to public relations requests and coordinate media announcements.
- Ensure that the city has safe, sound infrastructure that produces, treats, and conveys safe drinking and waste water and protects all buildings and streets from devastating impacts.
- Develop strategies that maintain City streets, lanes, sidewalks, and other public rights of way that contribute to the safe movement of vehicular, pedestrian, and bicycle traffic throughout the city.
- Progressively move capital improvement projects towards completion and provide continuous status communication via various sources, with all stakeholders.
- Responsible for the oversight, coordination, analysis and review of development in the City both public and private.
- Provide policy recommendations on process improvements and regulations concerning the current permit and regulatory practices.
- Provide oversight and track development projects processes to ensure commitments are met in a timely manner.

Office of Capital Projects Management

- Manage the development and implementation of capital projects during the planning, design, permitting and construction phases, including coordination with City departments, consultants, regulatory agencies and community groups; responsible for estimating, scheduling and quality control of all capital projects, review and approve consultants' and contractors' payment applications, change orders, budget allocations, construction schedules, and compliance with contract documents.
- Provide architectural and engineering services and technical assistance to all City agencies.

- Provide contract administration of construction contracts for assigned capital projects.

Environment & Sustainability

- Develop, maintain, and track a city-wide sustainability action plan that establishes high level goals and sustainable activities to create a greener Savannah.
- Provide technical assistance and develop pilot projects that identify cost savings, resource conservation, and promote a healthy community.
- Attract external funding for and leverage partnerships that support City sustainability goals.
- Assist with environmental compliance efforts in regulated activities of City operations.
- Foster a culture of community sustainability and resiliency through education, outreach and engagement.

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 1,881,423
Total Revenue	\$ 1,881,423

Expenses By Type	2018 Adopted
Personnel Services	\$ 1,342,736
Outside Services	\$ 386,552
Commodities	\$ 35,672
Interfund Services	\$ 69,051
Interfund Transfers	\$ 47,000
Other Expenses	\$ 412
Total Expenses	\$ 1,881,423

POSITIONS

Chief Infrastructure & Development Office - Position Detail	2018 FTE	Grade
Chief Infrastructure & Development Chief	1	131
Director, Public Works	1	129
Director, Office of Capital Project Management	1	121
Environmental & Sustainability Officer	1	121
Special Projects Coordinator	1	117
Capital Project Manager	5	116
Contract Coordinator	1	113
Executive Assistant	1	112
Senior Administrative Assistant	1	109
Total Full Time Equivalents	13	

**Total Includes (8) full-time Capital Project Management positions and (1) Sustainability position*



Overview

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

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

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

Linkage to Strategic Priorities and Results

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

Key Business Units / Core Services

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

Core Responsibilities

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

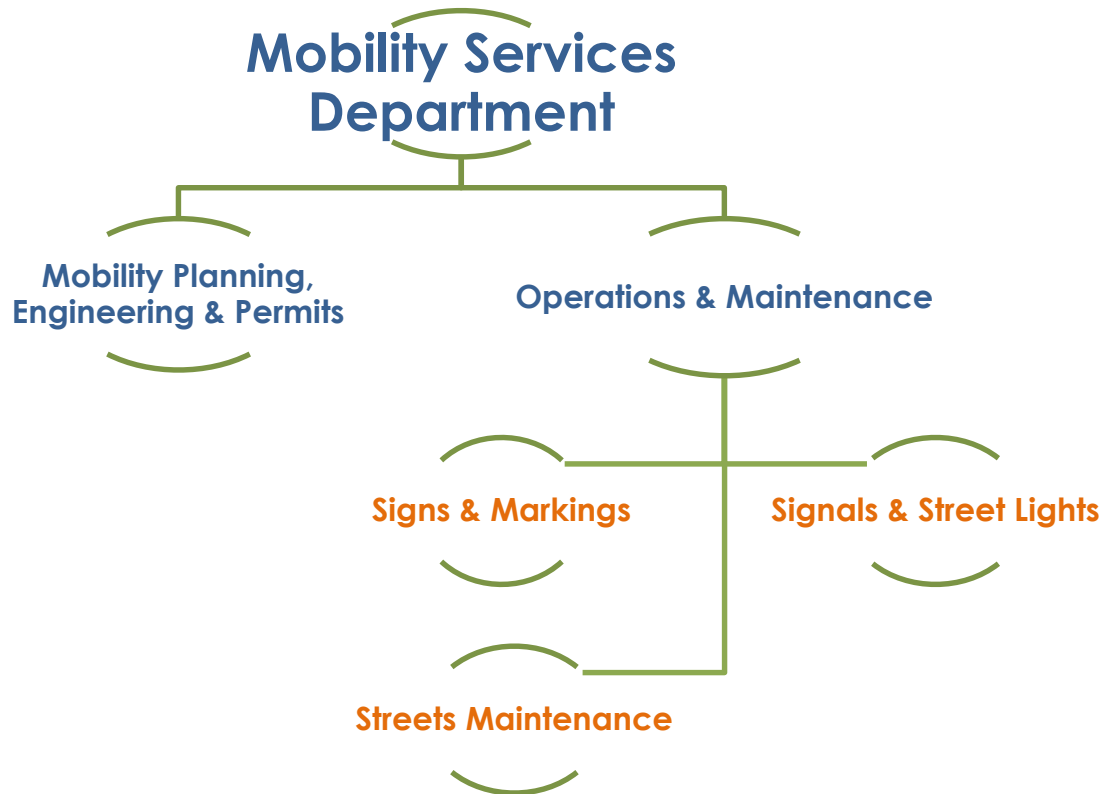
FY18 RESOURCES

Revenue Source	2018 Adopted
Mobility & Parking Services Fund	\$ 16,570,636
Total Revenue	\$ 16,570,636

Expenses By Type	2018 Adopted
Personnel Services	\$ 3,427,695
Outside Services	\$ 3,099,323
Commodities	\$ 326,100
Interfund Services	\$ 928,455
Capital Outlay	\$ 15,000
Debt Service	\$ 3,212,038
Interfund Transfers	\$ 5,384,367
Other Expenses	\$ 177,658
Total Expenses	\$ 16,570,636

POSITIONS

Parking Services - Position Detail	2018 FTE	Grade
Director, Parking Services	1	124
Assistant Director, Parking Services	1	120
Mobility & Parking Services Analyst	1	113
Mobility & Parking Services Specialist	1	112
Parking Facilities Supervisor	4	112
Administrative Assistant	1	108
Parking Facilities Shift Supervisor	2	108
Revenue Investigator	4	108
Senior Parking Meter Technician	1	108
Parking Meter Technician	2	107
Senior Parking Services Officer	1	106
Administrative Clerk	1	105
Cashier	3	105
Parking Services Officer	9	105
Maintenance Worker	6.5	104
Parking Facilities Attendant	24.2	104
Total Full Time Equivalents	62.7	



Overview

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

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

Linkage to Strategic Priorities and Results

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

Key Business Units / Core Services

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

Core Responsibilities

- Create, operate, and maintain a multi-modal transportation system, which offers alternative forms of mobility within the City and connects neighborhoods to key recreational, educational, entertainment, health care, and employment centers.
- Oversee the downtown mobility network, which includes the water ferries, streetcars, shuttle buses, recreational docks, bicycles, and wayfinding signage.
- Plan and design City transportation facilities including sidewalks, greenways, trails, and streets.
- Conduct long range planning studies and modeling, facility planning, neighborhood traffic studies, traffic calming studies, right of way use and inspections.
- Coordinate with other City departments as well as the Georgia Department of Transportation, Chatham County, and Metropolitan Planning Organization, on various issues and the planning and completion of transportation projects to improve traffic flow and the safety of pedestrians, bicyclists and motorists.
- Safely and efficiently move vehicular, pedestrian, and bicycle traffic throughout the City.

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 10,564,012
Total Revenue	\$ 10,564,012

Expenses By Type	2018 Adopted
Personnel Services	\$ 3,698,684
Outside Services	\$ 4,380,658
Commodities	\$ 965,005
Interfund Services	\$ 1,112,583
Capital Outlay	\$ 80,000
Other Expenses	\$ 327,082
Total Expenses	\$ 10,564,012

POSITIONS

Mobility Services - Position Detail	2018 FTE	Grade
Director, Mobility Management	1	124
Operations and Maintenance Administrator	1	120
Senior Civil Engineer	1	120
Traffic Engineering Administrator	1	120
Civil Engineer	1	116
Traffic Engineering Superintendent	1	116
Traffic Engineering Coordinator	1	114
Traffic Systems Coordinator	1	114
Maintenance Supervisor	4	113
Planner	1	113
Construction Inspector	3	112
Maintenance Crew Chief	5	111
Traffic Engineering Technician	7	111
Electrician	2	110
Engineering Technician	1	110
Heavy Construction Equipment Operator	1	110
Heavy Equipment Operator	2	109
Traffic Maintenance Crew Chief	1	109
Administrative Assistant	2	108
Medium Equipment Operator	5	107
Senior Maintenance Worker	11	106
Sign Specialist	1	106
Administrative Clerk	2	105
Construction Site Safety Specialist	2	105
Maintenance Worker	5	104
Total Full Time Equivalents	63	

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



Overview

Development Services serves the public by ensuring the safety of the built environment through implementation of the City's land development codes. The department is responsible for interpreting and enforcing the zoning, land use, site and plan review standards, codes, laws and ordinances, this includes all aspects of building construction, life safety, electrical, plumbing, and mechanical systems, as well as enforcing the Flood Damage Prevention and Zoning Ordinances, including sign and historic preservation standards.

Linkage to Strategic Priorities and Results

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

Core Services

- ✓ Building permits, inspections and plan review
- ✓ Historic preservation
- ✓ Planning and zoning

Core Responsibilities

- Promote historic preservation, sustainable living and working environments through planning, environmental protection, new development, and redevelopment.
- Oversee plan reviews, permit issuance, and inspection process through the enforcement of the International Building Code and zoning regulations.
- Coordinate the private development site plan review process among City departments as well as the Metropolitan Planning Commission.
- Issue Business Approvals to businesses within city limits in order to ensure the proposed business use is permitted in the property's zoning district and that the structure meets applicable building and fire code requirements.
- Offer engineering services, surveying services, Geographic Information Systems (GIS) and graphics support services to other City departments upon request.
- Provide permitting and inspection services for building and site development projects.

- Assist developers, consultants, business owners, and builders of commercial, industrial, and residential projects in the city.
- The **Building Services Division** is responsible for administering the various provisions of the International Building Code, including accepting permit applications, reviewing and approving construction plans in accordance with the provisions of the Code, inspecting construction to ensure compliance with the approved plans, and issuing violations for those projects where construction was done without or not in compliance with the approved permits.
- The **Planning, Preservation and Urban Design Division** maintains demographic, land use, economic, and housing inventories and databases to support planning initiatives of City divisions and agencies. The division also provides guidance in design and applies regulatory standards and policies with the intent of ensuring progressive urban design principles, while preserving the City's architectural and historic resources. It receives, reviews, and processes applications for plat approval and all applications for site plan approval to ensure design quality, compliance with required development standards, and compliance with the Zoning Ordinance, including setbacks, height, plot coverage, parking, lighting, landscaping, and signs.
- **Zoning Administration** implements and enforces Zoning Ordinance regulations, including landscaping, Short-Term Vacation Rentals, parking, signs, lighting, business uses.

FY18 RESOURCES

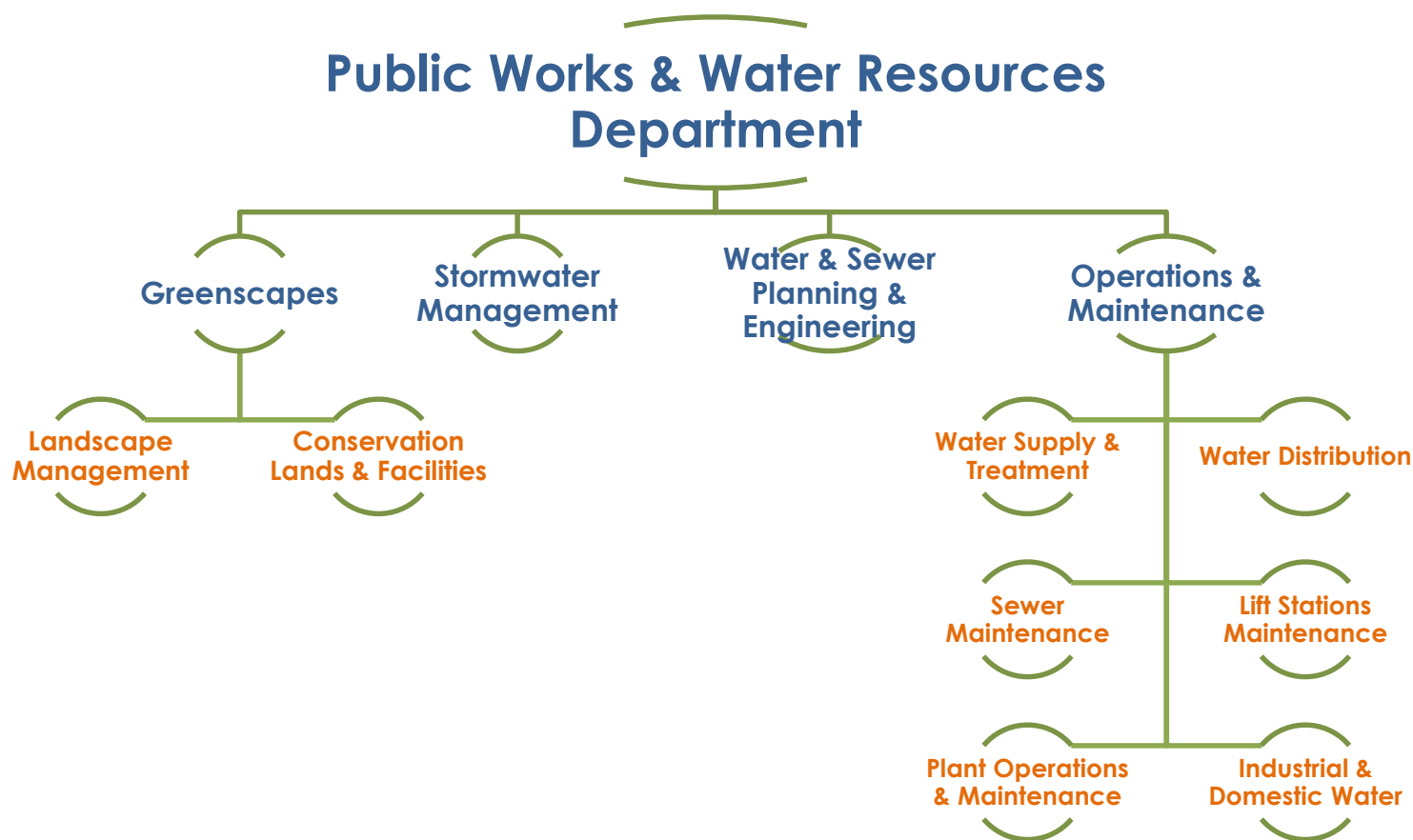
Revenue Source	2018 Adopted
General Fund	\$ 4,021,061
Total Revenue	\$ 4,021,061

Expenses By Type	2018 Adopted
Personnel Services	\$ 3,380,155
Outside Services	\$ 250,182
Commodities	\$ 72,731
Interfund Services	\$ 267,209
Capital Outlay	\$ 1,800
Other Expenses	\$ 48,984
Total Expenses	\$ 4,021,061

POSITIONS

Development Services - Position Detail	2018 FTE	Grade
Director, Development Services	1	125
Director, Planning & Urban Design	1	123
Building Inspections Administrator	1	120
Development Liaison Administrator	1	120
Permit Services Administrator	1	120
Zoning Administrator	1	120
Permitting/Flood Plane Administrator	1	117
Senior Systems Analyst	1	117
Senior Plans Examiner	1	115
Building Plans Examiner	2	114
GIS Analyst	2	114
Program Coordinator	1	114
Zoning Use Coordinator	1	114
City Surveyor	1	113
Management Analyst	1	113
Senior Electrical Inspector	1	113
Senior Mechanical Inspector	1	113
Senior Plumbing Inspector	1	113
Senior Zoning Inspector	1	113
Site Development Coordinator	1	113
Building Inspector	4	112
Construction Inspector	2	112
Electrical Inspector	3	112
Mechanical Inspector	3	112
Plumbing Inspector	3	112
Zoning Plans Reviewer	1	112
Permit Services Technician	1	110
Site Development Technician	1	110
Survey Technician	1	109
Administrative Assistant	2	108
Permit Center Supervisor	1	108
Customer Service Representative	1	106
Permit Specialist	4	105
Total Full Time Equivalents	49	

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



Overview

The Public Works and Water Resources Department promotes public safety and health by designing, building, and maintaining infrastructure that produces, treats, and conveys safe drinking water and waste water; minimizes the potential for flooding while protecting our natural environment. The department, through the Greenscapes Division, is responsible for maintaining the City's greenways, landscaping and urban forest, squares and monuments.

Linkage to Strategic Priorities and Results

- ✓ Infrastructure
- ✓ Neighborhood Revitalization
- ✓ Good Government

Core Services

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

Responsibilities

- Provide the City with efficiently maintained infrastructure and systems that are fully functional, hazard-free, and aesthetically pleasing, while meeting current requirements and identifying future needs.
- **Stormwater Management** is responsible for the maintenance/repair of the open and closed drainage system, ensuring compliance with the National Pollutant Discharge Elimination System (NPDES) permit, reviewing private development plans to ensure compliance with pertinent City ordinances, and managing the flood reduction capital improvement program; inspecting and maintaining the public stormwater drainage system which may include cleaning pipes, inlets, manholes, ditches, and canals.
- **Operations and Maintenance** operates and maintains the City potable water and sanitary sewer systems, and environmental monitoring and educational services. obtaining maximum reasonable beneficial use of the water; ensuring safe and adequate water supply; conveying a continuous flow of wastewater to the four treatment plant facilities through a series of sewage pumping stations; operate facilities providing continuous wastewater treatment services; provide premium, cost effective, permit compliant wastewater treatment and reuse water for irrigation sales; operate plants to provide continuous wastewater treatment services to provide premium, cost effective, permit compliant wastewater treatment through the professional operation and maintenance of the three regional wastewater treatment plants; provide safe drinking water that complies with all local, state and federal drinking water regulations.
- **Environmental Compliance and Conservation** ensures compliance with all regulatory requirements assuring the quality and quantity of water needed to support the propagation of fish and wildlife and beneficial recreational uses; and provides educational services encouraging conservation of water.
- **Planning and Engineering** is an enforcement service center for the Georgia Environmental Protection Division (EPD Delegation Authority) and reviews and approves all water and sewer construction plans and specifications to ensure compliance with federal, state and local rules, regulations, and ordinances.
- **Greenscapes** is responsible for vegetation maintenance, mowing, servicing and maintaining rights-of-way, ditches, canals, lanes, and city-owned parcels, parks, and the City's historic squares and monuments. It also manages the city-wide urban forest and Tree Preservation Ordinance. The Division is also responsible for landscape and hardscape installation and tree maintenance programs for the City, including tree trimming, irrigation maintenance/repair, fertilization, pest control, and landscape plant and tree installation. Inspections for the City's tree removal permitting process are also made by the Greenscapes Division. It provides landscape maintenance services for the historic squares, the riverfront, neighborhood parks, medians and entranceways, and provides conservation of public monuments. Urban Forestry services include hazardous tree removal, preventive maintenance pruning, service request pruning, new tree planting, and administration of the Tree Preservation Ordinance.

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 19,363,223
Water Fund	\$ 25,837,801
Sewer Fund	\$ 42,728,209
Industrial & Domestic Water Fund	\$ 6,696,200
Total Revenue	\$ 94,625,433

Expenses By Type	2018 Adopted
Personnel Services	\$ 27,807,928
Outside Services	\$ 15,425,632
Commodities	\$ 6,494,314
Interfund Services	\$ 1,326,598
Capital Outlay	\$ 369,000
Debt Service	\$ 4,849,540
Interfund Transfers	\$ 21,992,446
Other Expenses	\$ 6,359,975
Total Expenses	\$ 94,625,433

POSITIONS

Public Works & Water Resources - Position Detail	2018 FTE	Grade
Operations Director	1	125
Director, Greenscapes	1	124
Stormwater Director	1	124
Water Supply & Treatment Director	1	124
Water & Sewer Conveyance and Distribution Director	1	123
Water & Sewer Planning Director	1	123
Water Reclamation Director	1	123
Landscape Administrator	1	120
Park and Tree Administrator	2	120
SCADA Administrator	1	120
Senior Civil Engineer	7	120
Stormwater Environmental Administrator	1	120
Stormwater Management Administrator	1	120
Water & Sewer Administrator	1	120
Water & Sewer Administrator	5	120
Landscape Architect	1	119
Water Supply Process Engineer	1	118

Public Works & Water Resources - Position Detail	2018 FTE	Grade
Environmental Affairs Administrator	1	117
Water & Sewer Project Coordinator	1	117
Chemist	2	116
Civil Engineer	2	116
Maintenance Superintendent	3	116
Water & Sewer Maintenance Superintendent	1	116
Water & Sewer Superintendent	7	116
Asset Management Coordinator	2	114
Electronic Control Technician Supervisor	1	114
GIS Analyst	2	114
Laboratory Supervisor	2	114
SCADA Analyst	1	114
Contract Analyst	1	113
Forestry Inspector	2	113
Maintenance Supervisor	21	113
Senior Pretreatment Technician	1	113
Water & Sewer Building Maintenance Supervisor	1	113
Water & Sewer Modeling Technician	1	113
Water & Sewer Supervisor	12	113
Water Services Supervisor	1	113
Construction Inspector	14	112
Electronic Control Technician	11	112
Principal Plant Operator	5	112
SCADA Technician	1	112
Senior Water & Sewer Television Inspector	2	112
Water & Sewer Meter Shop Supervisor	1	112
GIS Technician	1	111
Industrial Pretreatment Technician	1	111
Maintenance Crew Chief	33	111
Electrician	1	110
Engineering Technician	2	110
Heavy Construction Equipment Operator	8	110
Senior Carpenter	1	110
Senior Laboratory Technician	3	110
Senior Plant Operator	3	110
Senior Water & Sewer Maintenance Mechanic	16	110
Carpenter	1	109
Grounds Equipment Maintenance Specialist	1	109
Heavy Equipment Operator	23	109
Laboratory Technician	6	109
Senior Administrative Assistant	1	109

Public Works & Water Resources - Position Detail	2018 FTE	Grade
Stormwater Maintenance Mechanic	1	109
Water & Sewer Locator Technician	3	109
Water & Sewer Maintenance Mechanic	12	109
Administrative Assistant	9	108
Plant Operator	33	108
Senior Tree Maintenance Worker	12	108
Water & Sewer Television Inspector	2	108
Administrative Secretary	1	107
Landscape Specialist	2	107
Maintenance Specialist	3	107
Medium Equipment Operator	23	107
Tree Maintenance Worker	5	107
Water Meter Technician	7	107
Customer Service Representative	6	106
Painter	2	106
Senior Maintenance Worker	49	106
Supply Clerk	2	106
Administrative Clerk	1	105
Permit Specialist	1	105
Water Service Representative	5	105
Maintenance Worker	50	104
Total Full Time Equivalents	457	

**Includes (5) Public Work-Admin positions, (127) Greenscapes positions, (50) Stormwater positions, (18) Planning & Engineering positions, and (257) Operations & Maintenance (Supply Treatment, Water Distribution, Sewer Maintenance, Lift Station Maintenance, President Street Plant, Regional Plant, and I&D Water Distribution) positions*

Community Services

“The people of Savannah live in neighborhoods, much of our lives are spent there. We raise our families, our children play there and when possible we work there. So, it is essential that the City focus on key neighborhood issues like accessible housing, recreation facilities and programs, as well as those things that weaken us like 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.

The City of Savannah is committed to doing its part to raise our residents out of poverty, ready 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.”



Service Center Personnel	2018 Authorized FTE
Office of the Chief Community Services Officer	3
Arts, Culture & Historical Resources Department	10
Human Services Department	24
Code Compliance Department	48.8
Housing & Neighborhood Department	15
Parks & Recreation Department	118.3
Sanitation Department	191
Total Full Time Equivalents	410

Service Center Revenue Source	2018 Adopted
General Fund	\$ 15,827,904
Grant Fund	\$ 5,364,518
Community Development Fund	\$ 8,292,238
Sanitation Fund	\$ 29,336,159
Total Expenses	\$ 58,820,819

Service Center Expenses by Type	2018 Adopted
Personnel Services	\$ 25,522,037
Outside Services	\$ 5,695,636
Commodities	\$ 2,870,177
Interfund Services	\$ 4,996,903
Capital Outlay	\$ 10,000
Debt Service	\$ 3,186,507
Internal Transfers	\$ 12,634,579
Other Expenses	\$ 3,904,980
Total Expenses	\$ 58,820,819

Service Center Expenses by Office	2018 Adopted
Office of the Chief Community Services Officer	\$ 410,748
Arts, Culture & Historical Resources Department	\$ 1,145,946
Human Services Department	\$ 12,799,637
Code Compliance Department	\$ 3,713,354
Housing & Neighborhood Department	\$ 1,545,504
Parks & Recreation Department	\$ 9,869,471
Sanitation Department	\$ 29,336,159
Total Expenses	\$ 58,820,819



Office of the Chief Community Services Officer



Overview

Community Services works to improve the quality of life in Savannah through activities that involve planning and development; neighborhood revitalization; parks and recreation, support services and employment services; and housing rehabilitation and financing. The Chief Community Services Officer provides oversight and executive support to six departments: Arts, Culture and Historical Resources; Code Compliance; Housing and Neighborhood Services; Human Services; Parks and Recreation; and Sanitation.

Linkage to Strategic Priorities and Results

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

Key Business Units / Core Services

- ✓ Executive Leadership
- ✓ Housing development, rehabilitation and financing
- ✓ Support services
- ✓ Neighborhood planning and enhancement
- ✓ Parks and recreation
- ✓ Arts, culture and historical resources

Responsibilities

- Manage and direct operational activities through assigned departments; provide management direction and guidance to department directors in planning, organizing, coordinating and implementing programs affecting assigned areas of responsibility.
- Develop recommendations on city-wide work methods, operating policies and procedures, program services, and other administrative issues.
- Maximize effectiveness and efficiency of operations by identifying and sharing available resources within assigned departments; develop and implement improvements; determine service delivery levels by addressing problems and complaints and assessing the needs of citizens and the public.
- Research and develop additional revenue sources and implement City objectives through the completion of special projects as requested by the city manager; determine areas of potential cost reduction, revenue enhancement or program improvement; make recommendations; direct and implement changes.
- Oversee and participate in the development and administration of the assigned segment of the City budget; approve the forecast of funds needed by service area assigned for staffing, equipment, materials and supplies.

- Provide leadership in developing a culture that values people and their differences and is free from inequities and barriers to people reaching their full potential, and focuses on delivering quality core services.
- Provide leadership in promoting sustainable, environmentally sensitive development and operations in the community and the department.
- Provide staff support to assigned boards and commissions.
- Hear, evaluate and render decisions in employee grievance cases.
- Respond to and resolve difficult, complex and sensitive citizen inquiries and complaints; interpret, analyze, defend, and explain City policies, procedures, programs, and activities; resolve sensitive and controversial issues; respond to public relations requests and coordinate media announcements.
- Motivate and lead a high performing Community Services management team consisting of the departments of Housing and Neighborhood Services, Human Services, Sanitation, Code Compliance, Parks & Recreation Services and Arts, Cultural and Historic Resources.
- Develop strategies that provide citizens with clean, safe neighborhoods and access to quality housing, recreational facilities, leisure opportunities and supportive services.
- Develop partnerships among all levels of government and the private sector, including for-profit and non-profit organizations that help build and sustain our community.
- Evaluate the work, operating practices and progress of the Community Services team and develop plans and procedures to maintain and improve performance standards; oversee short and long-term strategic planning goals and growth management activities.
- Ensure that work program activities comply with budgetary guidelines and that objectives are met; regularly monitor progress through various reporting systems.

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 410,748
Total Revenue	\$ 410,748

Expenses By Type	2018 Adopted
Personnel Services	\$ 342,253
Outside Services	\$ 27,218
Commodities	\$ 5,878
Interfund Services	\$ 17,407
Interfund Transfers	\$ 17,992
Total Expenses	\$ 410,748

POSITIONS

Chief Community Services Office - Position Detail	2018 FTE	Grade
Chief Community Services Officer	1	131
Special Projects Coordinator	1	117
Executive Assistant	1	112
Total Full Time Equivalents	3	



Overview

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

Linkage to Strategic Priorities and Results

- ✓ Economic Strength and Poverty Reduction
- ✓ Good Government

Core Services

- ✓ Contracts and grants management
- ✓ Arts and cultural programming
- ✓ Municipal archives and records management

Responsibilities

- Support and promote the development of local, cultural institutions, community organizations sponsoring cultural activities and audiences.
- Provide liaison and administrative support to the Cultural Affairs Commission toward the goal of stimulating increased awareness, development, and use of cultural resources, encouraging new cultural services, and increasing the use of these resources.
- Encourage and facilitate greater and more efficient use of public and private resources for the development and support of the arts.
- Serve as a liaison between the City, other governmental agencies, the private sector, and art and cultural groups, on cultural matters.
- Administer the City's programs of financial support to public and private nonprofit cultural organizations.
- Assist in promoting the City as a tourist destination through the support and advancement of cultural institutions.

- Operate the Municipal Archives 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.

FY18 RESOURCES

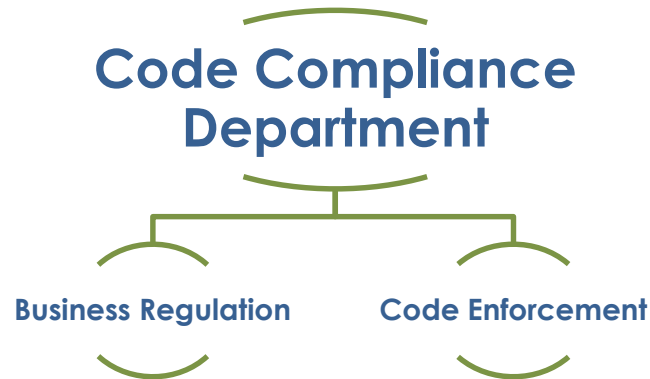
Revenue Source	2018 Adopted
General Fund	\$ 1,145,946
Total Revenue	\$ 1,145,946

Expenses By Type	2018 Adopted
Personnel Services	\$ 692,885
Outside Services	\$ 334,786
Commodities	\$ 41,952
Interfund Services	\$ 76,323
Total Expenses	\$ 1,145,946

POSITIONS

Arts, Culture & Historical Resources - Position Detail	2018 FTE	Grade
Director, Arts, Cultural & Historical Resources	1	123
Library & Archives Director	1	121
Cultural Services Contract Coordinator	1	114
Marketing Coordinator	1	114
Arts Program Coordinator	1	112
Library Archivist	1	112
Administrative Assistant	2	108
Arts Program Specialist	1	107
Visual Arts Specialist	1	107
Total Full Time Equivalents	10	

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



Overview

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

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

It is also tasked with improving the overall "Savannah Experience" for all and coordinating visitor enhancement initiatives.

Linkage to Strategic Priorities and Results

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

Core Services

- ✓ Alcohol Beverage Ordinance Enforcement
- ✓ Business Tax Compliance
- ✓ City Code Enforcement
- ✓ Mobile food trucks, vendors and peddlers
- ✓ Property maintenance standards
- ✓ Public nuisances (noise, trash, weeds, junk and debris, derelict vehicles)
- ✓ Unsecured vacant buildings
- ✓ Vehicles for Hire
- ✓ Zoning Code compliance including Short-Term Vacation Rentals

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, business regulation, historic preservation, neighborhood enhancement codes, and other property standards.
- Provide administrative oversight of Short-Term Vacation Rental ordinance.
- Ensure that vacant houses and buildings meet minimum standards for property maintenance and preservation. Prepare and issue violation notices to property owners and tenants; issue summons to code violators; and provide testimony in Recorder's Court.
- Enforce ordinances applicable to motorized and non-motorized tours, pedicabs, towing/wrecker services, vehicles for hire, shuttles, and food vendors.
- Inspect and enforce nuisance violations (i.e. noise, litter and debris, overgrowth and abandoned vehicles on private residential properties).
- Inspect and enforce sanitation violations that occur at restaurants, bars and all other commercial businesses.
- Inspect and track all vacant houses and property to ensure that owners are complying with City ordinances applicable to the minimum standards required for vacant structures.
- Revise tourism-related City codes and policies to better regulate and improve compliance within the industry; develop and implement a tourism management plan to protect the quality of life, preserve the Historic District, improve the visitor experience, and sustain the tourism industry; coordinate visitor enhancement initiatives.
- Ensure compliance with state and local regulatory codes for businesses involved with dispensing alcohol.
- Educate residents, property owners, and businesses on their responsibilities pertaining to the Savannah Code of Ordinances.
- Aggressively address issues of blight in communities.

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 3,713,354
Total Revenue	\$ 3,713,354

Expenses By Type	2018 Adopted
Personnel Services	\$ 2,933,298
Outside Services	\$ 356,608
Commodities	\$ 98,765
Interfund Services	\$ 270,651
Other Expenses	\$ 54,032
Total Expenses	\$ 3,713,354

POSITIONS

Code Compliance - Position Detail	2018 FTE	Grade
Director, Code Compliance	1	123
Assistant Director, Code Compliance	1	120
Code Compliance Administrator	1	120
Code Compliance Supervisor	8	113
Business Compliance Supervisor	2	112
Zoning Inspector	2	112
Code Compliance Officer	22	110
Administrative Assistant	1	109
Senior Administrative Assistant	1	109
Business Compliance Investigator	2	108
Property Maintenance Technician	1	108
Customer Service Representative	4	106
Business Assistance Provider	2.75	105
Total Full Time Equivalents	48.75	

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



Overview

The Human Services Department is responsible for the management, operation, and coordination of social and supportive services for youth, adults and families. The Department oversees collaborations and partnerships with the faith-based community and not-for-profit organizations providing community-directed services to families and individuals to assist them in reaching self-sufficiency. The department also administers federally funded community development and workforce programs and manages the operation of resource centers.

Linkage to Strategic Priorities and Results

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

Core Services

- ✓ Emergency assistance
- ✓ Information and referral
- ✓ Grants management
- ✓ Community partnerships
- ✓ Youth programs
- ✓ Elderly services
- ✓ Employment training
- ✓ Savannah Impact Program

Responsibilities

- Undertake human services, referral, and family assistance activities that collectively assist low and moderate income youths, individuals, elderly, and families.
- Offer programs and services for youth to meet needs and provide positive experiences in a safe environment. This is accomplished by administering the operations of resource centers.
- Seek grant funding to supplement and expand human services delivery.

- Develop and recommend purchase of service agreements with not-for-profit agencies as well as coordinate related activities; provide for the oversight of community partnership agreements, including participation in proposal review; contract negotiation; developing performance outcomes.
- Develop and maintain a coordinated human services system to support the delivery of efficient, comprehensive, city-wide human services programs to City residents and prevent any duplication of services in the community.
- Operate locations that offer residents access to services including the provision of community-based, community-directed services, intake, assessment and various comprehensive services to families and individuals assisting them toward self-sufficiency.
- Coordinate with federal, state, county and public and private not-for-profit and for-profit organizations in the provision of comprehensive community-based support services for residents and apply for federal and state assistance to aid in funding the Department's activities.
- Provide grants management services for federal entitlement and federal Workforce Innovation and Opportunity Act (WIOA) funds allocated to the ten-county Coastal area and to provide administrative support to the Coastal Workforce Development Board (CWDB) comprised of appointed members from the counties served.
- Provide youth, unemployed, underemployed and dislocated workers with workforce training and employment assistance.
- Senior Services offers Adult Day Care and Golden Age Centers for Senior Citizens. Seniors' needs are met by participating in fitness, and leisure activities, congregate meals and transportation.

FY18 RESOURCES

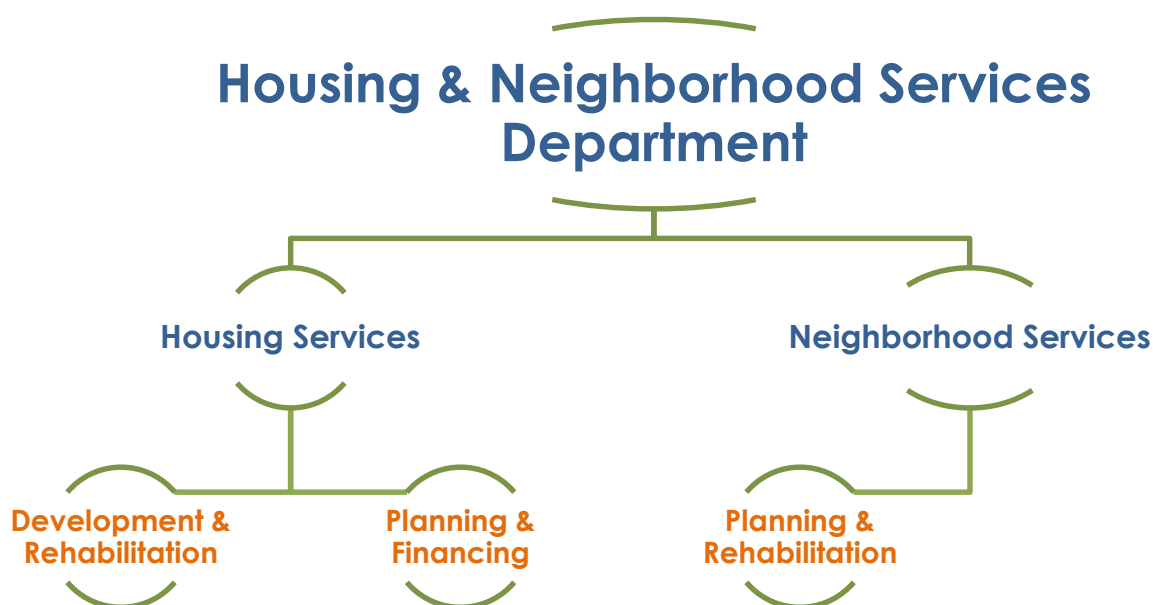
Revenue Source	2018 Adopted
General Fund	\$ 685,885
Grant Fund	\$ 5,364,518
Community Development Fund	\$ 2,222,172
Total Revenue	\$ 8,272,575

Expenses By Type	2018 Adopted
Personnel Services	\$ 2,685,763
Outside Services	\$ 1,084,320
Commodities	\$ 254,922
Interfund Services	\$ 545,523
Interfund Transfers	\$ 3,697,688
Other Expenses	\$ 4,359
Total Expenses	\$ 8,272,575

POSITIONS

Human Services - Position Detail	2018 FTE	Grade
Director, Human Services	1	125
Assistant Director, Human Services	1	120
Community Services Administrator	1	120
Resource Center Administrator	1	120
Senior Planner	1	115
Grants Administrator	1	114
Program Coordinator	2	114
Senior Program Analyst - Grants	1	114
Community Program Specialist	1	113
Planner	1	113
Program Analyst - Grants*	2	113
Community Outreach Coordinator	7	112
Educational Specialist	1	112
Administrative Assistant*	3	108
Total Full Time Equivalents	24	

**Includes (3) Human Services-Admin positions, (4) full-time Grants & Contracts positions, (12) Family & Community Services positions, (4) Resource & Success Centers positions, and (1) full-time WorkSource Coastal position*



Overview

The Housing & Neighborhood Services Department provides for the management and coordination of the City's housing and neighborhood enhancement efforts to provide a City of strong and vibrant neighborhoods that is clean, safe and encourages a sense of community. Department activities include comprehensive neighborhood planning, housing rehabilitation and leveraging private investment to support affordable housing development and neighborhood improvement.

Linkage to Strategic Priorities and Results

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

Core Services

- ✓ Housing development, financing and rehabilitation
- ✓ Neighborhood planning
- ✓ Neighborhood enhancement programs
- ✓ Neighborhood association support

Responsibilities

- Assist neighborhoods in the development of neighborhood plans and implementation of neighborhood projects that improve livability.
- Coordinate acquisition of tax delinquent and distressed real property to support affordable housing development.
- Administer entitlement and other federal and state grant programs that support housing and urban development for the city.
- Manage the City's affordable housing activities, including redevelopment, rehabilitation, housing repair, multi-family, and financing programs.

- Research and implement opportunities for the development and retention of affordable housing in the city and act as the coordinating body for housing and housing-related activities in the City of Savannah.
- Pursue partnerships and local funding sources to leverage private investment for housing.

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 2,500
Community Development Fund	\$ 1,543,004
Total Revenue	\$ 1,545,504

Expenses By Type	2018 Adopted
Personnel Services	\$ 1,287,461
Outside Services	\$ (73,155)
Commodities	\$ 24,900
Interfund Services	\$ 298,167
Other Expenses	\$ 8,131
Total Expenses	\$ 1,545,504

POSITIONS

Housing & Neighborhood Services - Position Detail	2018 FTE	Grade
Director, Housing and Neighborhood Services	1	123
Housing Administrator	3	120
Lending Coordinator	1	116
Senior Program Analyst	1	114
Housing Development Inspector	1	112
Construction & Rehabilitation Specialist	2	111
Loan Officer	2	110
Senior Administrative Assistant	1	109
Loan Specialist	3	107
Total Full Time Equivalents	15	

**Includes (3) Housing & Neighborhood Services-Admin positions, (5) Housing Services positions, and (7) Neighborhood Services positions*



Overview

The Parks and Recreation Department is responsible for providing residents of Savannah and neighboring communities with access to quality recreational programs, well-maintained parks, buildings and open space areas.

Linkage to Strategic Priorities and Results

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

Core Services

- ✓ Athletic programs
- ✓ Athletic fields maintenance
- ✓ Social recreational activities
- ✓ Summer camps
- ✓ After-School programs
- ✓ Aquatics
- ✓ Volunteer services

Responsibilities

- Provide cost effective and efficient services of park facilities, community centers and recreation services.
- Enforce all rules and regulations relating to the use of City parks and recreation services and facilities.
- Plan, administer and coordinate City park and recreation-education programs.
- Coordinate activities with federal and state agencies and actively seek federal and state funding for park and recreation purposes.
- Develop and provide affordable, convenient opportunities for cultural and recreational activities that enrich the quality of life for residents of Savannah.

- Athletic Services coordinates youth and adult league play in baseball, basketball, cheerleading, football, softball, and tennis. Athletic Services operates after-school and summer camp activities for youth.
- Therapeutic Recreation offers services for challenged youth and adults. Special Olympic skills and team sport participation are offered for adults. Summer Camps are offered for youth and adults with diverse challenges.

FY18 RESOURCES

Revenue Source	2018 Adopted
General Fund	\$ 9,869,471
Total Revenue	\$ 9,869,471

Expenses By Type	2018 Adopted
Personnel Services	\$ 6,496,827
Outside Services	\$ 2,054,413
Commodities	\$ 882,455
Interfund Services	\$ 388,050
Capital Outlay	\$ 10,000
Other Expenses	\$ 37,726
Total Expenses	\$ 9,869,471

POSITIONS

Park & Recreation - Position Detail	2018 FTE	Grade
Parks & Recreation Services Director	1	125
Assistant Director, Parks & Recreation	1	120
Athletics Administrator	1	120
Program Coordinator	7	114
Arts Program Coordinator	1	112
Recreation Services Manager	1.75	112
Maintenance Crew Chief	2	111
Computer Services Specialist	1	110
Recreation Services Supervisor	20.73	110
Administrative Assistant	3	108
Swimming Pool Manager	1	108
Administrative Secretary	1.26	107
Landscape Specialist	1	107
Medium Equipment Operator	1	107
Recreation Services Leader	47.65	107
Therapeutic Specialist	1.20	107
Tutor	2.12	107

Park & Recreation - Position Detail	2018 FTE	Grade
Senior Maintenance Worker	2	106
Administrative Clerk	1	105
Driver	2.25	105
Maintenance Worker	6	104
Senior Lifeguard	2.85	104
Clubhouse Attendant	2	103
Lifeguard	6.99	103
Maintenance Assistant	0.5	103
Total Full Time Equivalents	118.3	

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



Overview

Savannah's Sanitation Department is responsible for providing solid waste management, recycling services, street cleaning, and litter control services to promote community and environmental health and neighborhood vitality. The Department addresses sanitation issues; ensures timely cleanliness of streets, lanes and rights-of-way; and provide for the efficient management of collection, processing, reclamation, recycling, and disposal of residential and commercial solid waste generated within the city of Savannah.

Linkage to Strategic Priorities and Results

- ✓ Infrastructure
- ✓ Neighborhood Revitalization
- ✓ Good Government

Key Business Units / Core Services

- ✓ Residential refuse collection
- ✓ Refuse disposal and landfill operations
- ✓ Street cleaning
- ✓ Commercial refuse collection
- ✓ Recycling services
- ✓ Litter control
- ✓ Environmental compliance

Responsibilities

- Provide environmental compliance monitoring and support for solid waste collection and disposal operations.
- Ensure sanitation services are planned and executed on schedule.
- Provide education and outreach services and other activities.
- Residential Refuse is responsible for the collection of residential refuse, yard waste and bulk items throughout the city.
- Refuse Disposal is responsible for handling and disposing of non-hazardous solid waste collected within the city in accordance with all applicable State and Federal environmental standards. This is accomplished through the operation of the Dean Forest Road Landfill (DFRL), the Bacon Park Transfer Station (BPTS), and ancillary programs such as yard waste processing and scrap tire and metal recycling.

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

FY18 RESOURCES

Revenue Source	2018 Adopted
Sanitation Fund	\$ 29,336,159
Total Revenue	\$ 29,336,159

Expenses By Type	2018 Adopted
Personnel Services	\$ 11,083,547
Outside Services	\$ 1,898,943
Commodities	\$ 1,561,307
Interfund Services	\$ 3,400,785
Debt Service	\$ 3,084,488
Interfund Transfers	\$ 4,506,357
Other Expenses	\$ 3,800,732
Total Expenses	\$ 29,336,159

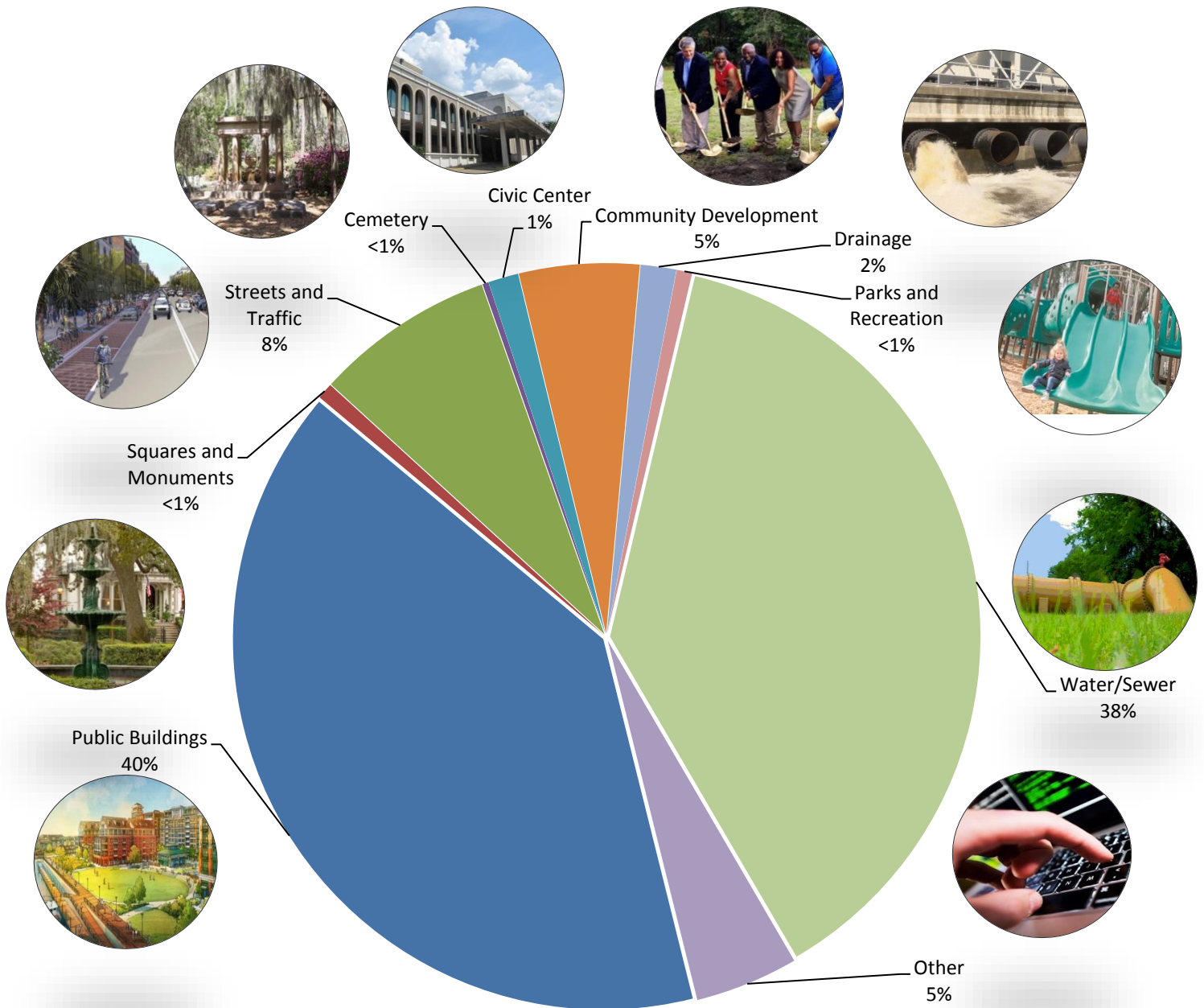
POSITIONS

Sanitation - Position Detail	2018 FTE	Grade
Director, Sanitation	1	129
Commercial Refuse & Recycling Director	1	124
Residential Refuse Services Director	1	124
Refuse Disposal Director	1	123
Commercial Refuse & Recycling Services Administrator	1	120
Landfill Administrator	1	120
Residential Refuse Services Administrator	1	120
Sanitation Administrator	1	120
Street Cleaning Administrator	1	120
Environmental Compliance Coordinator	1	117
Sanitation Supervisor	10	112
Maintenance Crew Chief	1	111
Sanitation Education Coordinator	1	111
Heavy Construction Equipment Operator	3	110
Heavy Equipment Operator	32	109
Personnel Technician	1	109
Senior Administrative Assist	1	109
Vehicle Maintenance Coordinator	1	109
Welder	1	109
Administrative Assistant	2	108
Administrative Secretary	2	107
Refuse Truck Operator	44	107
Senior Maintenance Worker	1	106
Senior Sanitation Worker	34	106
Administrative Clerk	2	105
Maintenance Worker	4	104
Sanitation Worker	40	104
Transfer Station Attendant	1	104
Total Full Time Equivalents	191	

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

Capital Improvement Planning

The City's Five-Year Capital Improvements Plan covering FY18 through FY22 totals \$183.5 million and includes 138 projects across all improvement categories. The first year of the five-year CIP, which is formally adopted by the City Council, totals \$64.6 million for FY18. Below is the breakdown of the FY18 Adopted capital budget by improvement category.



TOTAL FY18 CAPITAL BUDGET:
\$64,643,908

CAPITAL BUDGET OVERVIEW

PREPARATION

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

STRATEGIES

Budget strategies for development of the 2017-2021 Capital Improvement Program includes:

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

Future capital planning actions will include:

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

PROCESS

The capital budgeting process began in June 2017 with a request to capital project managers to update existing project details, including financial request areas, for all existing capital projects. The Office of Management and Budget then used the updated information as well as updated base budget projects to create a draft CIP which was presented to the City Manager and Executive Leadership. Special care was taken to update the plan once project requests were received from Strategic Goal Implementation Plan leads to ensure that as much as possible, available capital planning dollars are devoted to new capital expenditures that move the City towards meeting the goals of the Strategic Plan.

FY18 CIP Calendar Overview

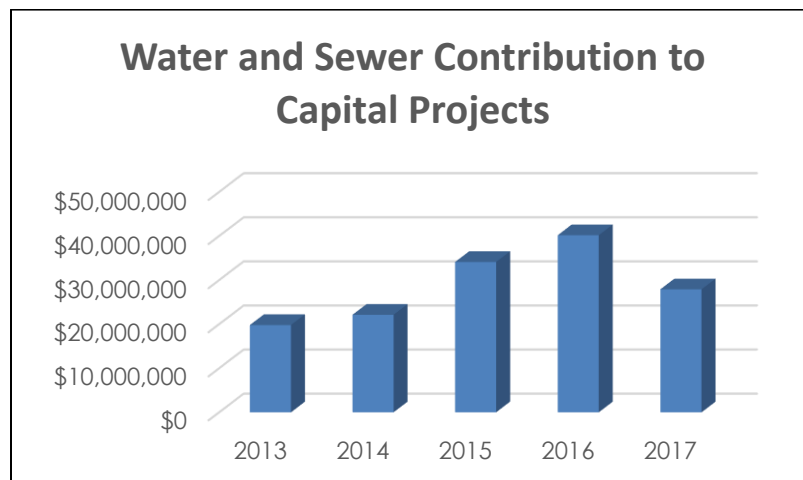
July 2017	Update of Capital Requests from Project Managers
August 2017	Draft CIP Presented to City Manager and Executive Leadership Team
October	Update of Operational Cost Forecast Service Enhancement Proposals accepted for Strategic Plan Related Projects
November	CIP Updated during Budget Retreat at Direction of City Council

HISTORICAL CAPITAL FUNDING

In the last five years, the City has invested over \$300 million in capital projects in the community. Historical contributions to capital projects from several key funding sources are highlighted as well as various capital projects. The graphs that follow show historical contributions from the Water and Sewer Fund and the General Fund.

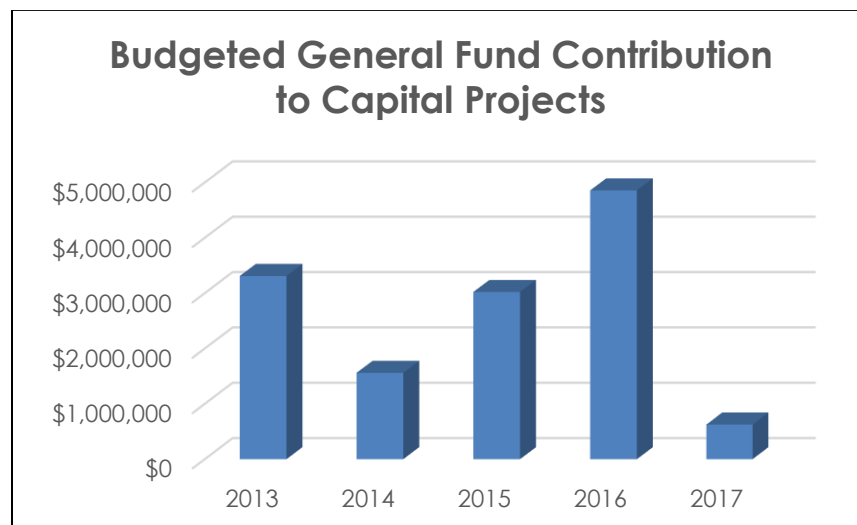
WATER AND SEWER FUND

Water and sewer rates are projected five years into the future in order to anticipate needs for operation and maintenance of the system and to fund the capital improvement/maintenance plan. The graph below shows budgeted historical contributions to capital projects from this funding source, including Industrial & Domestic Water Fund contributions:

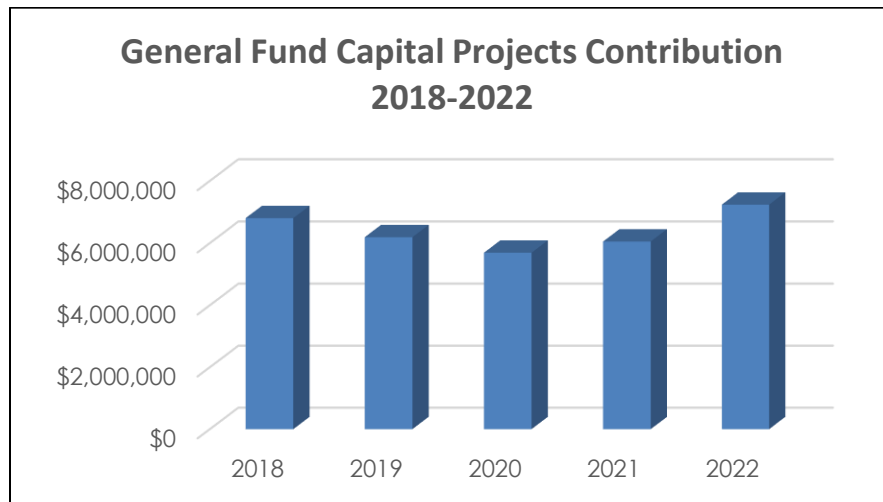


GENERAL FUND

General Fund revenue supports general government projects. This source of funding can be used for any lawful project. For 2013 through 2017, the General Fund CIP contribution has been lower than needed due to uncertain economic conditions. The graph below shows budgeted contributions from the General Fund for various capital projects during the period 2013–2017:



The 2018 General Fund contribution is budgeted at \$6,801,908. During the 2018 Budget Process, the City Council created a greater focus on reinvesting in capital infrastructure, and growing available revenues to dedicate towards Strategic Plan related capital investments. While the 2018-2022 plan provides a stable outlook for investment, it does not provide for all recorded City needs or needed capital investments to meet the goals of the Strategic Plan.



2018-2022 CAPITAL PLAN OVERVIEW

The five year Capital Improvement Program revenue sources are projected to total \$183,505,008. The table below provides a breakdown of allocations by year. Revenue changes are as follows:

- The Civic Center Fund contribution more than doubles from the previous five-year plan, and is expected to contribute nearly \$6 million for capital improvements. Many of these expenditures have been delayed into out-years of the plan to allow additional time for facility planning as the facility is operationally in flux as they City moves toward the construction of a new 9,000 seat arena near the downtown area
- The Parking and Mobility Fund is scheduled to invest \$5.3 million in Capital Expenditures over the next five years. Nearly \$2 million in planned funding is scheduled for repair and restoration of existing parking facilities, which are aging and require additional upkeep
- 2018 includes a DSA Bond Issuance, which will be used to finance Parking Garages and improvements related to the Savannah River Landings development, a public-private partnership of the City

Five-Year Revenues by Source

Funding Source	2018	2019	2020	2021	2022	5-Year Total
General Fund	\$ 6,801,908	\$ 6,189,000	\$ 5,690,000	\$ 6,050,800	\$ 7,235,800	\$ 31,967,508
40% Cemetery Fund	170,000	170,000	150,000	150,000	160,000	800,000
Preservation Fee	650,000	645,000	665,000	625,000	500,000	3,085,000
Civic Center Fund	845,000	557,000	1,350,000	1,800,000	1,400,000	5,952,000
Bonds	28,000,000	0	0	0	0	28,000,000
Fire Rescue Fund	150,000	0	150,000	0	250,000	550,000
Parking Fund	3,690,000	550,000	350,000	350,000	350,000	5,290,000
Sewer Fund	13,556,000	17,056,000	16,681,000	14,708,000	10,455,500	72,456,500
Water Fund	10,781,000	7,061,000	8,093,000	5,345,000	4,124,000	35,404,000
Total All Funding Source	\$ 64,643,908	\$ 32,228,000	\$ 33,129,000	\$ 29,028,800	\$ 24,475,300	\$183,505,008

EXPENDITURE SUMMARY

Capital Improvement Program expenditures for the five-year period are totaled to \$183,505,008.

Water and Sewer Improvements account for \$107,860,500 or 58.8% of planned capital project spending. Many of these projects prepare the City for compliance with new federal and state regulations regarding groundwater use and BOD discharge, which will take effect in the coming years. Other projects address routine maintenance and infrastructure replacement.

Street and Traffic Improvements together account for \$16,212,600 or 8.8% of planned capital spending. Planned projects include intersection improvements, bridge maintenance, street resurfacing, and sidewalk and curb repairs and maintenance.

Major **Public Building Improvements** include a \$24,000,000 investment to construct a parking garage at the Savannah River Landings project site in FY18. Other Public Building improvements include renovation and maintenance projects for parking garages throughout the City. Improvements in this category will account for \$31,855,000 or 17.4% of planned capital spending.

Park and Recreation Improvements, Cemetery Improvements, Square and Monument Improvements, and Community Development Improvements account for \$8,522,840 or 4.6% of capital spending. An investment of \$900,000 will be made in FY18 to purchase two additional vehicles for use on the City's newly initiated Public Transportation Circulator. Joseph Tribble Park, Highlands Park, and the Grant Center also receive funding for park and facility improvements. The Savannah Shines Project receives \$1.7 million in this plan for community development projects in a pre-determined neighborhood meeting specific program requirements.

Civic Center Improvements account for \$5,952,000 or 3.2% of total planned expenditures, and are primarily dedicated to replacement and renovation projects at the Civic Center.

New **Drainage** infrastructure will be installed to reduce flooding incidents as well as the continuation of ongoing rehabilitation of the City's storm sewers over the five-year period. These improvements account for \$4,125,000 or 2.2% of planned capital spending.

The **Other Projects** category accounts for \$8,977,068 or 4.9% and includes large technology upgrades including Phase I of the purchase of an Electronic Timekeeping System, implementation of a new Budget and Performance Management Software System, and the purchase of Code Compliance Software.

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

Improvement Category	2018	2019	2020	2021	2022	5-Year Total
Cemetery	\$ 170,000	\$ 170,000	\$ 150,000	\$ 150,000	\$ 160,000	\$ 800,000
Civic Center	845,000	557,000	1,350,000	1,800,000	1,400,000	5,952,000
Community Development	3,366,840	0	500,000	0	0	3,866,840
Drainage	1,000,000	950,000	1,150,000	500,000	525,000	4,125,000
Park and Recreation	435,000	25,000	200,000	326,000	75,000	1,061,000
Public Buildings	25,655,000	500,000	850,000	300,000	4,550,000	31,855,000
Sewer	13,556,000	17,056,000	16,681,000	14,708,000	10,455,500	72,456,500
Squares and Monuments	450,000	595,000	645,000	605,000	500,000	2,795,000
Streets	3,337,000	730,000	1,565,000	1,150,000	1,330,000	8,112,000
Traffic	1,700,000	950,000	1,250,000	3,544,800	655,800	8,100,600
Water	10,781,000	7,061,000	8,093,000	5,345,000	4,124,000	35,404,000
Other	3,348,068	3,634,000	695,000	600,000	700,000	8,977,068
Total by Improvement Category	\$ 64,643,908	\$ 32,228,000	\$ 33,129,000	\$ 29,028,800	\$ 24,475,300	\$183,505,008

2018 CAPITAL IMPROVEMENT PROJECT SUMMARIES

Projects funded in 2018 are listed below by Category with a brief description.

An "R" or "N" is shown by each project to indicate whether the cost is recurring or non-recurring. A recurring project is included in almost every budget and/or will have no significant impact on the operating budget. It is the City's goal to remove recurring projects from the Capital Budget in 2020. Instead, recurring projects will be accounted for within the operating budget of each year.

Each description includes the 2018 cost, five-year cost, funding source, service impact, and operating budget impacts where applicable.

Cemetery Improvements

Cemetery Monument Conservation		R
Preservation of dilapidated monuments		
2018 Cost:	\$60,000	
Total 5 Year Cost:	\$360,000	
Funding Source:	Cemetery Lot Sales	
Service Impact:	Restore and Repair cemetery monuments and other dilapidated structures - No impact expected	
Operating Impact:	Recurring Project - No impact expected	

Colonial Cemetery Lighting		N
Upgrade all lampposts, electrical wiring, and components in Colonial Park Cemetery		
2018 Cost:	\$20,000	
Total 5 Year Cost:	\$90,000	
Funding Source:	Cemetery Lot Sales	
Service Impact:	Increase safety by upgrading lighting and all electrical components in Colonial Park Cemetery	
Operating Impact:	Minimal expense offset expected through energy efficiency-No impact recorded	

Cemetery Master Plan		N
Drafting of in-depth cemetery master plan including all municipal cemeteries		
2018 Cost:	\$50,000	
Total 5 Year Cost:	\$140,000	
Funding Source:	Cemetery Lot Sales	
Service Impact:	Master plan developed including, at a minimum, an in-depth analysis of current operations, infrastructure, and industry trends	
Operating Impact:	Part-Time Staff Required in Year 2 – General Fund FY19 - \$20,000 Personnel	

Cemetery Kiosk System		N
Installation of kiosks in municipal cemeteries		
2018 Cost:	\$30,000	
Total 5 Year Cost:	\$30,000	
Funding Source:	Cemetery Lot Sales	
Service Impact:	Kiosks in both Laurel Grove Cemeteries will provide customers the opportunity to search cemetery burial records	
Operating Impact:	FY22 - \$1,000 Equipment Maintenance	

Laurel Grove South Old Sections Survey		R
Survey and mapping of Laurel Grove South Cemetery		
2018 Cost:	\$10,000	
Total 5 Year Cost:	\$40,000	
Funding Source:	Cemetery Lot Sales	
Service Impact:	Improved record-keeping at Laurel Grove Cemetery	
Operating Impact:	Recurring Project - No impact expected	

Civic Center Improvements

Arena Air Handler Replacement		N
Replacement of four arena air handlers		
2018 Cost:	\$425,625	
Total 5 Year Cost:	\$425,625	
Funding Source:	Civic Center Fund	
Service Impact:	Necessary improvement to provide air circulation throughout the building	
Operating Impact:	Continued ability to rent arena space – No impact expected	

Ballroom Renovations		N
Perform various renovations to the Civic Center Ballroom		
2018 Cost:	\$245,000	
Total 5 Year Cost:	\$245,000	
Funding Source:	Civic Center Fund	
Service Impact:	Necessary improvement to continue use of ballroom area	
Operating Impact:	Continued ability to rent ballroom space – No impact expected	

Theater House Light Replacement		R
Replace theater house lighting		
2018 Cost:	\$174,375	
Total 5 Year Cost:	\$274,375	
Funding Source:	Cemetery Lot Sales	
Service Impact:	Replacement of aging light fixtures in Civic Center Theater House. Allows City to continue providing shows with adequate lighting	
Operating Impact:	Continued ability to book and retain shows. Recurring Project - No impact expected	

Community Development Improvements

Savannah Shines Project		N
Public improvements that are part of a coordinated and concentrated neighborhood revitalization partnership that includes the City of Savannah, neighborhood associations, and others. Areas of concentration are expected to rotate every 18 to 24 months.		
2018 Cost:	\$1,681,840	
Total 5 Year Cost:	\$1,681,840	
Funding Source:	General Fund	
Service Impact:	Improved pedestrian safety, connectivity to parks, lighting and stormwater runoff in the Edgemere-Sackville neighborhood	
Operating Impact:	Ongoing maintenance FY20 - \$20,000	

Waters Avenue Corridor Improvement		N
Continued streetscape improvements (Phase II) to Waters Avenue		
2018 Cost:	\$500,000	
Total 5 Year Cost:	\$500,000	
Funding Source:	General Fund	
Service Impact:	Improve streetscape and business environment in the area	
Operating Impact:	Recurring Project - No impact expected	

Public Transportation Circulator		N
Purchase of two additional buses to serve the downtown public transportation circulator routes		
2018 Cost:	\$900,000	
Total 5 Year Cost:	\$900,000	
Funding Source:	Parking and Mobility Fund	
Service Impact:	Increased ability to provide continued service on the DOT route at 10-minute intervals throughout the service period	
Operating Impact:	Additional operating impacts to be offset by use of Convention Transportation Tax receipts - No impact expected	

Track & Infrastructure Work		N
Upgrade of streetcar tracks and infrastructure for operation of the River Street Streetcar		
2018 Cost:	\$285,000	
Total 5 Year Cost:	\$285,000	
Funding Source:	Parking and Mobility Fund	
Service Impact:	This work provides progress towards the operation of the Streetcar on River Street	
Operating Impact:	No impact expected – CAT will provide streetcar operation when the system becomes operational	

Drainage Improvements

Storm Sewer Rehabilitation		R
Rehabilitate deteriorating storm drains		
2018 Cost:	\$500,000	
Total 5 Year Cost:	\$2,500,000	
Funding Source:	General Fund	
Service Impact:	Ability to restore multiple small failures throughout the City as needed	
Operating Impact:	Recurring Project - No impact expected	

Stormwater Pump Station Controls		N
Controls upgrade at the DeRenne Stormwater Pump Station in order to replace aging equipment		
2018 Cost:	\$500,000	
Total 5 Year Cost:	\$500,000	
Funding Source:	General Fund	
Service Impact:	Replace controls, sensors, and interfaces with Emerson SCADA equipment at the DeRenne Stormwater Pump Station to enable continued operation	
Operating Impact:	No impact expected	

Parks and Recreation Improvements

Playground Equipment Reserve		R
Serves as the playground equipment replacement fund		
2018 Cost:	\$25,000	
Total 5 Year Cost:	\$50,000	
Funding Source:	General Fund	
Service Impact:	Ability to replace an existing piece of equipment as needed at the City's 57 playgrounds	
Operating Impact:	Recurring Project - No impact expected	

Joe Tribble Park		N
Provide an improved parking area, enhanced lighting, security cameras, and a pond aeration system at Joe Tribble Park		
2018 Cost:	\$410,000	
Total 5 Year Cost:	\$410,000	
Funding Source:	General Fund	
Service Impact:	Additional amenities will be available to users of Joe Tribble Park	
Operating Impact:	Existing park facility - No impact expected	

Public Buildings

Savannah River Landing Parking Garage		N
New parking garage to be constructed in the Savannah River Landing Development project area		
2018 Cost:	\$24,000,000	
Total 5 Year Cost:	\$24,000,000	
Funding Source:	Bond Financing	
Service Impact:	Additional parking options available for downtown workers and visitors	
Operating Impact:	Impacts to Parking Fund only FY19 - \$90,000 Salaries and Wages Expense FY20 - \$350,000 Salaries and Wages Expense FY21 - \$520,000 Salaries and Wages Expense FY22 - \$520,000 Salaries and Wages Expense	

Fire Building Capital Maintenance		R
Fire station renovations		
2018 Cost:	\$150,000	
Total 5 Year Cost:	\$300,000	
Funding Source:	Fire Services Fund	
Service Impact:	Funding available for small repairs at fire stations as needed	
Operating Impact:	Recurring Project - No impact expected	

Parking Garages Repair and Restoration		R
Repairs in all City-owned parking garages and lots		
2018 Cost:	\$700,000	
Total 5 Year Cost:	\$1,900,000	
Funding Source:	Parking and Mobility Fund	
Service Impact:	Funding available for emergency repairs and small renovations at Parking Garages when needed	
Operating Impact:	Recurring Project - No impact expected	

Garage CCTV Upgrade		N
Upgrade camera system in parking garages and lots		
2018 Cost:	\$200,000	
Total 5 Year Cost:	\$400,000	
Funding Source:	Parking and Mobility Fund	
Service Impact:	Ability to provide a secure environment for customers	
Operating Impact:	No impact expected	

Barr Street Parking Lot		N
Construction of parking lot on approximately 0.3 acres of City-owned property located at the corner of Barr Street and East Broughton		
2018 Cost:	\$125,000	
Total 5 Year Cost:	\$125,000	
Funding Source:	Parking and Mobility Fund	
Service Impact:	Increased parking availability for downtown workers	
Operating Impact:	No measurable revenue increase expected	
	Impacts to Parking Fund Only	
	FY19 - \$5,000 Maintenance Expense	
	FY20 - \$5,000 Maintenance Expense	
	FY21 - \$5,000 Maintenance Expense	
	FY22 - \$5,000 Maintenance Expense	

Wiring & Lighting Garage Improvements		N
Replace current light fixtures with energy saving LED lights		
2018 Cost:	\$180,000	
Total 5 Year Cost:	\$180,000	
Funding Source:	Parking and Mobility Fund	
Service Impact:	Improved lighting and energy efficiency	
Operating Impact:	No impact expected	

Bryan Street Garage Renovation		N
To perform office space renovations and improvements to the Bryan Street Parking Garage		
2018 Cost:	\$300,000	
Total 5 Year Cost:	\$300,000	
Funding Source:	Parking and Mobility Fund	
Service Impact:	Improved office space for employees and customers at Bryan Street Parking Garage	
Operating Impact:	No impact expected	

Sewer Improvements

204 Sewer Extensions		N
To provide sanitary sewer service to newly annexed areas along Highway 204		
2018 Cost:	\$200,000	
Total 5 Year Cost:	\$200,000	
Funding Source:	Sewer Fund	
Service Impact:	Provision of service in new areas	
Operating Impact:	New service fees are expected to offset operating costs	
	No impact expected	
Bacon Park Reuse Water System		N
Re-use water main and pumping station improvements		
2018 Cost:	\$500,000	
Total 5 Year Cost:	\$1,500,000	
Funding Source:	Sewer Fund	
Service Impact:	Extends the reuse water main south of the Bacon Park Golf Course so that additional irrigable sites may be served	
Operating Impact:	No impact expected	
Travis Field Water Reclamation Expansion		N
Expansion of the Travis Field Water Treatment Site		
2018 Cost:	\$1,000,000	
Total 5 Year Cost:	\$5,000,000	
Funding Source:	Sewer Fund	
Service Impact:	This project will increase the treatment capacity at the Travis Field site to 4 Million Gallons per Day under Phase I, and then to 8 Million Gallons per Day under Phase II	
Operating Impact:	No impact expected	
Developer Oversizing		R
Enlarge or upgrade the sewer system or lift station to meet future system demands		
2018 Cost:	\$125,000	
Total 5 Year Cost:	\$625,000	
Funding Source:	Sewer Fund	
Service Impact:	Ensure future capacity in areas of potential growth	
Operating Impact:	Recurring Project - No impact expected	
Sewer Extensions		R
Install sanitary sewers in all areas where the City will provide future service		
2018 Cost:	\$130,000	
Total 5 Year Cost:	\$650,000	
Funding Source:	Sewer Fund	
Service Impact:	Support economic development in new service areas	
Operating Impact:	New service fees are expected to offset future operating costs - No impact expected	

Force Main Pigs		R
Perform maintenance pigging program to maintain system		
2018 Cost:	\$250,000	
Total 5 Year Cost:	\$1,250,000	
Funding Source:	Sewer Fund	
Service Impact:	Provide funding for maintenance of the system to retain system capacity	
Operating Impact:	Recurring Project - No impact expected	

Georgetown Nutrient Removal		R
Modify plant and/or processes in order to meet future limitations on nutrient loadings		
2018 Cost:	\$500,000	
Total 5 Year Cost:	\$2,500,000	
Funding Source:	Sewer Fund	
Service Impact:	Compliance with future regulations	
Operating Impact:	Reduces risk of future fines - No impact expected	

Large Tract Infrastructure Extension		R
Extend existing infrastructure to newly annexed areas		
2018 Cost:	\$100,000	
Total 5 Year Cost:	\$500,000	
Funding Source:	Sewer Fund	
Service Impact:	Support economic development of newly annexed areas that will increase the tax base and sewer revenue	
Operating Impact:	New service fees are expected to offset future operating costs - No impact expected	

Lift Station Monitoring		R
Place remote terminal units at lift stations for the SCADA system		
2018 Cost:	\$100,000	
Total 5 Year Cost:	\$500,000	
Funding Source:	Sewer Fund	
Service Impact:	Serve as an additional safety mechanism to monitor lift stations to avoid system failures	
Operating Impact:	Recurring Project - No impact expected	

Lift Station Rehab		R
Rehabilitate or replace pump stations currently obsolete and/or reaching capacity		
2018 Cost:	\$1,500,000	
Total 5 Year Cost:	\$8,000,000	
Funding Source:	Sewer Fund	
Service Impact:	Create more reliable pump stations with the capacity to serve future customers	
Operating Impact:	Recurring Project - No impact expected	

President Street Generator Upgrade		N
Replacement of existing generator at President Street Plant		
2018 Cost:	\$500,000	
Total 5 Year Cost:	\$1,500,000	
Funding Source:	Sewer Fund	
Service Impact:	Ensure continued service during power outages	
Operating Impact:	Replacement of existing equipment – No impact expected	

President Street TMDL Improvements		R
Improvements to the President Street to ensure compliance with TMDL limits		
2018 Cost:	\$1,250,000	
Total 5 Year Cost:	\$7,975,000	
Funding Source:	Sewer Fund	
Service Impact:	Upgrade plant and process at President Street WWTP in order to be compliant with upcoming TMDL limits	
Operating Impact:	Reduces risk of future fines - No impact expected	

SCADA Upgrade		R
Provide SCADA system hardware and software upgrades		
2018 Cost:	\$31,000	
Total 5 Year Cost:	\$154,500	
Funding Source:	Sewer Fund	
Service Impact:	Allow for prompt response to potential	
Operating Impact:	Recurring Project - No impact expected	

Sewer Line Rehabilitation		R
Install sanitary sewers in areas where the City will provide future service		
2018 Cost:	\$2,250,000	
Total 5 Year Cost:	\$11,250,000	
Funding Source:	Sewer Fund	
Service Impact:	Reduce sewer stoppages and cave-ins	
Operating Impact:	Recurring Project - No impact expected in five-year period	

Sewer Share of Paving		R
Replace damaged or deteriorated sewer lines prior to street paving projects		
2018 Cost:	\$90,000	
Total 5 Year Cost:	\$452,000	
Funding Source:	Sewer Fund	
Service Impact:	Allows off-schedule replacement of deteriorated sewer lines in conjunction with paving projects to create efficiency and cost savings on replacement projects	
Operating Impact:	Recurring Project - No impact expected	

Storm Water Separation		R
Provides funding for stormwater cross-connection removal from sanitary sewer system		
2018 Cost:	\$130,000	
Total 5 Year Cost:	\$650,000	
Funding Source:	Sewer Fund	
Service Impact:	Stormwater and I&I (infiltration and inflow) will be separated from the sanitary sewer system	
Operating Impact:	Results in reduction of future station and plant replacement and operational costs, along with reducing the immediate need for station and plant upgrade by eliminating extraneous flows - No impact expected	

Treatment Plant Capital Improvements		R
Makes modifications and improvements to wastewater treatment plants		
2018 Cost:	\$500,000	
Total 5 Year Cost:	\$2,500,000	
Funding Source:	Sewer Fund	
Service Impact:	Allow the City to continue to meet its discharge requirements under the NPDES permit	
Operating Impact:	Recurring Project - No impact expected	

Treatment Plant Capital Maintenance		R
Replace equipment, correct design deficiencies, and achieve other goals to meet discharge permit limits.		
2018 Cost:	\$350,000	
Total 5 Year Cost:	\$1,750,000	
Funding Source:	Sewer Fund	
Service Impact:	Allow the City to continue to meet its discharge requirements as required under the NPDES permit	
Operating Impact:	Recurring Project - No impact expected	

Treatment Plant Capital Expansion		N
Funding for expansion of the water treatment plant		
2018 Cost:	\$400,000	
Total 5 Year Cost:	\$2,000,000	
Funding Source:	Sewer Fund	
Service Impact:	Increased capacity for water treatment	
Operating Impact:	No impact expected in 5-Year Planning Period	

Turblex Blower Replacement		N
Replace blowers used for air circulation during the biological waste treatment process		
2018 Cost:	\$500,000	
Total 5 Year Cost:	\$2,000,000	
Funding Source:	Sewer Fund	
Service Impact:	New blowers will be safer, more energy efficient, and easier to maintain	
Operating Impact:	Energy savings will be used to offset rising electrical costs No impact expected	

UV Disinfection		N
Replace aging chlorine system with UV disinfection		
2018 Cost:	\$1,000,000	
Total 5 Year Cost:	\$4,000,000	
Funding Source:	Sewer Fund	
Service Impact:	Provides for effective disinfection of treated effluent and reduces potential safety concerns associated with chlorine gas	
Operating Impact:	No impact expected	

Variable Frequency Drive (VFD)		N
Controls the flow of waste water to the water reclamation facility		
2018 Cost:	\$150,000	
Total 5 Year Cost:	\$300,000	
Funding Source:	Sewer Fund	
Service Impact:	Allows the operators to make process adjustments to effectively treat waste water	
Operating Impact:	No impact expected	

Wilshire EQ Pond Dredging		N
Removal of sediments to provide additional capacity for wastewater treatment		
2018 Cost:	\$1,500,000	
Total 5 Year Cost:	\$1,500,000	
Funding Source:	Sewer Fund	
Service Impact:	Continued ability to treat wastewater using the Wilshire Pond as part of the treatment process	
Operating Impact:	No impact expected	

Wilshire Nutrient Removal		R
Modifications to plant and/or processes in order to meet future limitations on nutrient loadings		
2018 Cost:	\$500,000	
Total 5 Year Cost:	\$2,500,000	
Funding Source:	Sewer Fund	
Service Impact:	Allow the City to continue to meet its discharge requirements under the NPDES permit	
Operating Impact:	Reduces risk of future fines - No impact expected	

Squares and Monuments Improvements

Entranceway and Median Improvements		N
Improve landscape of City entrances and medians		
2018 Cost:	\$75,000	
Total 5 Year Cost:	\$140,000	
Funding Source:	Preservation Fee – General Fund	
Service Impact:	Development of attractive, water-efficient, and safe landscapes for City entryways and major medians	
Operating Impact:	No impact expected	

Factors Walk Wall Stabilization		N
Stabilize the historic wall along Factor's Walk		
2018 Cost:	\$50,000	
Total 5 Year Cost:	\$50,000	
Funding Source:	Preservation Fee – General Fund	
Service Impact:	Improve aesthetics of Factor's Walk and maintain historical assets	
Operating Impact:	No impact expected	

Fountain Conservation		R
Preserve and maintain the City's fountains to ensure safe and efficient operation		
2018 Cost:	\$80,000	
Total 5 Year Cost:	\$205,000	
Funding Source:	Preservation Fee – General Fund	
Service Impact:	Preserve and improve the condition of fountains	
Operating Impact:	Recurring Project – No impact expected	

Monument Conservation		R
Repair, restore, and improve monuments in various locations		
2018 Cost:	\$75,000	
Total 5 Year Cost:	\$260,000	
Funding Source:	Preservation Fee – General Fund	
Service Impact:	Preserve and improve the condition of monuments	
Operating Impact:	Recurring Project – No impact expected	

Park, Square, Median and Irrigation Improvements		R
Make improvements to parks, squares, medians, and irrigation systems		
2018 Cost:	\$25,000	
Total 5 Year Cost:	\$185,000	
Funding Source:	Preservation Fee – General Fund	
Service Impact:	Thin our over-crowded vegetation, add landscaping, and improve appearances	
Operating Impact:	Recurring Project – No impact expected	

Public Monument Lighting		R
Install and repair lighting of public monuments		
2018 Cost:	\$25,000	
Total 5 Year Cost:	\$100,000	
Funding Source:	Preservation Fee – General Fund	
Service Impact:	Enhance nighttime appearance of monuments to promote tourism	
Operating Impact:	Increased electricity costs FY19 - \$500 Electricity FY20 - \$750 Electricity FY21 - \$1,000 Electricity FY22 - \$1,250 Electricity	

Square Lighting Upgrades		R
Improve lighting with the downtown squares		
2018 Cost:	\$25,000	
Total 5 Year Cost:	\$250,000	
Funding Source:	Preservation Fee – General Fund	
Service Impact:	Improve lighting in Downtown Historic District	
Operating Impact:	Recurring Project – No impact expected	

Square Renovation		R
Make improvements to the lighting, paving, landscaping and furnishing in squares		
2018 Cost:	\$75,000	
Total 5 Year Cost:	\$535,000	
Funding Source:	Preservation Fee – General Fund	
Service Impact:	Improve aesthetics of the historic squares	
Operating Impact:	Recurring Project – No impact expected	

Square Walkway Repairs		R
Repair brick walkways		
2018 Cost:	\$20,000	
Total 5 Year Cost:	\$320,000	
Funding Source:	Preservation Fee – General Fund	
Service Impact:	Repair brick walkways to provide increased mobility and safety for pedestrians	
Operating Impact:	Recurring Project – No impact expected	

Streets Improvements

Bridge Maintenance		R
Maintain and repair the City's bridges		
2018 Cost:	\$117,000	
Total 5 Year Cost:	\$1,092,000	
Funding Source:	General Fund	
Service Impact:	Maintain bridges throughout the City to increase public safety and avoid costly major repairs	
Operating Impact:	Recurring Project – No impact expected	

LMIG Resurfacing		R
Provide matching funds required by the State to receive grant money necessary to resurface City streets		
2018 Cost:	\$480,000	
Total 5 Year Cost:	\$2,400,000	
Funding Source:	General Fund	
Service Impact:	Provide a safe driving surface for users and extend the life of the roadway	
Operating Impact:	Recurring Project – No impact expected	

Repair/Install Curbs		R
Remove and replace curbing broken by tree roots or normal wear and tear		
2018 Cost:	\$150,000	
Total 5 Year Cost:	\$300,000	
Funding Source:	General Fund	
Service Impact:	Removed pedestrian and vehicle hazards and improved drainage along roadways	
Operating Impact:	Recurring Project – No impact expected	

Sidewalk Repairs		R
Demolish and replace hazardous sidewalk segments		
2018 Cost:	\$240,000	
Total 5 Year Cost:	\$480,000	
Funding Source:	General Fund	
Service Impact:	Ensure pedestrian safety and mobility and ensure ADA compliance	
Operating Impact:	Recurring Project – No impact expected	

Downtown Streetscape Improvements		N
Design and construct a streetscape plan to be initiated in the downtown area		
2018 Cost:	\$2,000,000	
Total 5 Year Cost:	\$2,000,000	
Funding Source:	Bond Financing	
Service Impact:	Improve aesthetics and the pedestrian experience in the downtown area	
Operating Impact:	Increased maintenance requirements	
	FY19 - \$5,000 Operating Supplies and Materials	
	FY20 - \$5,000 Operating Supplies and Materials	
	FY21 - \$5,000 Operating Supplies and Materials	
	FY22 - \$5,000 Operating Supplies and Materials	

Liberty Wheaton Bike Lane Project		N
Striping and pavement markings to create a bike lane on Liberty and Wheaton Streets		
2018 Cost:	\$150,000	
Total 5 Year Cost:	\$150,000	
Funding Source:	Parking and Mobility Fund	
Service Impact:	Expands availability of bicycle infrastructure in Savannah	
Operating Impact:	No impact expected	

River Street Ramps Reconstruction		N
Repair stone ramps		
2018 Cost:	\$200,000	
Total 5 Year Cost:	\$290,000	
Funding Source:	Preservation Fee – General Fund	
Service Impact:	Repair stone ramps to increase pedestrian safety and prevent vehicle damage for those accessing River Street	
Operating Impact:	No impact expected	

Traffic Improvements

Benton Blvd at Spring Lakes Intersection Improvements		N
Improvements at the intersection of Benton Boulevard and Spring Lakes to potentially include installation of a traffic signal		
2018 Cost:	\$700,000	
Total 5 Year Cost:	\$700,000	
Funding Source:	General Fund	
Service Impact:	Improve vehicular and pedestrian safety	
Operating Impact:	No impact expected	

Montgomery Street at Oglethorpe Intersection Improvements		N
Street improvements to improve accessibility to the Cultural Arts Center		
2018 Cost:	\$1,000,000	
Total 5 Year Cost:	\$1,000,000	
Funding Source:	Bond Financing	
Service Impact:	Improved accessibility to the Cultural Arts Center	
Operating Impact:	No impact expected	

Water Improvements

16" Water Line Extension along West River Street		N
Install a 16" water main in the West River Street area		
2018 Cost:	\$250,000	
Total 5 Year Cost:	\$250,000	
Funding Source:	Water Fund	
Service Impact:	Provide necessary water flow into the West River Street area	
Operating Impact:	No impact expected	

48" Waterline Replacement		N
Replacement of a section of the 48" steel raw water line		
2018 Cost:	\$2,500,000	
Total 5 Year Cost:	\$2,500,000	
Funding Source:	Water Fund	
Service Impact:	Provides for redundancy of raw water supply to I&D	
Operating Impact:	No impact expected	

Crossroads Booster Upgrade		N
Upgrade/replace pump equipment at the Crossroads Booster Station at the I&D Plant		
2018 Cost:	\$500,000	
Total 5 Year Cost:	\$1,250,000	
Funding Source:	Water Fund	
Service Impact:	Accommodate growth and future needs as well as maintenance and rehabilitation efforts	
Operating Impact:	No impact expected	

Dean Forest 24" to New Hampstead		N
Installation of 24" waterline from Dean Forest Road into New Hampstead		
2018 Cost:	\$250,000	
Total 5 Year Cost:	\$1,250,000	
Funding Source:	Water Fund	
Service Impact:	Provide necessary water flow into the developing New Hampstead area	
Operating Impact:	New service fees are expected to offset additional operational costs – No impact expected	

Dean Forest 24" to Savannah Port Authority Industrial Park		N
Installation of 24" waterline from Dean Forest Road into SPA		
2018 Cost:	\$250,000	
Total 5 Year Cost:	\$1,250,000	
Funding Source:	Water Fund	
Service Impact:	Improve water service and fire flows within Savannah Port Authority Industrial Park	
Operating Impact:	No impact expected	

Developer Oversizing		R
Enlarge or upgrade the sewer system or lift stations to meet future system demands		
2018 Cost:	\$200,000	
Total 5 Year Cost:	\$1,000,000	
Funding Source:	Water Fund	
Service Impact:	Ensure future capacity in areas of potential growth	
Operating Impact:	New service fees are expected to offset increased operational expenses – No impact expected	

East Savannah Water Line Replacement Phase I		N
Replacement of 8,000 feet of 2" galvanized steel waterlines with 6" PVC waterlines		
2018 Cost:	\$1,500,000	
Total 5 Year Cost:	\$3,000,000	
Funding Source:	Water Fund	
Service Impact:	Reduction of leaks and increased service level for customers	
Operating Impact:	No impact expected	

Expand I&D Phase II		N
Makes modifications and improvements to the I&D System		
2018 Cost:	\$500,000	
Total 5 Year Cost:	\$1,500,000	
Funding Source:	Water Fund	
Service Impact:	Provides for required changes to meet I&D permit requirements	
Operating Impact:	I&D fee charges are based upon full cost recovery of all operating and capital expenditures – No impact expected	

Extensions to Unserved Areas		R
Extend water mains to sparsely populated areas within the distribution system that are presently served by private well or are potential growth areas		
2018 Cost:	\$200,000	
Total 5 Year Cost:	\$1,000,000	
Funding Source:	Water Fund	
Service Impact:	Provide increased revenue as the customer base increases. Allows the City to continue to fulfill its obligation to provide services	
Operating Impact:	Additional revenues as customer base grows	
	FY19 – (\$5,000) Water Revenues	
	FY20 – (\$5,000) Water Revenues	
	FY21 – (\$7,500) Water Revenues	
	FY22 – (\$7,500) Water Revenues	

Fire Hydrant Replacement Program		R
Replacement of fire hydrants throughout the City		
2018 Cost:	\$100,000	
Total 5 Year Cost:	\$500,000	
Funding Source:	Water Fund	
Service Impact:	Increased public safety due to replacement of lower-functioning or obsolete fire hydrants	
Operating Impact:	Recurring Project – No impact expected	

Groundwater Reductions		R
Accumulation of funds to respond to future groundwater withdrawal restrictions or re-engineered withdrawal processes		
2018 Cost:	\$1,000,000	
Total 5 Year Cost:	\$4,000,000	
Funding Source:	Water Fund	
Service Impact:	Gain compliance with future groundwater withdrawal regulations	
Operating Impact:	Recurring Project – No impact expected	

Hydro-Pneumatic Tank Replacements		R
Maintenance and replacement of hydro-pneumatic tanks		
2018 Cost:	\$50,000	
Total 5 Year Cost:	\$250,000	
Funding Source:	Water Fund	
Service Impact:	Provides for ongoing maintenance of water system pressure control tanks	
Operating Impact:	Recurring Project – No impact expected	

Large Tract Infrastructure		R
Extend existing infrastructure to newly annexed areas		
2018 Cost:	\$400,000	
Total 5 Year Cost:	\$2,000,000	
Funding Source:	Water Fund	
Service Impact:	Support economic development of newly annexed areas	
Operating Impact:	Unknown – Funds will be held and made available as annexations are approved - No impact Included	

Large Tract Water Supply		R
Initial construction costs of water and sewer infrastructure within large land tracts		
2018 Cost:	\$500,000	
Total 5 Year Cost:	\$2,250,000	
Funding Source:	Water Fund	
Service Impact:	Provide necessary infrastructure to large commercial and industrial development	
Operating Impact:	New service fees are expected to offset additional operating costs – No impact expected	

Megasite – New Hampstead 24” Water Main		N
Build a 24" water main to connect the Megasite to New Hampstead		
2018 Cost:	\$500,000	
Total 5 Year Cost:	\$2,500,000	
Funding Source:	Water Fund	
Service Impact:	Provide necessary infrastructure to accommodate growth in the area	
Operating Impact:	No impact expected	

Miscellaneous Water Line Improvements		R
Replace certain deteriorated and/or undersized water lines		
2018 Cost:	\$755,000	
Total 5 Year Cost:	\$3,960,000	
Funding Source:	Water Fund	
Service Impact:	Reduce water leaks in the system	
Operating Impact:	Recurring Project – No impact expected	

SCADA Improvements		R
Improve SCADA system hardware and software		
2018 Cost:	\$39,000	
Total 5 Year Cost:	\$209,000	
Funding Source:	Water Fund	
Service Impact:	Provide remote monitoring and control to allow for prompt response to potential problems	
Operating Impact:	Recurring Project – No impact expected	

Sludge Pond Dredging		R
Remove sludge from pond for ultimate disposal, and to create further capacity for water treatment		
2018 Cost:	\$400,000	
Total 5 Year Cost:	\$2,500,000	
Funding Source:	Water Fund	
Service Impact:	Creates additional capacity for continued water treatment	
Operating Impact:	Recurring Project – No impact expected	

Storage Tank Repainting		R
Repaint overhead storage tanks on Wilmington Island, Travis Field, and Savannah State University		
2018 Cost:	\$50,000	
Total 5 Year Cost:	\$250,000	
Funding Source:	Water Fund	
Service Impact:	Provide funding for maintenance and repainting of existing storage tanks when needed	
Operating Impact:	Recurring Project – No impact expected	

Valve Replacement Program		R
Replace or repair gaining or inaccurate valves		
2018 Cost:	\$85,000	
Total 5 Year Cost:	\$458,000	
Funding Source:	Water Fund	
Service Impact:	Lowers possibility of leaks, provides more accurate billing information	
Operating Impact:	Recurring Project – No impact expected	

Water Share of I&D VFD Upgrade		N
Controls the flow of waste water to the water reclamation facility		
2018 Cost:	\$500,000	
Total 5 Year Cost:	\$500,000	
Funding Source:	Water Fund	
Service Impact:	Allows the operators to make process adjustments to effectively treat waste water	
Operating Impact:	No impact expected	

Water Share of Paving		R
Replace damaged or deteriorated water lines prior to street paving projects		
2018 Cost:	\$102,000	
Total 5 Year Cost:	\$527,000	
Funding Source:	Water Fund	
Service Impact:	Allows off-schedule replacement of deteriorated water lines in conjunction with paving projects to create efficiency and cost savings on replacement projects	
Operating Impact:	Recurring Project – No impact expected	

Well Electrical Preventative Maintenance		R
Periodically clean, repair, and/or replace electrical power and control systems of 41 wells		
2018 Cost:	\$50,000	
Total 5 Year Cost:	\$250,000	
Funding Source:	Water Fund	
Service Impact:	Ensure that wells continue to perform as needed, maintain equipment to avoid costly repairs	
Operating Impact:	Recurring Project – No impact expected	

Well Preventative Maintenance**R**

Perform preventative maintenance of 5 wells to ensure reliable operation 24 hours a day, 7 days a week

2018 Cost: \$100,000

Total 5 Year Cost: \$500,000

Funding Source: Water Fund

Service Impact: Provide wells that perform at 100% design capacity, maintain equipment to avoid costly repairs

Operating Impact: Recurring Project – No impact expected

Other Improvements**Electronic Timekeeping Software – Phase I****N**

Purchase and implementation of Phase I of an Electronic Timekeeping System, to eventually be implemented City-wide

2018 Cost: \$300,000

Total 5 Year Cost: \$300,000

Funding Source: General Fund

Service Impact: Enhanced ability to record work hours. Decreased reliance on manual time entry and risk for human error.

Operating Impact: General Fund Impacts Only

FY20 – (\$5,000) Insurance by RM Reduction

FY20 – (\$25,000) Overtime Reduction

FY21 – (\$5,000) Insurance by RM Reduction

FY21 – (\$25,000) Overtime Reduction

FY22 – (\$5,000) Insurance by RM Reduction

FY22 – (\$25,000) Overtime Reduction

Budget and Performance Software**N**

Purchase and implementation of a new Budget and Performance Software system

2018 Cost: \$700,000

Total 5 Year Cost: \$700,000

Funding Source: General Fund

Service Impact: Enhanced ability to track and report department performance towards the Strategic Plan
Ability to budget City dollars by activity to align with Strategic Plan

Operating Impact: Ongoing software maintenance expense

FY20 - \$400,000

FY21 - \$400,000

FY22 - \$400,000

Public Communications Equipment Upgrades**N**

Replacement of non or poor-working equipment in Council Chambers and Media Room

2018 Cost: \$45,000

Total 5 Year Cost: \$135,000

Funding Source: General Fund

Service Impact: Continued ability to provide televised coverage of Public meetings held in City facilities

Operating Impact: No impact expected

Code Compliance Software Purchase		N
Purchase and implementation of a new Code Compliance Software system and expanded Leadership Training Series		
2018 Cost:	\$453,068	
Total 5 Year Cost:	\$453,068	
Funding Source:	General Fund	
Service Impact:	Increased efficiency for code enforcement officers while performing and reporting investigations, answering complaints, and enforcing blight violations	
Operating Impact:	No impact expected	

Fire Apparatus		N
Purchase of one fire apparatus		
2018 Cost:	\$1,000,000	
Total 5 Year Cost:	\$1,000,000	
Funding Source:	Bond Financing	
Service Impact:	Allows for addition of one fire apparatus	
Operating Impact:	Fire Fund	

Gate Equipment & Software		N
Upgrade of gate equipment and software		
2018 Cost:	\$350,000	
Total 5 Year Cost:	\$350,000	
Funding Source:	Parking and Mobility Fund	
Service Impact:	Enhanced customer service for parking customers	
Operating Impact:	No impact expected	

Recreational Dock Repairs		N
Maintain the docks for public use and safety		
2018 Cost:	\$150,000	
Total 5 Year Cost:	\$150,000	
Funding Source:	Parking and Mobility Fund	
Service Impact:	Maintain the docks in a condition that gives optimum performance and service life	
Operating Impact:	Allows for continued use and rental of space - No impact expected	

Riverwalk Dock Repairs		R
Maintain the docks for public use and safety		
2018 Cost:	\$150,000	
Total 5 Year Cost:	\$150,000	
Funding Source:	Parking and Mobility Fund	
Service Impact:	Maintain the docks in a condition that gives optimum performance and service life	
Operating Impact:	Allows for continued use and rental of space – No impact expected	

Visitor Center Parking Lot		N
Resurfacing of the visitor center parking lot		
2018 Cost:	\$150,000	
Total 5 Year Cost:	\$150,000	
Funding Source:	Parking and Mobility Fund	
Service Impact:	Maintains parking area for future use	
Operating Impact:	No impact expected	

Visitor Wayfinding Signage		R
Design, purchase, and installation of wayfinding signage for visitors		
2018 Cost:	\$50,000	
Total 5 Year Cost:	\$250,000	
Funding Source:	Parking and Mobility Fund	
Service Impact:	Coordinated, use-friendly, visible navigation system and maps encourage visitors and residents to use parking facilities and engage in a pedestrian experience	
Operating Impact:	Recurring Project – No impact expected	

OPERATING IMPACTS SUMMARY

The summary below of operating impacts by fund has been incorporated into the City's long-range planning efforts to ensure ongoing fund availability for Capital Projects.

	FY18	FY19	FY20	FY21	FY22
General Fund	\$0	\$25,500	\$395,750	\$376,000	\$377,250
Water and Sewer Fund	\$0	(\$5,000)	(\$5,000)	(\$7,500)	(\$7,500)
Parking and Mobility Fund	\$0	\$95,000	\$355,000	\$525,000	\$525,000

BUDGET ORDINANCE

AN ORDINANCE TO ADOPT THE ANNUAL BUDGET FOR THE YEAR 2018 FOR THE VARIOUS GOVERNMENTAL FUNDS OF THE CITY, AND TO ADOPT THE FIVE YEAR CAPITAL IMPROVEMENT PLAN FOR THE CITY.

WHEREAS, the City Manager submitted the Preliminary 2018 Service Program and Budget to the Mayor and Aldermen on November 21, 2017, and the City Manager also submitted the Capital Improvement Program for 2018-2022 on November 21, 2017; and

WHEREAS, the City Manager's Proposed 2018 Service Program and Budget and Capital Improvement Program for 2018-2022 including recommended changes has been submitted to and reviewed by the Mayor and Aldermen on December 7, 2017; and

WHEREAS, the Preliminary 2018 Service Program and Budget was made available for public review on November 21, 2017, and availability of the Preliminary 2018 Service Program and Budget for public review and the time and place of the public hearing on the budget was advertised on November 21, 2017; and

WHEREAS, the Proposed 2018 Service Program and Budget was made available for public review on December 7, 2017; and

WHEREAS, the Mayor and Aldermen conducted public hearings on the Proposed 2018 Service Program and Budget on December 7, 2017, and December 21, 2017, to receive citizen input on the proposed budget; and

WHEREAS, the Mayor and Aldermen directed that the following revisions be made to the Preliminary 2018 Service Program and Budget, and are included in the Proposed 2018 Service Program and Budget:

- Implement a Fire Service Fee at 70% Cost Recovery to act as the primary revenue source for a Fire Service Fund
- Restore funding cuts in the amount of \$7,415,620 to include:
 - A 2% General Wage Increase for Employees in January with additional 1% increase to be considered at 2018 mid-year review
 - Partial restoration of Fire Service Reductions
 - Grass cutting and stump removal contracts
 - Community Partnerships Program and Cultural and Arts Investment Program Funding
 - Special Events, Sponsorships, and Community Celebrations Funding
 - Capital Improvements for 2018 including:
 - Budget & Performance Tracking Software
 - Stormwater Pump Station Rehabilitation
 - Joe Tribble Park Improvements
- Make service enhancements in the amount of \$7,219,310 to include:
 - Fire Fee Financial Hardship Program
 - Capital Improvements for 2018 to include:
 - Waters Avenue Streetscape
 - Savannah Shines Program

- Increase staffing via the following Police enhancements:
 - Berkshire Recommendations (12 Full-time Equivalents)
 - RMS/CAD Systems Analyst (1 Full-time Equivalent)
 - Office of Professional Standards (1 Full-time Equivalent)
 - Cold Case Unit (2.25 Full-time Equivalents)
- Mowing, Tree Pruning, and Stump Removal Contract Increases
- Establish a partnership with Savannah-Chatham County Public Schools in support of Savannah Renaissance Project

WHEREAS, the Mayor and Aldermen further directed that the following revisions be made to the Proposed 2018 Service Program and Budget:

- **General Fund**

- Reduce the allocation for the Savannah Renaissance Program within Other Governmental Services from \$2,201,600 to \$0
- Increase the allocation for the Police Department by \$663,375 for the purpose of making an additional payment towards vehicle purchases
- Increase the allocation for Other Governmental Services to provide a contract for EMT Training Service for Fire Department Personnel
- Increase the allocation for the Public Works and Water Resources Department by \$34,290 to conduct a Pavement Condition Assessment
- Increase the allocation for the Real Estate Services Department by \$50,000 to purchase Facilities Management Software
- Increase the allocation for Interfund Transfers by \$453,068 to accommodate a Transfer to the CIP Fund for the purchase of Code Compliance Software
- Increase the allocation for the Parks and Recreation Department by \$319,080 to provide extended hours at Community Centers
- Provide a 2% General Wage Increase for City Manager, City Attorney, and Acting Clerk of Council

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

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

	<u>FY18 PROPOSED</u>
General Fund	
Total Estimated Revenue	\$ 182,246,578
Department Appropriations (General Fund)	
Governance	\$ 2,212,283
Strategic Services	\$ 3,597,333
Municipal Operations - COO	
COO Administration Office	\$ 1,548,718
Financial Services Department	\$ 4,680,267

Human Resources Department	\$ 1,706,805
Real Estate Services Department	\$ 7,618,645
Recorder's Court Administration Department	\$ 2,296,216
Infrastructure and Development - CIDO	
CIDO Administration Office	\$ 1,881,423
Mobility Services Department	\$ 10,529,722
Development Services Department	\$ 4,021,061
Public Works and Water Resources Department	\$ 19,363,223
Community Services - CSO	
CSO Administration Office	\$ 410,748
Human Services Department	\$ 685,885
Arts, Culture and Historical Resources Department	\$ 1,145,946
Code Compliance Department	\$ 3,713,354
Housing and Neighborhood Services Department	\$ 2,500
Parks and Recreation Department	\$ 9,550,391
Public Safety	
Fire Rescue Department	\$ 193,299
Police Department	\$ 58,070,771
Other Governmental Services	\$ 18,013,572
Interfund Transfers	\$ 31,004,416
Total Appropriations	\$ 182,246,578
Fire Rescue Fund	
Total estimated revenue	\$ 36,637,241
Total appropriations	\$ 32,637,241
Hurricane Matthew Fund	
Total estimated revenue	\$ 10,000,000
Total appropriations	\$ 10,000,000
Recorder's Court Technology Fund	
Total estimated revenue	\$ 300,000
Total appropriations	\$ 300,000
Grant Fund	
Total estimated revenue	\$ 7,873,206
Total appropriations	\$ 7,873,206
Community Development Fund	
Total estimated revenue	\$ 8,272,238
Total appropriations	\$ 8,272,238
Housing/Property Acquisition Fund	
Total estimated revenue	\$ 2,100,000
Total appropriations	\$ 2,100,000
Hazardous Material Team Fund	
Total estimated revenue	\$ 464,735
Total appropriations	\$ 464,735

Public Safety Communications Fund

Total estimated revenue	\$ 7,455,365
Total appropriations	\$ 7,455,365

Public Safety Wireless Reserve

Total estimated revenue	\$ 1,000,000
Total appropriations	\$ 1,000,000

Economic Development Fund (Section 108 Loan)

Total estimated revenue	\$ 1,500,000
Total appropriations	\$ 1,500,000

Confiscated Assets Fund

Total estimated revenue	\$ 200,000
Total appropriations	\$ 200,000

Debt Service Fund

Total estimated revenue	\$ 20,000,000
Total appropriations	\$ 20,000,000

Special Assessment Debt Fund

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

Hotel/Motel Tax Fund

Total estimated revenue	\$ 22,896,000
Total appropriations	\$ 22,896,000

Auto Rental Tax Fund

Total estimated revenue	\$ 1,880,000
Total appropriations	\$ 1,880,000

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

2018

Capital Improvements Fund

Open project appropriations at year beginning	\$ 697,807,245
Add: New appropriations for projects	64,190,840
Less: Appropriations for closed projects	(30,000,000)
Open project appropriations at year end	\$ 731,998,085

Section 3. In order to comply with requirements for generally accepted accounting principles regarding expenditure recognition, the appropriations set forth in Section 1 above for year 2018 shall be increased by the amount of any purchase order encumbrances open as of December 31, 2017.

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

Section 5. For purposes of administering the budget, the legal level of control is designated to be the Department, or Service Centers where appropriate, as set forth in Section 1 hereof, which organizational units are hereby designated as departments as that term is used in O.C.G.A. 36-81-1 et. seq.

Section 6. The capital improvement plan set forth in the Capital Improvements Program Recommendations 2018-2022 is hereby adopted for planning purposes.

The five year totals of the Capital Improvement Program Recommendations 2018-2022 follow.

	<u>2018 - 2022</u>
Community Development	\$ 3,866,840
Cemetery Improvements	800,000
Civic Center Improvements	5,952,000
Drainage Improvements	4,125,000
Other Improvements	8,524,000
Park and Recreation Improvements	1,061,000
Public Building Improvements	31,855,000
Sanitation Improvements	0
Sewer Improvements	72,456,500
Squares and Monuments Improvements	2,795,000
Street Improvements	8,112,000
Traffic Improvements	8,100,600
Water Improvements	<u>35,404,000</u>
Total	\$ 183,051,940

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

Section 7. All ordinances in conflict with this ordinance are hereby repealed to the extent of such conflict.

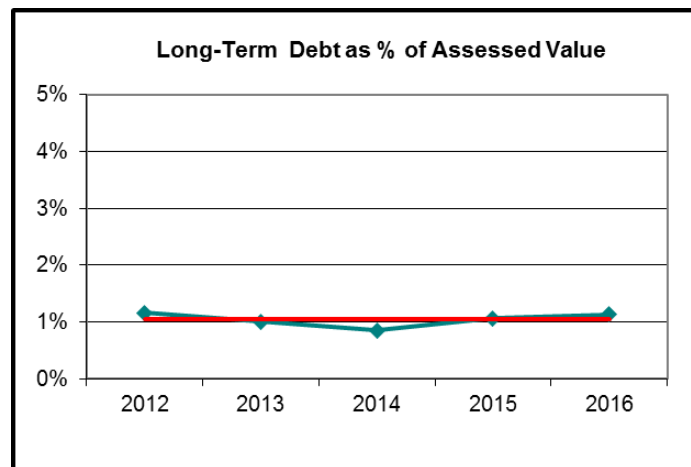
Debt Service Fund

LEGAL DEBT MARGIN

State statutes limit the amount of general obligation bonded debt a governmental entity may issue up to 10% of its total assessed valuation. The 2016 debt limitation for the City was \$512,145,531. As of December 31, 2016, the City had outstanding general obligation bonded debt totaling \$2,000,000.

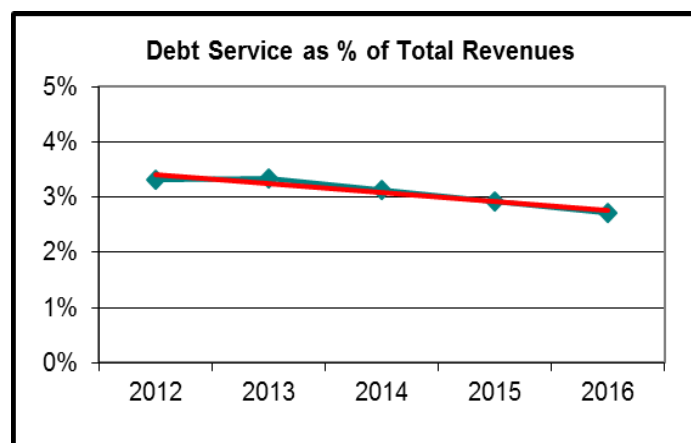
DEBT AS A PERCENT OF ASSESSED VALUE

The debt policy of the City is that total long-term debt and major contractual obligations shall not exceed 8% of assessed valuation. The chart below illustrates long-term liabilities as a percentage of total assessed value of taxable property. Included are general obligation bonds, contractual obligations, as well as Sanitation and Civic Center debt. Excluded are parking services and water/sewer system debt because these are fully self-supporting enterprise activities. In 2016, the City's long-term debt/contractual obligations were only 1.14% of assessed value as measured by this indicator.



DEBT SERVICE AS A PERCENT OF TOTAL REVENUES

This indicator looks at debt service and major contractual payment obligations as a percentage of total General Fund revenues. General Fund debt service as well as debt service for the Civic Center and Sanitation Funds is included because these funds are historically subsidized by the General Fund. During the 2012-2016 period, the percentage remained below 5%. Increasing debt service reduces flexibility by adding to expenditure requirements.



BOND RATINGS

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

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

General Obligation Credit Rating:	
Standard and Poor's	AA+
Moody's Investors Service	Aa2
Water and Sewer Debt Credit Rating:	
Standard and Poor's	AA+
Moody's Investors Service	Aa1

DEBT ISSUES

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

New bond projections are as follows:

- General Fund/Debt Service Fund – Issue final \$2.0 million for the construction of streetscape improvements for Broughton Street, River Street, and Bay Street. The \$2.0 million General Obligation issue in 2018 will complete the requested \$14.0 million in total funding for this project.
- General Fund/Debt Service Fund – Issue of \$13.5 million for the construction of the riverwalk extension and hardscape improvements to west River Street.

SUMMARY OF OUTSTANDING DEBT ISSUES AND 2018 DEBT SERVICE SUMMARY

Issue	Purpose	Original Amount	Issue Date	Final Maturity	Amount Outstanding at 12/31/2017	2018 Debt Service Requirement
<u>General Fund Supported Obligations</u>						
DSA* Series 2009 A & B	Refunding DSA 1998 Series which funded storm drainage improvements	\$37,000,000	9/17/2009	8/1/2032	\$10,345,000	\$2,614,643
DSA* Series 2014	Refunding a portion of the DSA Series 2009B Bonds which funded storm drainage improvements	9,970,000	4/21/2014	8/1/2025	6,890,000	1,016,850
DSA* Series 2015	TAD district improvements	19,950,000	7/1/2015	8/1/2035	18,295,000	1,499,038
DSA* Series 2016	Streetscape Improvements for downtown corridors	8,000,000	8/30/2016	8/1/2029	8,000,000	162,400
DSA* Series 2017	Road improvements to Gwinnett Street	6,585,000	8/31/2017	8/1/2030	6,585,000	132,900
General Obligation Series 2016	Streetscape Improvements for downtown corridors	2,000,000	9/8/2016	8/1/2025	2,000,000	39,400
General Obligation Series 2017	Streetscape Improvements for downtown corridors	2,000,000	8/31/2017	8/1/2025	2,000,000	31,076
<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	11,530,000	1,156,200
Series 2016	Refund Water and Sewer loans received through GEFA	21,255,000	1/6/2016	8/1/2029	18,100,000	2,111,090
<u>Sanitation Fund Supported Obligations</u>						
RRDA***Series 2013	Refund RRDA Revenue Bonds Series 2003	12,950,000	11/21/2013	8/1/2019	6,080,000	3,157,350
<u>Parking Service Fund Supported Obligations</u>						
DSA* Series 2013	Refund DSA Series 2003 which in part funded parking facilities and fund the Liberty Street Garage	6,485,000	12/30/2013	8/1/2019	1,790,000	1,250,800
DSA* Series 2015	Whitaker Street Garage	25,055,000	7/1/2015	8/1/2032	25,055,000	810,168
DSA* Series 2016	West River Street Garage	33,060,000	11/17/2016	8/1/2046	33,060,000	1,217,755
<u>Community Development Fund Supported Obligations</u>						
HUD Section 108 Notes	Community development and small business loan program	2,000,000	various	8/1/2020	300,000	106,270
Total		<u>\$204,000,000</u>			<u>\$150,030,000</u>	<u>\$15,305,940</u>

* DSA - Downtown Savannah Authority contractual obligation

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

*** RRDA - Resource Recovery Development Authority contractual obligation

ANNUAL DEBT SERVICE REQUIREMENTS

The table below shows debt funding requirements for the City of Savannah for 2018-2035. Shown are principal and interest based on outstanding debt issues.

ANNUAL BOND MATURITY AND INTEREST REQUIREMENTS

For Direct General Obligation, Revenue Bonds and Contractual Obligations

2018-2035

As of December 31, 2017

Year	General Obligation Bonds		Revenue Bonds		Tax Supported Contractual Obligations		Non Tax Supported Contractual Obligations		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>	
2018	-	70,476	845,000	311,200	3,770,000	1,655,831	5,960,000	1,369,408	13,981,915
2019	-	76,200	860,000	294,300	1,490,000	1,573,787	6,370,000	1,247,078	11,911,365
2020	315,000	76,200	875,000	277,100	2,475,000	1,543,987	3,235,000	1,085,837	9,883,124
2021	710,000	69,995	890,000	259,600	3,090,000	1,490,228	3,325,000	1,018,151	10,852,974
2022	725,000	56,508	910,000	241,800	3,135,000	1,409,194	2,850,000	955,096	10,282,598
2023	735,000	42,739	940,000	214,500	3,225,000	1,308,506	2,945,000	865,381	10,276,126
2024	750,000	28,780	965,000	186,300	3,325,000	1,204,755	3,045,000	772,099	10,276,934
2025	765,000	14,531	990,000	157,350	3,425,000	1,097,542	3,150,000	675,695	10,275,118
2026			1,020,000	127,650	3,575,000	986,865	3,260,000	575,323	9,544,838
2027			1,050,000	97,050	3,635,000	865,174	3,380,000	489,629	9,516,853
2028			1,075,000	65,550	3,705,000	739,951	3,505,000	400,267	9,490,768
2029			1,110,000	33,300	3,785,000	611,257	3,115,000	309,013	8,963,570
2030					2,975,000	476,747	2,190,000	232,632	5,874,379
2031					2,285,000	356,448	2,295,000	161,456	5,097,904
2032					2,340,000	249,917	2,400,000	84,000	5,073,917
2033					1,250,000	139,088			1,389,088
2034					1,290,000	95,338			1,385,338
2035					1,340,000	48,576			1,388,576

1. Revenue Bonds shown include the Water and Sewer Revenue Refunding and Improvement Bonds, Series 2014 and Series 2016

2. Tax Supported Contractual Obligations include the Downtown Savannah Authority Refunding Revenue Bonds Series 2009 A & B, Series 2014, Series 2015, Series 2016 and Series 2017

3. Non-tax Supported Contractual Obligations include the Downtown Savannah Authority Revenue Bonds, Series 2013, the Downtown Savannah Authority Revenue Bonds, Series 2015, Series 2016 and the Resource Recovery Development Authority Revenue Refunding Bonds, Series 2013.

2018 Vehicle Replacement List

Business Unit	Vehicle #	Vehicle Type	Total Cost
Signals and Street Lights	6279	Pick Up-1/2 Ton Long Bed	\$ 29,125
Signals and Street Lights	8218	F-350 Flatbed-Dumping 1 Ton	\$ 35,375
Signals and Street Lights Subtotal			\$ 64,500
Stormwater Management Division	803	Crew Cab Non Dump 2 1/2 Ton With Air Com	\$ 70,375
Stormwater Management Division	4212	Pump-Centrifugal	\$ 48,325
Stormwater Management Division	4229	Pick Up-1/2 Ton Long Bed	\$ 27,325
Stormwater Management Division	5240	Dump Truck 13.5	\$ 75,425
Stormwater Management Division	6255	Flat Bed Dumping	\$ 58,375
Stormwater Management Division	6258	Long Reach Excavator	\$ 250,375
Stormwater Management Division	6265	Spray Truck-W/4 Wheel Drive	\$ 65,375
Stormwater Management Division	6820	Jet-Vac Truck W/ 15 Yard Debris Tank	\$ 360,325
Stormwater Management Division	7267	Spray Truck-W/4 Wheel Drive	\$ 75,275
Stormwater Management Division	7271	Sedan Small General Purpose	\$ 19,825
Stormwater Management Division Subtotal			\$ 1,051,000
Streets Maintenance	215	1/2 Ton Ford Pick-Up Truck	\$ 30,175
Streets Maintenance	232	Tractor With Cab	\$ 32,275
Streets Maintenance	233	Tractor With Cab	\$ 32,275
Streets Maintenance	6257	Tractor - With Side Mower	\$ 70,275
Streets Maintenance	7225	Tractor-General Purpose	\$ 35,275
Streets Maintenance	8237	Flatbed-Dumping 2 Ton	\$ 80,375
Streets Maintenance	8254	Dump Truck 5 Cubic Yard	\$ 65,425
Streets Maintenance Subtotal			\$ 346,075
Greenscapes Division	1466	Sedan Mid-Size Unmarked Police Unit	\$ 21,705
Greenscapes Division	1480	Sedan Unmarked Police Unit	\$ 21,755
Greenscapes Division	2469	Sedan Unmarked Police Unit	\$ 21,755
Greenscapes Division	5458	Sedan Mid-Size Unmarked Hot Seat	\$ 21,755
Greenscapes Division	7745	Tennant Riding Scrubber	\$ 60,325
Greenscapes Division	7745	Tennant Riding Scrubber	\$ 60,325
Greenscapes Subtotal			\$ 207,620

Business Unit	Vehicle #	Vehicle Type	Total Cost
Code Enforcement Division	7323	Sedan Small General Purpose	\$ 16,825
Code Enforcement Division	7330	Pick Up-1/2 Ton Long Bed	\$ 27,325
Code Enforcement Division Subtotal			\$ 44,150
Police Chief	488	Sedan Mid-Size Unmarked Hot Seat	\$ 21,755
Police Chief Subtotal			\$ 21,755
Patrol	406	Sedan Marked Police Take Home	\$ 39,558
Patrol	418	Sedan Marked Police Take Home	\$ 39,558
Patrol	426	Sedan Mid-Size Unmarked Police Unit	\$ 21,705
Patrol	429	Sedan Mid-Size Unmarked Police Unit	\$ 21,705
Patrol	435	Sedan Marked Police Take Home	\$ 39,558
Patrol	437	Sedan Marked Police Take Home	\$ 39,558
Patrol	438	Sedan Marked Police Take Home	\$ 39,558
Patrol	439	Sedan Marked Police Take Home	\$ 39,558
Patrol	441	Sedan Marked Police Take Home	\$ 39,558
Patrol	450	Sedan Marked Police Take Home	\$ 39,558
Patrol	451	Sedan Marked Police Take Home	\$ 39,558
Patrol	453	Sedan Mid-Size Unmarked Police Unit	\$ 21,705
Patrol	491	Sedan Mid-Size Unmarked Police Unit	\$ 21,705
Patrol	1411	Sedan Marked Police Take Home	\$ 39,558
Patrol	1417	Sedan Marked Police Take Home	\$ 39,558
Patrol	1418	Sedan Marked Police Take Home	\$ 39,558
Patrol	1420	Sedan Marked Police Take Home	\$ 39,558
Patrol	1421	Sedan Marked Police Take Home	\$ 39,558
Patrol	1423	Sedan Marked Police Take Home	\$ 39,558
Patrol	1424	Sedan Marked Police Take Home	\$ 39,508
Patrol	1432	Sedan Marked Police Take Home	\$ 39,508
Patrol	1438	Sedan Marked Police Take Home	\$ 39,508

Business Unit	Vehicle #	Vehicle Type	Total Cost
Patrol	1442	Sedan Marked Police Take Home	\$ 39,508
Patrol	1450	Van-Police Cruiser	\$ 77,015
Patrol	1452	Van-Police Cruiser	\$ 77,015
Patrol	2477	Sedan Unmarked Police Unit	\$ 21,755
Patrol	8444	Sedan Mid-Size Unmarked Police Unit	\$ 21,705
Patrol	8480	Sedan Mid-Size Unmarked Police Unit	\$ 21,705
Patrol	9459	Crown Vic Marked Hot Seat	\$ 39,508
Patrol	9460	Crown Vic Marked Hot Seat	\$ 39,508
Patrol	9471	Sedan Marked Police Take Home	\$ 39,508
Patrol	9473	Sedan Marked Police Take Home	\$ 39,508
Patrol	9474	Sedan Marked Police Take Home	\$ 39,508
Patrol	9475	Sedan Marked Police Take Home	\$ 39,508
Patrol	9480	Sedan Marked Police Take Home	\$ 39,508
Patrol	9481	Sedan Marked Police Take Home	\$ 39,508
Patrol	9499	Sedan Marked Police Take Home	\$ 39,508
Patrol Subtotal			\$ 1,412,989
Criminal Investigations	421	Sedan Mid-Size Unmarked Police Unit	\$ 21,705
Criminal Investigations	497	Sedan Mid-Size Unmarked Police Unit	\$ 21,705
Criminal Investigations	1454	Sedan Mid-Size Unmarked Police Unit	\$ 21,705
Criminal Investigations	1477	Sedan Unmarked Police Unit	\$ 21,755
Criminal Investigations	9486	Sedan Marked Police Take Home	\$ 39,508
Criminal Investigations Subtotal			\$ 126,378
SARIC	1474	Sedan Unmarked Police Unit	\$ 21,755
SARIC Subtotal			\$ 21,755
Traffic Unit	452	Sedan Marked Police Take Home	\$ 39,558
Traffic Unit	9462	Sedan Marked Police Take Home	\$ 39,508
Traffic Subtotal			\$ 79,066

Business Unit	Vehicle #	Vehicle Type	Total Cost
Canine Unit	1414	Sedan Marked Police Take Home	\$ 39,558
Canine Unit Subtotal			\$ 39,558
Support Services	419	Sedan Marked Police Take Home	\$ 39,558
Support Services	443	Crown Vic Marked Hot Seat	\$ 39,558
Support Services	455	Sedan Mid-Size Unmarked Police Unit	\$ 21,705
Support Services	1416	Sedan Marked Police Take Home	\$ 39,558
Support Services Subtotal			\$ 140,379
Training and Recruitment	457	Sedan Mid-Size Unmarked Police Unit	\$ 21,705
Training and Recruitment	8471	Sedan Mid-Size Unmarked Police Unit	\$ 21,705
Training and Recruitment Subtotal			\$ 43,410
Fire Chief	5505	Fire Unit-Pumper	\$ 652,317
Fire Chief	6502	Fire Unit-Pumper	\$ 652,317
Fire Chief	7506	Pick Up-3/4 Ton Long Bed	\$ 30,625
Fire Chief	7554	2007 Ford LT Explorer	\$ 46,525
Fire Chief Subtotal			\$ 1,381,784
Youth Services Division	606	25 Passenger Bus	\$ 54,375
Youth Services Division Subtotal			\$ 54,375
Facility Maintenance & Operations	6624	Pick Up-1/2 Ton Long Bed	\$ 27,325
Facility Maintenance & Operations Subtotal			\$ 27,325
City Cemeteries	206	Dump Truck F250 3/4 Ton	\$ 80,375
City Cemeteries	7228	Pick Up 1/2 Ton Short Bed	\$ 25,325
City Cemeteries Subtotal			\$ 105,700
Residential Refuse Division	700	2010 Crane Carrier Chassis	\$ 239,780
Residential Refuse Division	703	2010 Crane Carrier Chassis	\$ 239,780
Residential Refuse Division	706	2010 Crane Carrier Chassis	\$ 239,780
Residential Refuse Division	707	2010 Crane Carrier Chassis	\$ 239,780
Residential Refuse Division	709	2010 Crane Carrier Chassis	\$ 239,780
Residential Refuse Division	2726	Knuckle Boom Truck	\$ 175,425
Residential Refuse Division	2727	Knuckle Boom Truck	\$ 175,425
Residential Refuse Division	9736	2009 Crane Carrier Chassis	\$ 239,780
Residential Refuse Division Subtotal			\$ 1,789,530

Business Unit	Vehicle #	Vehicle Type	Total Cost
Refuse Disposal Division	729	Roll off Container Truck	\$ 165,325
Refuse Disposal Division Subtotal			\$ 165,325
Street Cleaning Division	1703	Sweeper-3 Wheel Mechanical	\$ 405,569
Street Cleaning Division	3731	Sweeper-3 Wheel Mechanical	\$ 405,569
Street Cleaning Division Subtotal			\$ 811,138
Revenue Administration - Utility Services	6120	Sedan Small General Purpose	\$ 16,825
Revenue Administration - Utility Services	6121	Sedan Small General Purpose	\$ 16,825
Revenue Administration-Utility Services Subtotal			\$ 33,650
Water Distribution	970	Pump-Centrifugal	\$ 48,375
Water Distribution	5847	Hydraulic Boom Truck	\$ 125,425
Water Distribution	6808	Utility Truck-Super Duty Crew Cab	\$ 54,375
Water Distribution	6809	Utility Truck-Super Duty Crew Cab	\$ 54,375
Water Distribution	8890	Utility Truck-1 Ton	\$ 42,875
Water Distribution Subtotal			\$ 325,425
Sewer Maintenance	818	1/2 Ton Pick Long Bed	\$ 29,850
Sewer Maintenance	7280	Pick-Up 1/2 Ton W/4-Wh	\$ 35,325
Sewer Maintenance Subtotal			\$ 65,175
Lift Station Maintenance	1816	Utility Truck 3/4 Ton Ext Cab	\$ 36,325
Lift Station Maintenance Subtotal			\$ 36,325
President Street Plant	1822	Zero Turn Mower	\$ 17,325
President Street Plant	5838	Pick Up 1/2 Ton Short Bed	\$ 28,325
President Street Plant	5843	Pick Up 1/2 Ton Short Bed	\$ 28,325
President Street Plant	9807	Dodge Crew Cab P/U 3/4 Ton Long Bed	\$ 60,325
President Street Plant	9822	Jet-Vac Truck W/ 11 Yard Debris Tank	\$ 360,425
President Street Plant Subtotal			\$ 494,725
Regional Plants	1823	Zero Turn Mower	\$ 17,325
Regional Plants	1824	Zero Turn Mower	\$ 17,325
Regional Plants	1825	Zero Turn Mower	\$ 17,325
Regional Plants	4825	Pick Up 1/2 Ton Short Bed	\$ 28,325
Regional Plants	6827	Pick Up 1/2 Ton Short Bed	\$ 28,325
Regional Plants Subtotal			\$ 108,625

Business Unit	Vehicle #	Vehicle Type	Total Cost
I & D Water Distribution	702	Pump-Centrifugal	\$ 48,325
I & D Water Distribution Subtotal			\$ 48,325
Grand Total			\$ 9,046,062

Classifications and Pay Grades

JOB TITLE	GRADE	JOB TITLE	GRADE
Accountant	112	Assistant WorkSource Coastal	
Accounting Clerk	106	Director	120
Accounting Technician	107	Associate City Attorney	121
ACM - Administrative and		Athletics Administrator	120
Community Services	130	Auditing Director	123
ACM - Development &		Auto Parts Buyer	110
Environmental Services	130	Billing Technician	109
Administrative Assistant	108	Box Office Cashier	105
Administrative Clerk	105	Box Office Clerk	110
Administrative Coordinator	114	Box Office Supervisor	112
Administrative Director	125	Budget Analyst	115
Administrative Secretary	107	Budget Analyst – Grants	115
Advanced Firefighter	112	Budget Program Management	
Alderman	--	Coordinator	116
Ambassador	109	Building & Electrical Maintenance	
Ambassador Supervisor	112	Supervisor	113
Architectural Coordinator	115	Building Inspections Administrator	120
Architectural Technician	112	Building Inspector	112
Arts, Cultural & Historical Resources		Building Maintenance Technician	109
Director	123	Building Plans Examiner	114
Arts Program Coordinator	112	Business Assistance Provider	105
Arts Program Specialist	107	Business Opportunity Director	123
Asset Building/Financial Services		Business Compliance Investigator	108
Coordinator	114	Business Compliance Supervisor	113
Asset Management Coordinator	114	Cable Access Coordinator	114
Assistant Chief Budget Officer	120	Capital Projects Management	
Assistant Chief Financial Officer	124	Director	121
Assistant City Engineer	121	Capital Projects Manager	116
Assistant Civic Center Director	120	Carpenter	109
Assistant Coastal Workforce		Case Disposition Clerk	105
Director	120	Cashier	105
Assistant Code Compliance		Cemeteries Director	120
Director	120	Cemetery Administrator	123
Assistant Fire Chief	123	Cemetery Conservation	
Assistant Fleet Services Director	120	Coordinator	115
Assistant Human Services Director	120	Cemetery Conservation	
Assistant IT Director	123	Technician	109
Assistant Mobility & Parking		Cemetery Events Coordinator	111
Services Director	120	Cemetery Services Coordinator	115
Assistant Parks & Recreations		Central Services Administrator	120
Director	120	Chemist	116
Assistant Police Chief	127	Chief Budget Officer	125
Assistant Purchasing Director	120	Chief Community Services Officer	131
Assistant to Clerk of Council	110	Chief Deputy Court Clerk	120
		Chief Financial Officer	129

JOB TITLE	GRADE	JOB TITLE	GRADE
Chief Fire Investigator	117	Court Services Specialist	109
Chief Infrastructure & Development Officer	131	Court Services Technician	106
Chief of Staff	120	Crime Analyst Supervisor	116
Citizen's Liaison Specialist	111	Crime Analyst	113
City Assistance Provider	105	Crime Stoppers Coordinator	114
City Attorney	--	Cultural Services Contract Coordinator	114
City Manager	--	Customer Service Administrator	120
City Surveyor	113	Customer Service Representative	106
Civic Center Director	123	Customer Service Specialist	106
Civil Engineer	116	Customer Service Supervisor	111
Clerk of Council	124	Deputy Court Clerk	108
Clubhouse Attendant	103	Development Liaison Administrator	120
Coastal Workforce Services Director	123	Development Services Director	125
Coastal Workforce Services Finance Administrator	120	Downtown Programs Technician	111
Code Compliance Administrator	120	Driver	105
Code Compliance Director	123	Educational Specialist	112
Code Compliance Officer	111	Educational Trainer	112
Code Compliance Supervisor	113	Electrical Inspector	112
Commercial Refuse & Recycling Services Administrator	120	Electrician	110
Commercial Refuses & Recycling Services Director	123	Electronic Control Technician	112
Communications Center Coordinator	114	Electronic Control Technician Supervisor	114
Communications Officer	108	Emergency Management Director	121
Communications Officer Trainee	106	Emergency Vehicle Technician (EVT)	115
Communications Training Officer	110	Employee Assistance Coordinator	117
Community Housing Services Director	121	Employee Development Coordinator	114
Community Outreach Coordinator	112	Employee Health Coordinator	115
Community Program Specialist	113	Employee Health Coordinator Assistant	111
Community Relations & Internship Administrator	120	Employee Relations Coordinator	117
Community Relations Coordinator	115	End Gun Violence Program Coordinator	113
Community Resource Officer	107	Engineering Technician	110
Computer Services Specialist	110	Entrepreneurial Center Administrator	120
Concessions Clerk	105	Environmental Affairs Administrator	117
Concessions Supervisor	110	Environmental Compliance Coordinator	117
Construction and Rehabilitation Specialist	107	Environmental & Sustainability Officer	121
Construction Inspector	112	Environmental Services Coordinator	116
Construction Site Safety Specialist	105	Equine Caretaker	107
Construction Specialist	111	Equipment Mechanic	108
Construction Specialist Apprentice	107	Equipment Specialist	110
Contract Analyst	113	Event Planner	112
Contract Coordinator	113	Executive Assistant	112
Contract Compliance Specialist	114		

JOB TITLE	GRADE	JOB TITLE	GRADE
Executive Assistant to the City Manager	112	Internal Auditor	113
Executive Assistant to the Mayor	112	Internships Program Coordinator	114
Executive Director, Arena Development District	125	Inventory Coordinator	115
Facilities Maintenance Administrator	120	Inventory Specialist	112
Facilities Service Worker	102	Judicial Secretary	109
Fire Battalion Chief	120	Laboratory Supervisor	114
Fire Captain	117	Laboratory Technician	109
Fire Chief	130	Land Bank Administrator	120
Fire Construction Coordinator	114	Landfill Administrator	120
Fire Investigator	113	Landscape Administrator	120
Fire Marshall	120	Landscape Architect	119
Fire Prevention Inspector	112	Landscape Specialist	107
Firefighter	110	Lead Equipment Mechanic	113
Firefighter Trainee	108	Lending Coordinator	116
Fleet Management Resource Officer	106	Library & Archives Director	121
Fleet Services Director	123	Library Archivist	112
Forestry Inspector	113	Lifeguard	103
GIS Analyst	114	Loan Officer	110
GIS Technician	111	Loan Specialist	107
Graduate Intern	105	Maintenance Assistant	103
Grants Administrator	120	Maintenance Crew Chief	111
Greenscapes Director	125	Maintenance Specialist	107
Grounds Equipment Maintenance Specialist	109	Maintenance Superintendent	116
Heavy Construction Equipment Operator	110	Maintenance Supervisor	113
Heavy Equipment Operator	109	Maintenance Worker	104
Help Desk Technician	110	Management Analyst	113
Housing Administrator	120	Management Projects Coordinator	117
Housing and Neighborhood Services Director	123	Marketing Coordinator	114
Housing Development Inspector	112	Master Equipment Mechanic	112
Housing Director	123	Master Firefighter	114
Human Resources Administrator	120	Mayor	--
Human Resources Administrator-Employee Services	120	Mechanical Inspector	112
Human Resources Analyst	115	Medium Equipment Operator	107
Human Resources Assistant	106	Mobility & Parking Services Analyst	113
Human Resources Director	125	Mobility & Parking Services Coordinator	112
Human Resources Technician	109	Mobility Management Director	125
Human Services Director	125	Neighborhood Services Coordinator	112
Implementation Leader	123	Network Engineer	118
Industrial Pretreatment Technician	111	Network Supervisor	118
Information Technology Administrator	120	Network Technician	115
Information Technology Director	125	Operation Clean Sweep Coordinator	112
		Operations Director	125
		Operations and Maintenance Administrator	120
		Painter	106

JOB TITLE	GRADE	JOB TITLE	GRADE
Paralegal	112	Police Personnel Analyst	113
Parking Facilities Attendant/Monitor	104	Police Sergeant	117
Parking Facilities Shift Supervisor	108	Police Star Corporal	115
Parking Facilities Supervisor	112	Police Training Coordinator	113
Parking Meter Technician	107	Principal Budget Analyst	118
Parking Services Officer	105	Principal Crime Analyst	115
Parks and Recreation Services Director	125	Principal Equipment Mechanic	111
Performance and Accountability Director	123	Principal Internal Auditor	116
Permit Center Supervisor	108	Principal Plant Operator	112
Permit Coordinator	114	Principal Research & Budget Analyst	116
Permit Services Administrator	120	Production Operations Coordinator	116
Permit Services Technician	110	Program Analyst	113
Permit Specialist	105	Program Analyst-Grants Admin	113
Permitting/Flood Plane Administrator	117	Program Coordinator	114
Personnel Technician	109	Project Archivist - WW Law	113
Planner	113	Project Coordinator	113
Planning and Research Analyst	113	Project Manager	116
Planning and Urban Design Director	123	Property Maintenance Director	123
Plant Operator	108	Property Maintenance Technician	108
Plant Operator Trainee	106	Public Communications Coordinator	117
Plumbing Inspector	112	Public Communications Director	123
Police Budget Administrator	120	Public Communications Specialist: Broadcast Production	114
Police Captain	121	Public Communications Specialist: Creative Design	114
Police Chief	130	Public Development Administrator	120
Police Community Relations Administrator	120	Public Information & Education Coordinator	114
Police Corporal	114	Public Information Administrator	120
Police Forensic Technician	113	Public Information Assistant (PIA)	108
Police Info Assistant	108	Purchasing Director	123
Police Lieutenant	119	Purchasing Specialist	111
Police Major	123	Purchasing Technician	108
Police Officer Trainee	110	Radio Systems Engineer	118
Police Officer/Advanced Police Officer	112	Radio Systems Technician I	112
Police Personnel Technician	106	Radio Systems Technician II	114
Police Planning & Research Coordinator	116	Real Estate Coordinator	114
Police Property & Evidence Supervisor	113	Real Estate Manager	117
Police Property & Evidence Technician	109	Real Estate Officer	120
Police Property Coordinator	111	Real Estate Services Director	125
Police Public Information Coordinator	114	Real Property Technician	109
Police Records Division Supervisor	115	Recorder's Court Data Quality Analyst	113
		Recorder's Court Director	123
		Recorder's Court Judge	130
		Records Supervisor	107

JOB TITLE	GRADE	JOB TITLE	GRADE
Records Technician	105	Senior Carpenter	110
Recreation Services Director	123	Senior Case Manager	110
Recreation Services Leader	107	Senior Civil Engineer	120
Recreation Services Supervisor	112	Senior Communications Officer	111
Recreation Services Manager	112	Senior Deputy Court Clerk	110
Recycling & Litter Services Director	124	Senior Electrical Inspector	113
Refuse Disposal Director	123	Senior Equipment Mechanic	110
Refuse Truck Operator	107	Senior Fire Prevention Inspector	113
Reserve Police Officer Director	112	Senior Information Technology Administrator	121
Residential Refuse Services Administrator	120	Senior Judicial Secretary	110
Residential Refuse Services Director	124	Senior Laboratory Technician	110
Resource Center Administrator	123	Senior Lifeguard	104
Revenue Administrator	120	Senior Maintenance Worker	106
Revenue Compliance Analyst	113	Senior Management Analyst	114
Revenue Director	124	Senior Mechanic Inspector	113
Revenue Enforcement Coordinator	120	Senior Network Technician	116
Revenue Investigator	108	Senior Parking Meter Technician	108
Revenue Specialist	108	Senior Parking Services Officer	106
Revenue Supervisor	112	Senior Planner	115
Revenue Enforcement Coordinator	120	Senior Plans Examiner	115
Revenue Investigator	108	Senior Plant Operator	110
Revenue Specialist	108	Senior Plumbing Inspector	113
Revenue Supervisor	112	Senior Pretreatment Technician	113
Revenue Supervisor - Property Tax	112	Senior Program Analyst – Grants Admin	114
Revenue Systems Coordinator	115	Senior Sanitation Worker	106
Risk Management Administrator	120	Senior Systems Analyst	117
Risk Management Analyst	114	Senior Tree Maintenance Worker	108
Risk Management Coordinator	114	Senior Televising Inspection Supervisor	112
Risk Management Technician	109	Senior Water & Sewer Maintenance Mechanic	110
Sanitation Administrator	120	Senior Workforce Program Specialist	120
Sanitation Education Coordinator	111	Senior Zoning Inspector	113
Sanitation Director	129	Sign Specialist	106
Sanitation Superintendent	116	Site Development Coordinator	113
Sanitation Supervisor	112	Site Development Technician	110
Sanitation Worker	104	Small & Micro Business Development Instruct	111
Savannah Impact Director	123	Special Events Coordinator	117
SCADA Administrator	120	Special Events, Film & Tourism Director	123
SCADA Analyst	114	Special Operations Chief	119
SCADA Technician	112	Special Projects Coordinator	117
SDRA Director	121	Step Up Community Coordinator	114
Senior Accountant	115	Stormwater Dev/Environmental Administrator	120
Senior Accounting Clerk	107		
Senior Administrative Assistant	109		
Senior Associate City Attorney	125		
Senior Budget Analyst	116		

JOB TITLE	GRADE	JOB TITLE	GRADE
Stormwater Director	124	Visual Arts Specialist	107
Stormwater Maintenance Mechanic	109	Water Meter Technician	107
Stormwater Management Administrator	120	Water & Sewer Administrator	120
Strategic Initiatives Manager	125	Water & Sewer Building Maintenance Supervisor	113
Street Cleaning Administrator	120	Water & Sewer Conveyance and Distribution Director	123
Supply Clerk	106	Water & Sewer Director	125
Surplus Inventory Technician	108	Water & Sewer Locator Technician	109
Survey Technician	109	Water & Sewer Maintenance Mechanic	109
Swimming Pool Manager	108	Water & Sewer Maintenance Superintendent	116
Systems Analyst	115	Water & Sewer Meter Shop Supervisor	112
Systems Engineer	118	Water & Sewer Modeling Technician	113
Television Inspection Technician	108	Water & Sewer Planning Director	123
Therapeutic Specialist	107	Water & Sewer Project Coordinator	117
Tourism & Ambassadorship Director	123	Water & Sewer Superintendent	116
Tourism & Ambassadorship Technician	109	Water & Sewer Supervisor	113
Tourism Management Coordinator	113	Water Reclamation Director	123
Traffic Engineering Administrator	120	Water Service Representative	105
Traffic Engineering Coordinator	114	Water Services Supervisor	113
Traffic Engineering Superintendent	116	Water Supply & Treatment Director	124
Traffic Engineering Technician	111	Water Supply Process Engineer	118
Traffic Maintenance Crew Chief	109	Welder	109
Traffic Maintenance Specialist	109	Workforce Planner	112
Traffic System Coordinator	114	Workforce Program Specialist	114
Transfer Station Attendant	104	WorkSource Coastal Director	123
Tree Maintenance Worker	107	Youthbuild Construction Coordinator	114
Tutor	107	Youthbuild Program Coordinator	114
Undergraduate Intern	103	Zoning Administrator	120
Utility Services Administrator	120	Zoning Plans Reviewer	112
Vehicle Maintenance Coordinator	109	Zoning Use Coordinator	114
Vehicle Maintenance Projects Coordinator	114		
Vehicle Maintenance Superintendent	115		
Video Producer	111		
Visual Arts Coordinator	114		

2018 Salary Grade Table

GRADE	MINIMUM	MAXIMUM
101	\$ 21,100	\$ 32,705
102	\$ 22,324	\$ 34,602
103	\$ 23,619	\$ 36,609
104	\$ 24,989	\$ 38,733
105	\$ 26,438	\$ 40,979
106	\$ 27,971	\$ 43,355
107	\$ 29,593	\$ 45,869
108	\$ 31,309	\$ 48,529
109	\$ 33,125	\$ 51,344
110	\$ 35,046	\$ 54,321
111	\$ 37,079	\$ 57,472
112	\$ 39,230	\$ 60,807
113	\$ 41,505	\$ 64,333
114	\$ 43,912	\$ 68,064
115	\$ 46,459	\$ 72,011
116	\$ 49,154	\$ 76,189
117	\$ 52,005	\$ 80,608
118	\$ 55,021	\$ 85,283
119	\$ 58,212	\$ 90,229
120	\$ 61,588	\$ 95,461
121	\$ 65,160	\$ 100,998
122	\$ 68,939	\$ 106,855
123	\$ 72,937	\$ 113,052
124	\$ 77,167	\$ 119,609
125	\$ 81,643	\$ 126,547
126	\$ 86,378	\$ 133,886
127	\$ 91,388	\$ 141,651
128	\$ 96,689	\$ 149,868
129	\$ 102,297	\$ 158,560
130	\$ 108,230	\$ 167,757
131	\$ 114,182	\$ 176,983

LIST OF ACRONYMS

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

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

TMDL Total Maximum Daily Load

VFD Variable Frequent Drive

WIA Workforce Investment Act

YFA..... Youth Futures Authority

GLOSSARY OF KEY TERMS

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

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

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

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

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

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

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

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

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

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

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

Bureau - The primary organizational breakdown within many City funds. Each bureau serves a specific function or functions within the given fund entity.

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

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

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

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

Class Title - Job classification or title.

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

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

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

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

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

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

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

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

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

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

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

Factor – An important contributor to an outcome.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Infrastructure - Physical assets such as streets and buildings.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Performance Measures - Specific quantitative measures of work performed within an activity or program. Also, a specific quantitative measure of results obtained through a program or activity.

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

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

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

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

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

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

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

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

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

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

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

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

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

Fund Appropriations

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

LINE ITEM APPROPRIATIONS BY FUND

	2016 <u>ACTUALS</u>	2017 <u>AMENDED</u>	2018 <u>ADOPTED</u>	<u>VARIANCE</u>	<u>VARIANCE %</u>
101 General Fund					
41111 Real Property Taxes - Current	(47,356,884)	(50,000,000)	(47,752,311)	2,247,689	(4.50)%
41113 Personal Prop. Taxes-Current	(7,497,986)	(8,000,000)	(7,506,188)	493,812	(6.17)%
41114 Real Prop. Taxes-Delinquent	(4,482,572)	(4,000,000)	(3,800,000)	200,000	(5.00)%
41115 Personal Pro. Taxes-Delinquent	(293,475)	(400,000)	(400,000)	0	0.00 %
41116 Mobile Home Taxes	(21,704)	(21,000)	(21,461)	(461)	2.20 %
41117 Industrial Area Taxes	(400,631)	(550,000)	(550,000)	0	0.00 %
41118 Vehicle Taxes	(937,795)	(655,200)	(481,890)	173,310	(26.45)%
41120 Intangible Taxes	(1,511,995)	(1,200,000)	(1,150,000)	50,000	(4.17)%
41121 Public Utility Taxes	(1,601,919)	(1,500,000)	(1,454,641)	45,359	(3.02)%
41122 Railroad Equipment Tax	(25,580)	(25,580)	(26,500)	(920)	3.60 %
41130 Blighted Property Levy	0	0	(5,000)	(5,000)	100.00 %
41131 Ferry Ssd Tax	(8,188)	(8,000)	(8,200)	(200)	2.50 %
41141 Tad Tax from City	359,640	330,000	396,000	66,000	20.00 %
41201 Local Option Sales Tax	(37,787,557)	(38,560,000)	(41,979,600)	(3,419,600)	8.87 %
41301 Beer Taxes	(2,098,515)	(2,095,000)	(2,180,200)	(85,200)	4.07 %
41302 Liquor Taxes	(458,678)	(455,000)	(492,600)	(37,600)	8.26 %
41303 Wine Taxes	(555,226)	(550,000)	(617,600)	(67,600)	12.29 %
41304 Insurance Premium Tax	(8,509,231)	(8,600,000)	(9,400,000)	(800,000)	9.30 %
41308 Mixed Drink Tax	(1,357,920)	(1,400,000)	(1,475,000)	(75,000)	5.36 %
41311 Vehicle Title Fee	(4,571,555)	(5,000,000)	(5,000,000)	0	0.00 %
41312 Energy Excise Tax	(727,027)	(750,000)	(867,000)	(117,000)	15.60 %
41401 Execution Fees	(343,589)	(150,000)	(160,000)	(10,000)	6.67 %
41402 Interest On Delinq. Taxes	(452,387)	(250,000)	(240,000)	10,000	(4.00)%
42110 Business Lic.Appl & Trans.Fee	(29,750)	(27,000)	(25,000)	2,000	(7.41)%
42111 Telcom Franchise Fee	(18,025)	(17,000)	(18,000)	(1,000)	5.88 %
42112 Water & Sewer Franchise	(2,899,565)	(2,954,000)	(3,088,000)	(134,000)	4.54 %
42113 Electric Franchise Fee	(8,412,131)	(8,500,000)	(8,500,000)	0	0.00 %
42114 Telephone Franchise Fee	(363,736)	(330,000)	(280,000)	50,000	(15.15)%
42115 Gas Franchise Fee	(644,029)	(640,000)	(640,000)	0	0.00 %
42116 Cable Television Franch.Fee	(1,764,619)	(1,787,700)	(1,765,000)	22,700	(1.27)%
42117 Regular Business Licenses	(4,323,485)	(4,300,000)	(4,415,250)	(115,250)	2.68 %
42118 Insurance Business Licenses	(113,775)	(100,000)	(110,000)	(10,000)	10.00 %
42119 Alcoholic Beverage Licenses	(1,719,815)	(1,750,000)	(1,795,000)	(45,000)	2.57 %
42120 Tax On Professions	(220,671)	(225,000)	(220,000)	5,000	(2.22)%
42122 Parking Franchise Fee	(109,011)	(105,000)	(104,450)	550	(0.52)%
42123 Bank License Tax	(373,617)	(350,000)	(400,000)	(50,000)	14.29 %
42125 Vacation Rental Registration Fees	(63,350)	(150,000)	(250,000)	(100,000)	66.67 %
42211 Recorder'S Court Fines	(1,875,204)	(1,900,000)	(2,443,750)	(543,750)	28.62 %
42213 Red Light Camera Fines	(790,819)	(700,000)	(850,000)	(150,000)	21.43 %
42324 Paulson Concession Revenues	(1,643)	(1,000)	(1,000)	0	0.00 %
42433 Grayson Stadium Rent	(20,000)	(20,000)	(20,000)	0	0.00 %
42437 Tennis Concessions	(113,987)	(126,500)	(110,000)	16,500	(13.04)%
42441 Athletic Fees	(30,336)	(36,000)	(50,000)	(14,000)	38.89 %
42442 Softball Fees	(9,722)	(21,000)	(10,000)	11,000	(52.38)%
42443 Athletic Tournament Fees	(21,208)	(22,000)	(22,000)	0	0.00 %
42444 Softball Tournament Fees	(23,145)	(20,000)	(20,000)	0	0.00 %
42446 Cultural Art Fees	(97,171)	(100,000)	(106,900)	(6,900)	6.90 %
42447 Neighborhood Center Fees	(242,421)	(270,000)	(260,000)	10,000	(3.70)%
42448 Golden Age Registration Fees	(31,038)	(35,000)	(30,000)	5,000	(14.29)%
42449 Park & Square Event Fee	(130,474)	(160,000)	(160,000)	0	0.00 %
42450 Film Permit Fees	0	(43,750)	(43,750)	0	0.00 %
42451 Coffee Bluff Marina	0	(9,000)	(6,000)	3,000	(33.33)%
42452 After School Program	(2,954)	(2,500)	(2,500)	0	0.00 %

101 General Fund

42508 Inspections Admin Fees	(12,606)	(2,000)	(15,000)	(13,000)	650.00 %
42509 Sign Inspection Fees	(22,940)	(10,000)	(20,000)	(10,000)	100.00 %
42510 Zoning Hearing Fees	(82,012)	(73,220)	(90,000)	(16,780)	22.92 %
42511 Building Inspection Fees	(2,771,953)	(2,500,000)	(2,500,000)	0	0.00 %
42512 Electrical Inspection Fee	(65,973)	(70,000)	(65,000)	5,000	(7.14)%
42513 Plumbing Inspection Fees	(21,095)	(20,000)	(25,000)	(5,000)	25.00 %
42514 Exist Bldg Insp Fees	(7,732)	(15,000)	(20,000)	(5,000)	33.33 %
42515 Traffic Eng - Permits	(133,910)	(130,000)	(155,000)	(25,000)	19.23 %
42516 Expedited Plan Review Fees	(981)	(1,000)	(2,000)	(1,000)	100.00 %
42518 Priv. Development Fees	(220,142)	(341,095)	(230,000)	111,095	(32.57)%
42519 Fuel Storage Tank Inspect	(1,000)	(2,200)	0	2,200	(100.00)%
42520 Mechanical Inspection Fee	(57,555)	(60,000)	(55,000)	5,000	(8.33)%
42521 Fire Inspection Fees	(8,638)	(6,800)	0	6,800	(100.00)%
42611 Chatham Co Police Reimbu	(17,254,250)	(14,482,772)	(3,614,454)	10,868,318	(75.04)%
42620 Cemetery Event Fees	(43,399)	(48,605)	(49,750)	(1,145)	2.36 %
42621 Cemetery Fees	(283,985)	(329,975)	(334,190)	(4,215)	1.28 %
42622 Cemeteries - Cip	(156,561)	(163,252)	(180,820)	(17,568)	10.76 %
42625 Public Information Fees	(123)	(50)	(100)	(50)	100.00 %
42626 Fell Strt Box-Cnty Shar	2,034	(20,000)	(20,000)	0	0.00 %
42631 Hotel Occup Transp Fee	(1,386,534)	(1,400,000)	(1,570,000)	(170,000)	12.14 %
42645 Alarm Registration Fees	(111,672)	(80,000)	(100,000)	(20,000)	25.00 %
42646 Off Duty Police Fees	(172,106)	(155,000)	(230,000)	(75,000)	48.39 %
42650 Police False Alarm Fees	(220)	(1,000)	(1,000)	0	0.00 %
42651 Accident Reporting Fees	(111,204)	(120,000)	(115,000)	5,000	(4.17)%
42653 Fire Protection Fees	(138,546)	(136,000)	0	136,000	(100.00)%
42655 Building Demolition Fees	(13,711)	(20,000)	(20,000)	0	0.00 %
42656 Building Boarding-Up Fees	(18,920)	(25,000)	(25,000)	0	0.00 %
42657 Fire Incident Report Fee	(3,528)	(1,500)	0	1,500	(100.00)%
42659 Preservation Fees	(744,017)	(750,000)	(650,000)	100,000	(13.33)%
42666 Property Owners	(436)	(1,000)	(500)	500	(50.00)%
42675 Fire Equipment User Fee	(6,827)	(8,000)	0	8,000	(100.00)%
42677 Equip Replacement - Fire	(650)	(400)	0	400	(100.00)%
42902 Miscellaneous Rents	(390,293)	(378,500)	(500,000)	(121,500)	32.10 %
42903 Transmitter Tower Rent	(9,145)	(7,272)	(103,000)	(95,728)	1,316.39 %
42904 Donations from Private	(23,227)	0	(3,000)	(3,000)	100.00 %
42961 Advertising Fees	(1,740)	(1,600)	(1,000)	600	(37.50)%
42974 Condemned Funds - State	0	0	0	0	0.00 %
42990 Outside Fire Training	(1,250)	0	0	0	0.00 %
42993 Cashier Over/Short	185	0	0	0	0.00 %
42998 Discounts	(116,575)	(150,000)	(100,000)	50,000	(33.33)%
42999 Miscellaneous	(530,713)	(320,000)	(400,000)	(80,000)	25.00 %
43540 Chatham County	(31,547)	0	0	0	0.00 %
43702 Chatham Co-Crimestopprs	(52,350)	(52,350)	0	52,350	(100.00)%
43703 Chatham Co-Witness Fees	(16,740)	(20,000)	(20,000)	0	0.00 %
43901 Paymnt In Lieu Of Taxes	(1,351,866)	(1,097,431)	(1,295,064)	(197,633)	18.01 %
43902 Private Paid Adult D/C	(66,446)	(60,000)	(60,000)	0	0.00 %
43903 State Grant - Elderly	(119,886)	(100,000)	(100,000)	0	0.00 %
43904 State Grant - Capdc	(167,686)	(175,000)	(175,000)	0	0.00 %
43915 State Grant - Iii-B	(40,786)	(50,000)	(50,000)	0	0.00 %
43917 Povrty Redctn Init-U.W.	(279,993)	(293,775)	(311,326)	(17,551)	5.97 %
44104 Service to Haz-Mat Fund	(21,045)	(19,345)	(20,738)	(1,393)	7.20 %
44211 Services to Cws	(108,509)	(91,034)	(91,034)	0	0.00 %
44221 Services to Community Devel	(402,712)	(458,976)	(444,484)	14,492	(3.16)%
44511 Services to Sanitation Fund	(840,884)	(871,338)	(909,759)	(38,421)	4.41 %
44521 Services to W&S Fund	(2,655,201)	(2,542,230)	(2,613,366)	(71,136)	2.80 %
44531 Services to I&D Water	(184,710)	(189,550)	(193,494)	(3,944)	2.08 %

101 General Fund

44551 Services to Civic Center	(245,900)	(246,824)	(234,568)	12,256	(4.97)%
44561 Services to Parking Garage	(680,354)	(646,334)	(613,724)	32,610	(5.05)%
44611 Services to Int Svcs	(661,469)	(627,200)	(605,816)	21,384	(3.41)%
45306 Lot Clearing Fees	(21,444)	(25,000)	(30,000)	(5,000)	20.00 %
45452 Tour Bus Rents	(47,918)	(38,000)	(40,000)	(2,000)	5.26 %
45453 Motor Coach Permits	(42,395)	(34,000)	(56,600)	(22,600)	66.47 %
45899 Misc Ar Unclctd Reserve	(20,001)	50,000	50,000	0	0.00 %
47111 Interest Earned	(120,559)	(100,000)	(300,000)	(200,000)	200.00 %
47141 Interest Earned-Cemetery Fnds	(19,227)	(13,000)	(50,000)	(37,000)	284.62 %
47312 Sale Of Fixed Assets	(403)	0	0	0	0.00 %
47315 Sale Of Surplus Prop	(1,367,021)	(55,000)	(50,000)	5,000	(9.09)%
48175 Trans-Hotel/Motel Tx Fd	(9,754,436)	(9,913,750)	(11,448,000)	(1,534,250)	15.48 %
48180 Transfer-Rent Veh Tx Fd	(438,809)	(435,000)	(470,000)	(35,000)	8.05 %
48213 From Other State Grants	0	(51,776)	0	51,776	(100.00)%
48215 From Hurricane Matthew Fund	0	(291,088)	0	291,088	(100.00)%
48224 From Section 108 Loan	(111,635)	0	0	0	0.00 %
51105 Salaries and Wages	77,264,193	81,677,993	58,864,216	(22,813,777)	(27.93)%
51110 Social Security	6,020,823	6,629,091	4,848,423	(1,780,668)	(26.86)%
51116 Stipend	112,068	127,087	112,362	(14,725)	(11.59)%
51121 Group Medical Insurance	13,172,319	13,977,484	11,178,596	(2,798,887)	(20.02)%
51122 Group Life Insurance	248,764	247,201	248,131	930	0.38 %
51123 Unemployment Comp	55,603	0	40,373	40,373	100.00 %
51124 Disability Insurance	110,166	225,265	171,647	(53,617)	(23.80)%
51125 Workers Compensation	3,499,062	2,510,961	1,981,305	(529,656)	(21.09)%
51126 Group Med Chatham Count	445,688	426,751	0	(426,751)	(100.00)%
51127 Retiree Grp Medcal Opeb	4,419,526	1,658,855	1,800,207	141,353	8.52 %
51128 Retiree Medical County	135,100	130,467	0	(130,467)	(100.00)%
51130 Pension	6,729,236	6,445,930	4,966,506	(1,479,424)	(22.95)%
51131 Pension - Chatham Count	517,572	506,975	0	(506,975)	(100.00)%
51132 City Contr-Def Comp	133,027	140,200	150,000	9,800	6.99 %
51133 City Contr-Poa	124,564	126,960	129,120	2,160	1.70 %
51134 City Contr-Ga F/F Pens	96,838	96,000	0	(96,000)	(100.00)%
51140 Fitness Program	13,132	15,000	15,000	0	0.00 %
51155 Overtime	5,630,778	4,851,084	3,378,100	(1,472,984)	(30.36)%
51158 Overtime-Court	90,960	96,110	103,800	7,690	8.00 %
51160 Temporary Labor - City	132,026	124,406	125,160	754	0.61 %
51199 Reimbrsmnt Persnl Svcs	(1,738,938)	(3,558,215)	1,207,606	4,765,821	(133.94)%
51205 Electricity	6,419,023	6,620,476	6,618,703	(1,773)	(0.03)%
51206 Natural Gas	103,980	116,125	87,809	(28,316)	(24.38)%
51210 Communications	305,772	303,622	313,548	9,926	3.27 %
51211 Cell Communications	472,961	422,898	459,775	36,877	8.72 %
51212 Travel-Transp Lodg Pd	236,907	333,763	316,654	(17,109)	(5.13)%
51213 Education and Training	155,173	255,831	218,432	(37,399)	(14.62)%
51216 Tuition Reimbursement	54,788	75,000	45,000	(30,000)	(40.00)%
51220 Advertising	125,678	239,911	82,456	(157,455)	(65.63)%
51225 Insurance	0	3,000	3,000	0	0.00 %
51230 Rentals	581,857	639,150	2,000,674	1,361,524	213.02 %
51231 Data Processing Equip Rental	120	0	0	0	0.00 %
51232 Licenses-Professional	5,605	11,231	10,625	(606)	(5.40)%
51233 Dues and Fees	79,128	134,601	126,627	(7,974)	(5.92)%
51234 Books Periodicals Subsc	55,161	73,701	36,024	(37,677)	(51.12)%
51235 Dues Memberships & Subs	1,025	100	475	375	375.00 %
51237 Official/Admin Pur Svcs	202,012	137,240	188,800	51,560	37.57 %
51238 Professional Pur Svcs	1,684,895	2,062,295	1,708,074	(354,221)	(17.18)%
51239 Technical Pur Svcs	376,394	323,939	291,357	(32,582)	(10.06)%
51240 Professional Services F	2,529	6,435	0	(6,435)	(100.00)%

101 General Fund

51241 Security Guard Services	549,859	624,813	590,902	(33,911)	(5.43)%
51242 Southside Fire Services	0	0	0	0	0.00 %
51243 Janitorial Services	470,838	525,537	521,343	(4,194)	(0.80)%
51244 Building Maintenance	277,493	353,427	266,348	(87,079)	(24.64)%
51245 Building Repair	207,716	379,556	236,022	(143,534)	(37.82)%
51250 Equipment Maintenance	595,655	598,975	381,989	(216,986)	(36.23)%
51251 Data Processing Equip Mte	130,601	151,363	109,302	(42,061)	(27.79)%
51252 Veh Maint Chatham Count	206,160	194,310	0	(194,310)	(100.00)%
51255 Car Washing	32,333	37,268	37,638	370	0.99 %
51256 Temporary Labor-Agency	1,305,828	731,471	607,922	(123,549)	(16.89)%
51270 Photocopying	321,253	306,777	302,528	(4,249)	(1.39)%
51271 Food-Catered Meals	514,803	626,447	608,153	(18,295)	(2.92)%
51275 Outside Printing	94,751	146,151	134,644	(11,507)	(7.87)%
51287 Prisoner Medical Costs	55,068	90,000	90,000	0	0.00 %
51290 Medical Costs	205,691	214,600	76,600	(138,000)	(64.31)%
51294 Other Transportation	28,194	28,975	344,650	315,675	1,089.47 %
51295 Other Contractual Service	3,698,156	5,380,748	9,241,726	3,860,978	71.76 %
51297 Housing Demolition	0	0	90,000	90,000	100.00 %
51306 Office Supplies	211,655	208,325	215,828	7,503	3.60 %
51307 Postage	106,782	120,872	130,892	10,020	8.29 %
51309 Laundry Allowance	263,141	277,692	149,064	(128,628)	(46.32)%
51310 Clothing & Laundry	1,355,411	1,118,753	804,323	(314,430)	(28.11)%
51320 Operating Supp & Materials	1,162,448	1,678,920	1,317,416	(361,504)	(21.53)%
51321 Small Fixed Assets	732,630	637,791	297,127	(340,663)	(53.41)%
51322 Sports & Craft Supplies	110,353	150,509	134,628	(15,881)	(10.55)%
51323 Chemicals	74,288	139,686	183,486	43,800	31.36 %
51335 Equipment Repair Parts	237,479	318,291	273,910	(44,381)	(13.94)%
51340 Construction Suppl & Matls	620,355	622,079	618,379	(3,700)	(0.59)%
51350 Shop Supplies/Propane	24,551	38,935	36,201	(2,734)	(7.02)%
51361 Auto Fuel Chatham Count	35,930	46,050	0	(46,050)	(100.00)%
51362 Gasoline	1,373,846	1,580,857	1,421,104	(159,753)	(10.11)%
51363 Diesel Fuel	361,043	498,407	296,933	(201,474)	(40.42)%
51365 Oil and Grease	136	0	0	0	0.00 %
51395 Other	86,326	347,744	734,353	386,609	111.18 %
51408 Svcs By Parking Fund	280,473	283,363	312,181	28,818	10.17 %
51409 Svcs By Water & Sewer	332,744	557,819	441,928	(115,891)	(20.78)%
51411 Svcs By San-Disposal Fe	613,710	704,519	661,961	(42,559)	(6.04)%
51412 Svcs By Civic Center Fund	135,000	135,000	135,000	0	0.00 %
51413 Svcs By San-Commrc'l Fee	258,072	265,275	236,233	(29,042)	(10.95)%
51414 W&S Planning Services	0	0	0	0	0.00 %
51420 Svcs By Sanitn to G/F	7,472,107	7,203,601	5,437,912	(1,765,689)	(24.51)%
51425 Insurance By Risk Mngmnt Fund	3,126,146	3,375,459	3,107,713	(267,746)	(7.93)%
51450 Computer Services	3,603,750	3,889,646	3,542,634	(347,012)	(8.92)%
51451 Radio Services	655,730	751,073	563,161	(187,913)	(25.02)%
51452 Telephone Services	250,664	241,690	269,043	27,353	11.32 %
51473 Garage Overhead	294,490	309,493	272,042	(37,451)	(12.10)%
51474 Garage Charges	2,791,668	2,865,026	2,579,686	(285,339)	(9.96)%
51510 Computer Hardware/Software	0	0	50,000	50,000	100.00 %
51520 Office/Bldg Furn/Equipment	303,647	373,524	101,800	(271,724)	(72.75)%
51718 Transfer to Debt Service	2,146,612	2,831,635	2,989,492	157,857	5.57 %
51720 Contribution to Cip General	900,000	1,505,969	7,621,908	6,115,939	406.11 %
51721 Contribution to Haz-Mat	193,352	277,964	122,735	(155,229)	(55.85)%
51722 Trans to CDBG Spec Revs	1,318,854	1,289,022	1,951,216	662,194	51.37 %
51724 Trans to Fire Rescue Fund	0	0	16,022,741	16,022,741	100.00 %
51725 Veh Replacement Contribution	44	0	0	0	0.00 %
51730 Fleet Addition Contribution	307,059	0	1,417,242	1,417,242	100.00 %

101 General Fund

51745 Intra-Fund Transfers	3,566,215	1,574,195	1,445,808	(128,387)	(8.16)%
51746 E-Commnctns Exp Transfr	2,321,049	1,927,419	0	(1,927,419)	(100.00)%
51761 Transfer to TAD Fund 1	2,005,562	2,073,417	2,069,591	(3,826)	(0.18)%
51764 Contribution to Civic Center	0	61,675	0	(61,675)	(100.00)%
51810 Contingencies	0	54,749	1,674,809	1,620,060	2,959.06 %
51811 Contributions	855,305	880,300	497,910	(382,390)	(43.44)%
51821 Cultural Contributions	748,168	884,174	680,400	(203,774)	(23.05)%
51822 Social Contribution	641,599	620,219	833,177	212,958	34.34 %
51860 Contrbn-Savh History Museum	816,528	716,528	0	(716,528)	(100.00)%
51862 Contrbtn-Metro Planning Comm	1,470,163	1,409,166	1,277,911	(131,255)	(9.31)%
51863 City Membership Dues	330,174	226,846	226,846	0	0.00 %
51867 Contrbtn-Trade Ctr Auth	8,188	8,000	8,200	200	2.50 %
51869 Mobility Management Bd	1,386,534	1,400,000	0	(1,400,000)	(100.00)%
51892 Radio Capital Use Charge	1,006,625	996,162	346,920	(649,243)	(65.17)%
51894 Veh Use Chg Chatham Cou	313,758	326,858	0	(326,858)	(100.00)%
51895 Vehicle Captl-Use Chrg	4,561,227	4,559,782	2,925,167	(1,634,616)	(35.85)%
51896 Vehicle Accessory Charge	116,125	592,635	337,215	(255,420)	(43.10)%
52105 Work Comp Wages Paid	(63,831)	0	0	0	0.00 %
52324 Concession Purchases	3,928	4,000	4,000	0	0.00 %
52812 Other Expenses	(8,590)	0	0	0	0.00 %
Total 101 General Fund	(1,293,225)	2,744,984	0	(2,744,984)	-100.00%

102 Condemned Assets Fund

42972 Condemned Funds-Federal	(24,619)	0	0	0	0.00 %
42974 Condemned Funds - State	(89,813)	0	0	0	0.00 %
47111 Interest Earned	(292)	0	0	0	0.00 %
51233 Dues and Fees	5,000	0	0	0	0.00 %
51238 Professional Pur Svcs	9,719	0	0	0	0.00 %
51295 Other Contractual Service	110,820	0	0	0	0.00 %
51306 Office Supplies	3,815	0	0	0	0.00 %
51320 Operating Supp & Materials	4,162	0	0	0	0.00 %
51321 Small Fixed Assets	12,541	0	0	0	0.00 %
51520 Office/Bldg Furn/Equipment	17,949	0	0	0	0.00 %
Total 102 Condemned Assets Fund	49,283	0	0	0	0.00%

104 Haz-Mat Fund

42970 Haz-Mat Industry Fees	(274,300)	(250,000)	(274,000)	(24,000)	9.60 %
43705 Chath Co Haz Mat Reimbu	(68,219)	(60,000)	(68,000)	(8,000)	13.33 %
48101 Contrbtn Frm Generl Fnd	(193,352)	(277,964)	(122,735)	155,229	(55.85)%
51105 Salaries and Wages	205,880	203,567	207,181	3,614	1.78 %
51110 Social Security	15,478	16,445	16,723	278	1.69 %
51121 Group Medical Insurance	30,480	32,191	34,266	2,075	6.45 %
51122 Group Life Insurance	643	623	871	248	39.83 %
51123 Unemployment Comp	144	0	142	142	100.00 %
51124 Disability Insurance	285	567	602	35	6.15 %
51125 Workers Compensation	1,326	32,872	6,622	(26,250)	(79.85)%
51127 Retiree Grp Medcal Opeb	9,122	3,870	5,544	1,674	43.26 %
51130 Pension	17,803	16,690	17,429	738	4.42 %
51132 City Contr-Def Comp	0	0	0	0	0.00 %
51134 City Contr-Ga F/F Pens	1,200	1,200	1,200	0	0.00 %
51155 Overtime	9,268	10,000	10,000	0	0.00 %
51210 Communications	738	725	800	75	10.34 %
51211 Cell Communications	2,239	2,100	2,200	100	4.76 %
51212 Travel-Transp Lodg Pd	3,190	2,580	2,580	0	0.00 %
51213 Education and Training	2,700	2,700	2,700	0	0.00 %
51233 Dues and Fees	0	100	0	(100)	(100.00)%
51234 Books Periodicals Subsc	2,774	2,500	2,500	0	0.00 %

104 Haz-Mat Fund

51250 Equipment Maintenance	9,312	11,658	9,500	(2,158)	(18.51)%
51255 Car Washing	20	0	0	0	0.00 %
51270 Photocopying	149	250	200	(50)	(20.00)%
51295 Other Contractual Service	1,757	3,500	3,500	0	0.00 %
51309 Laundry Allowance	975	975	975	0	0.00 %
51320 Operating Supp & Materials	30,125	29,092	26,000	(3,092)	(10.63)%
51321 Small Fixed Assets	10,307	30,032	5,500	(24,532)	(81.69)%
51323 Chemicals	9,900	17,600	10,000	(7,600)	(43.18)%
51335 Equipment Repair Parts	200	2,072	2,000	(72)	(3.47)%
51362 Gasoline	1,040	1,000	1,970	970	97.00 %
51363 Diesel Fuel	3,058	3,500	5,305	1,805	51.57 %
51405 Services By General Fund	21,045	19,345	20,738	1,393	7.20 %
51425 Insurance By Risk Mngmnt Fund	5,564	7,559	9,623	2,064	27.31 %
51450 Computer Services	10,514	10,998	11,558	560	5.10 %
51452 Telephone Services	609	570	729	158	27.73 %
51473 Garage Overhead	3,984	3,346	4,367	1,020	30.49 %
51474 Garage Charges	37,285	30,978	41,410	10,431	33.67 %
51895 Vehicle Captl-Use Chrg	86,759	86,759	0	(86,759)	(100.00)%
Total 104 Haz-Mat Fund	0	0	0	0	-100.00%

150 Recorder's Court Technology Fund

42214 Recorders Ct Tech Fee	(64,314)	(60,000)	(70,000)	(10,000)	16.67 %
51295 Other Contractual Service	18,174	50,000	70,000	20,000	40.00 %
51321 Small Fixed Assets	0	3,000	0	(3,000)	(100.00)%
51510 Computer Hardware/Software	0	7,000	0	(7,000)	(100.00)%
51720 Contribution to Cip General	100,000	0	0	0	0.00 %
Total 150 Recorder's Court Technology Fun	53,860	0	0	0	0.00%

211 Grant Fund

43196 Workforce Investmnt Act	(5,267,186)	(5,242,578)	(5,207,675)	34,903	(0.67)%
43317 Dol - Youthbuild	(385,873)	(398,933)	(433,836)	(34,903)	8.75 %
48101 Contrbtrn Frm Generl Fnd	(136,574)	(137,754)	(156,843)	(19,089)	13.86 %
51105 Salaries and Wages	645,608	686,208	723,083	36,875	5.37 %
51110 Social Security	47,485	62,441	65,312	2,871	4.60 %
51121 Group Medical Insurance	77,024	120,732	128,498	7,766	6.43 %
51122 Group Life Insurance	1,793	2,099	3,039	940	44.80 %
51123 Unemployment Comp	402	0	494	494	100.00 %
51124 Disability Insurance	794	1,913	2,102	190	9.92 %
51125 Workers Compensation	7,395	3,898	24,834	20,936	537.10 %
51127 Retiree Grp Medcal Opeb	0	12,577	18,017	5,440	43.26 %
51130 Pension	49,691	56,251	60,828	4,577	8.14 %
51132 City Contr-Def Comp	2,114	2,160	2,400	240	11.11 %
51160 Temporary Labor - City	0	75,000	75,000	0	0.00 %
51205 Electricity	11,077	13,000	13,000	0	0.00 %
51210 Communications	10,357	25,225	13,625	(11,600)	(45.99)%
51211 Cell Communications	8,265	9,153	9,653	500	5.46 %
51212 Travel-Transp Lodg Pd	48,138	35,050	38,500	3,450	9.84 %
51213 Education and Training	17,753	21,050	21,050	0	0.00 %
51220 Advertising	1,915	4,200	4,200	0	0.00 %
51225 Insurance	22,023	34,847	35,054	207	0.59 %
51230 Rentals	275,682	119,717	116,028	(3,689)	(3.08)%
51233 Dues and Fees	9,276	8,650	9,750	1,100	12.72 %
51234 Books Periodicals Subsc	582	1,000	1,000	0	0.00 %
51237 Official/Admin Pur Svcs	98,569	40,702	6,000	(34,702)	(85.26)%
51238 Professional Pur Svcs	176,309	180,256	160,700	(19,556)	(10.85)%
51239 Technical Pur Svcs	0	14,537	14,537	0	0.00 %
51244 Building Maintenance	0	5,000	5,000	0	0.00 %

211 Grant Fund

51250 Equipment Maintenance	0	7,000	7,000	0	0.00 %
51251 Data Processing Equip Mte	7,769	0	0	0	0.00 %
51256 Temporary Labor-Agency	43,371	79,456	79,456	0	0.00 %
51270 Photocopying	16,180	16,800	16,500	(300)	(1.79)%
51271 Food-Catered Meals	189	7,000	7,000	0	0.00 %
51275 Outside Printing	239	2,000	2,000	0	0.00 %
51294 Other Transportation	23,940	27,938	27,638	(300)	(1.07)%
51295 Other Contractual Service	74,645	129,048	66,500	(62,548)	(48.47)%
51306 Office Supplies	22,398	21,250	24,250	3,000	14.12 %
51307 Postage	2,072	4,000	4,000	0	0.00 %
51310 Clothing & Laundry	1,736	3,000	3,000	0	0.00 %
51320 Operating Supp & Materials	7,610	8,050	8,050	0	0.00 %
51321 Small Fixed Assets	151,346	12,404	13,750	1,346	10.85 %
51350 Shop Supplies/Propane	4,418	3,000	4,500	1,500	50.00 %
51395 Other	297,782	63,595	72,900	9,305	14.63 %
51405 Services By General Fund	108,509	91,034	91,034	0	0.00 %
51425 Insurance By Risk Mngmnt Fund	7,227	7,409	17,136	9,727	131.28 %
51450 Computer Services	24,764	26,152	75,329	49,177	188.04 %
51452 Telephone Services	4,646	4,135	4,918	782	18.92 %
51520 Office/Bldg Furn/Equipment	0	59,146	0	(59,146)	(100.00)%
51745 Intra-Fund Transfers	0	3,856,502	3,697,688	(158,814)	(4.12)%
51966 Out Of School Employmnt	395,253	0	0	0	0.00 %
51967 Out Of School Other	663,002	6,084	0	(6,084)	(100.00)%
51968 In Shool Employment	23,666	0	0	0	0.00 %
51969 In School Other	134,793	0	0	0	0.00 %
51970 Institutional Training	1,113,726	0	0	0	0.00 %
51978 Case Management	1,000,787	0	0	0	0.00 %
51981 On The Job Training	36,591	0	0	0	0.00 %
51983 Admin Direct	0	7,500	20,000	12,500	166.67 %
51984 Non-Admin Direct	0	0	0	0	0.00 %
51985 Admin Non-Direct	0	0	0	0	0.00 %
51986 Non-Admin Non-Direct	0	0	0	0	0.00 %
51988 Supportive Services	101,563	4,000	4,000	0	0.00 %
51990 Incumbent Worker Training	9,159	0	0	0	0.00 %
Total 211 Grant Fund	0	202,904	0	(202,903)	-100.00%

212 Grant Fund - Other Fed

42904 Donations from Private	10,000	0	0	0	0.00 %
42994 FEMA Reimbursement	0	(6,000,000)	0	6,000,000	(100.00)%
43494 Summer Lunch	(329,431)	(323,912)	(353,296)	(29,384)	9.07 %
43542 Chat Co Health Dept	0	0	0	0	0.00 %
43801 Federal Grants	0	0	0	0	0.00 %
43802 State Of Georgia	13,294	0	0	0	0.00 %
43804 FEMA	(1,738,938)	(1,240,000)	0	1,240,000	(100.00)%
43916 Homeland Security	(251,936)	(199,526)	(123,727)	75,799	(37.99)%
43918 Gocf - Caring Com Soc	0	0	0	0	0.00 %
43930 Dept Of Justice	0	(80,072)	(24,633)	55,439	(69.24)%
43952 Cops Grants	0	(596,705)	(602,581)	(5,876)	0.98 %
48101 Contrbtrn Frm Generl Fnd	(30,096)	(761,827)	(609,164)	152,663	(20.04)%
48511 From Sanitation Fund	0	(1,875,000)	0	1,875,000	(100.00)%
51105 Salaries and Wages	16,622	16,000	749,960	733,960	4,587.25 %
51110 Social Security	1,272	1,232	47,481	46,249	3,753.97 %
51121 Group Medical Insurance	0	0	154,197	154,197	100.00 %
51122 Group Life Insurance	0	0	3,152	3,152	100.00 %
51123 Unemployment Comp	0	0	513	513	100.00 %
51124 Disability Insurance	0	0	2,180	2,180	100.00 %
51127 Retiree Grp Medcal Opeb	0	0	24,947	24,947	100.00 %

212 Grant Fund - Other Fed

51130 Pension	0	0	63,089	63,089	100.00 %
51155 Overtime	0	18,000	24,000	6,000	33.33 %
51199 Reimbrsmnt Persnl Svcs	1,738,938	2,284,014	0	(2,284,014)	(100.00)%
51210 Communications	0	0	0	0	0.00 %
51212 Travel-Transp Lodg Pd	0	806	806	0	0.00 %
51220 Advertising	575	0	0	0	0.00 %
51230 Rentals	1,943	1,900	1,900	0	0.00 %
51238 Professional Pur Svcs	0	21,982	0	(21,982)	(100.00)%
51250 Equipment Maintenance	2,528	38,717	0	(38,717)	(100.00)%
51255 Car Washing	0	1,430	1,430	0	0.00 %
51271 Food-Catered Meals	304,080	300,000	330,584	30,584	10.19 %
51294 Other Transportation	2,738	2,700	2,700	0	0.00 %
51295 Other Contractual Service	11,946	351,250	257,289	(93,961)	(26.75)%
51310 Clothing & Laundry	17,402	0	0	0	0.00 %
51320 Operating Supp & Materials	72,463	20,949	15,705	(5,244)	(25.03)%
51321 Small Fixed Assets	92,703	89,340	0	(89,340)	(100.00)%
51335 Equipment Repair Parts	937	0	0	0	0.00 %
51362 Gasoline	223	200	200	0	0.00 %
51399 Storm Damage	0	8,000,000	0	(8,000,000)	(100.00)%
51413 Svcs By San-Commrc'l Fee	1,296	0	0	0	0.00 %
51425 Insurance By Risk Mngmnt Fund	0	0	2,166	2,166	100.00 %
51473 Garage Overhead	0	0	970	970	100.00 %
51474 Garage Charges	0	0	9,202	9,202	100.00 %
51520 Office/Bldg Furn/Equipment	75,048	63,304	3,254	(60,050)	(94.86)%
51720 Contribution to Cip General	72,868	0	0	0	0.00 %
51895 Vehicle Captl-Use Chrg	0	0	17,675	17,675	100.00 %
Total 212 Grant Fund - Other Fed	86,475	134,782	0	(134,782)	-100.00%

213 Grant Fund - Other Stat

42904 Donations from Private	(48,454)	(40,000)	0	40,000	(100.00)%
43194 WIA Reimb For Sav Impac	(268,309)	(374,450)	(361,451)	12,999	(3.47)%
43507 United Way Of Coastal Empire	(137,937)	0	0	0	0.00 %
43802 State Of Georgia	1	(49,370)	0	49,370	(100.00)%
43805 State Grants-Cult Af	0	0	0	0	0.00 %
43914 Nongovt Cult Af Grants	0	0	0	0	0.00 %
43923 Keep America Beautiful	0	0	0	0	0.00 %
43984 Projects-Misc-1	(147)	0	0	0	0.00 %
43985 Projects-Misc-2	0	0	0	0	0.00 %
48101 Contrb'tn Frm Generl Fnd	(63,275)	0	0	0	0.00 %
51105 Salaries and Wages	8,329	0	0	0	0.00 %
51110 Social Security	637	0	0	0	0.00 %
51122 Group Life Insurance	16	0	0	0	0.00 %
51123 Unemployment Comp	3	0	0	0	0.00 %
51124 Disability Insurance	7	0	0	0	0.00 %
51130 Pension	435	0	0	0	0.00 %
51206 Natural Gas	147	0	0	0	0.00 %
51211 Cell Communications	2,823	2,500	3,000	500	20.00 %
51212 Travel-Transp Lodg Pd	14,968	53,000	5,000	(48,000)	(90.57)%
51213 Education and Training	13,526	12,000	25,000	13,000	108.33 %
51220 Advertising	120	200	1,000	800	400.00 %
51230 Rentals	670	700	1,000	300	42.86 %
51238 Professional Pur Svcs	23,596	15,000	50,000	35,000	233.33 %
51250 Equipment Maintenance	884	0	0	0	0.00 %
51256 Temporary Labor-Agency	411,109	370,020	241,951	(128,069)	(34.61)%
51270 Photocopying	3,371	2,500	7,000	4,500	180.00 %
51271 Food-Catered Meals	1,066	600	2,500	1,900	316.67 %
51294 Other Transportation	10,037	0	1,000	1,000	100.00 %

213 Grant Fund - Other Stat

51295 Other Contractual Service	642	0	0	0	0.00 %
51306 Office Supplies	4,368	3,800	3,000	(800)	(21.05)%
51310 Clothing & Laundry	127	0	1,000	1,000	100.00 %
51320 Operating Supp & Materials	19,591	3,000	20,000	17,000	566.67 %
51321 Small Fixed Assets	(289)	0	0	0	0.00 %
52842 Other Costs	1,938	500	0	(500)	(100.00)%
Total 213 Grant Fund - Other Stat	0	0	0	0	2.23%

215 Hurricane Matthew Grant Fund

43801 Federal Grants	0	(291,088)	0	291,088	(100.00)%
48101 Contrbtrn Frm Generl Fnd	(2,262,469)	0	0	0	0.00 %
48511 From Sanitation Fund	(8,083,129)	0	0	0	0.00 %
48521 From Water & Sewer Fund	(637,107)	0	0	0	0.00 %
48531 From I&D Opertng Fund	(24,950)	0	0	0	0.00 %
48551 From Civic Center Fund	(7,772)	0	0	0	0.00 %
48561 From Parking Svcs Fund	(111)	0	0	0	0.00 %
48611 From Internal Service Fund	(61,141)	0	0	0	0.00 %
51110 Social Security	159,688	0	0	0	0.00 %
51132 City Contr-Def Comp	1,511	0	0	0	0.00 %
51155 Overtime	2,146,815	0	0	0	0.00 %
51210 Communications	1,020	0	0	0	0.00 %
51211 Cell Communications	1,022	0	0	0	0.00 %
51212 Travel-Transp Lodg Pd	1,896	0	0	0	0.00 %
51213 Education and Training	1,176	0	0	0	0.00 %
51230 Rentals	25,340	0	0	0	0.00 %
51238 Professional Pur Svcs	5,380	0	0	0	0.00 %
51241 Security Guard Services	17,548	0	0	0	0.00 %
51242 Southside Fire Services	60	0	0	0	0.00 %
51244 Building Maintenance	110	0	0	0	0.00 %
51245 Building Repair	836	0	0	0	0.00 %
51250 Equipment Maintenance	134,644	0	0	0	0.00 %
51271 Food-Catered Meals	8,066	0	0	0	0.00 %
51294 Other Transportation	118	0	0	0	0.00 %
51295 Other Contractual Service	8,439,678	0	0	0	0.00 %
51306 Office Supplies	706	0	0	0	0.00 %
51320 Operating Supp & Materials	36,129	0	0	0	0.00 %
51321 Small Fixed Assets	450	0	0	0	0.00 %
51335 Equipment Repair Parts	9,402	0	0	0	0.00 %
51340 Construction Suppl & Matls	51,018	0	0	0	0.00 %
51350 Shop Supplies/Propane	542	0	0	0	0.00 %
51727 Transfer to General Fd	0	291,088	0	(291,088)	(100.00)%
52842 Other Costs	33,525	0	0	0	0.00 %
Total 215 Hurricane Matthew Grant Fund	0	0	0	0	0.00%

221 Community Development Fund

42701 Principal Repayments	(117,597)	0	0	0	0.00 %
42702 Interest On Loans	(12,323)	0	0	0	0.00 %
42705 Payments-Urban Homestead	(8)	0	0	0	0.00 %
42723 Sdra Fip Loan Repaymnts	(1,827)	0	0	0	0.00 %
42795 CDBG Program Income	0	(353,310)	(353,310)	0	0.00 %
43301 CDBG Grant Revenue	(2,353,827)	(2,038,318)	(2,038,318)	0	0.00 %
43302 Emergency Shelter Grant	(175,379)	(823,801)	(823,801)	0	0.00 %
48101 Contrbtrn Frm Generl Fnd	(1,318,854)	(1,289,022)	(1,951,216)	(662,194)	51.37 %
51105 Salaries and Wages	1,508,154	1,518,277	2,010,218	491,941	32.40 %
51110 Social Security	110,670	117,258	155,212	37,953	32.37 %
51121 Group Medical Insurance	220,980	233,390	325,528	92,138	39.48 %
51122 Group Life Insurance	4,784	4,645	8,117	3,472	74.76 %

221 Community Development Fund

51123 Unemployment Comp	1,073	0	1,321	1,321	100.00 %
51124 Disability Insurance	2,119	4,233	5,615	1,383	32.66 %
51125 Workers Compensation	59,489	48,994	29,801	(19,193)	(39.17)%
51127 Retiree Grp Medcal Opeb	90,000	28,056	52,665	24,609	87.72 %
51130 Pension	132,553	124,486	162,476	37,989	30.52 %
51132 City Contr-Def Comp	4,931	4,560	5,520	960	21.05 %
51199 Reimbrsmnt Persnl Srvs	(265,773)	(265,590)	(264,384)	1,206	(0.45)%
51205 Electricity	3,440	3,291	3,406	115	3.50 %
51206 Natural Gas	722	600	5,800	5,200	866.67 %
51210 Communications	2,080	2,961	2,961	0	0.00 %
51211 Cell Communications	6,937	7,761	8,766	1,005	12.95 %
51212 Travel-Transp Lodg Pd	12,899	13,228	13,228	0	0.00 %
51213 Education and Training	3,884	8,980	8,980	0	0.00 %
51220 Advertising	485	3,930	3,930	0	0.00 %
51225 Insurance	1,632	0	0	0	0.00 %
51230 Rentals	8,444	8,575	8,528	(47)	(0.55)%
51233 Dues and Fees	3,798	4,020	4,020	0	0.00 %
51234 Books Periodicals Subsc	325	781	781	0	0.00 %
51238 Professional Pur Svcs	35,830	33,140	27,500	(5,640)	(17.02)%
51243 Janitorial Services	6,882	9,468	10,368	900	9.51 %
51244 Building Maintenance	2,061	1,903	543	(1,360)	(71.47)%
51245 Building Repair	221	600	250	(350)	(58.33)%
51250 Equipment Maintenance	118	500	500	0	0.00 %
51255 Car Washing	174	396	396	0	0.00 %
51256 Temporary Labor-Agency	54,407	25,691	25,691	0	0.00 %
51270 Photocopying	13,365	13,850	14,000	150	1.08 %
51271 Food-Catered Meals	4,394	7,700	7,700	0	0.00 %
51275 Outside Printing	784	1,694	1,645	(49)	(2.89)%
51290 Medical Costs	0	170	170	0	0.00 %
51294 Other Transportation	735	1,200	1,200	0	0.00 %
51295 Other Contractual Service	622,542	8,266	5,245	(3,021)	(36.55)%
51306 Office Supplies	10,447	13,165	12,230	(935)	(7.10)%
51307 Postage	5,153	6,200	6,000	(200)	(3.23)%
51310 Clothing & Laundry	893	1,200	1,200	0	0.00 %
51320 Operating Supp & Materials	7,718	10,848	8,815	(2,033)	(18.74)%
51321 Small Fixed Assets	927	1,765	1,500	(265)	(15.01)%
51322 Sports & Craft Supplies	733	1,000	1,000	0	0.00 %
51335 Equipment Repair Parts	0	305	305	0	0.00 %
51362 Gasoline	5,809	6,495	6,495	0	0.00 %
51395 Other	13,680	14,884	14,884	0	0.00 %
51405 Services By General Fund	402,712	458,976	444,484	(14,492)	(3.16)%
51411 Svcs By San-Disposal Fe	229	0	0	0	0.00 %
51425 Insurance By Risk Mngmnt Fund	20,053	27,080	24,173	(2,907)	(10.74)%
51450 Computer Services	61,677	59,264	71,581	12,317	20.78 %
51452 Telephone Services	8,811	8,841	11,110	2,269	25.67 %
51473 Garage Overhead	605	1,063	531	(532)	(50.02)%
51474 Garage Charges	5,663	9,842	5,039	(4,803)	(48.80)%
51510 Computer Hardware/Software	0	24,000	0	(24,000)	(100.00)%
51610 Bond Principal	100,000	101,010	101,010	0	0.00 %
51615 Bond Interest	10,230	1,010	1,010	0	0.00 %
51745 Intra-Fund Transfers	0	1,757,228	1,799,449	42,221	2.40 %
51824 Grant Project Costs	735,199	0	0	0	0.00 %
51895 Vehicle Captl-Use Chrg	0	0	8,131	8,131	100.00 %
51896 Vehicle Accessory Charge	35	35	0	(35)	(100.00)%
Total 221 Community Development Fund	65,899	(23,226)	0	23,226	-100.00%

222 Comm Devel Fund-Rental Rehab

42678 Sustainability Fees	(3,525)	(4,550)	(6,500)	(1,950)	42.86 %
42679 Sav Affordable Housing Trust Fees	(3,675)	0	0	0	0.00 %
42701 Principal Repayments	(169,040)	0	0	0	0.00 %
42703 Payments - Rental Rehab	0	(1,250)	(1,250)	0	0.00 %
42797 Other	(60,000)	0	0	0	0.00 %
42798 Program Income-Nhs	(7,638)	0	0	0	0.00 %
42799 Program Income	(572,915)	(230,000)	(245,000)	(15,000)	6.52 %
42904 Donations from Private	(19,010)	0	0	0	0.00 %
42999 Miscellaneous	617,609	0	0	0	0.00 %
43909 Other Grant	(15,000)	0	0	0	0.00 %
45699 FEDERAL HOME LN BK PROCEEDS	(212,577)	0	0	0	0.00 %
47111 Interest Earned	(3,489)	0	0	0	0.00 %
48101 Contrbtrn Frm Generl Fnd	(200,000)	(150,000)	(150,000)	0	0.00 %
51295 Other Contractual Service	648,389	0	0	0	0.00 %
51321 Small Fixed Assets	689	0	0	0	0.00 %
51745 Intra-Fund Transfers	0	0	402,750	402,750	100.00 %
51987 Other	182	0	0	0	0.00 %
Total 222 Comm Devel Fund-Rental Rehab	0	(385,800)	0	385,800	-100.00%

224 Cmnty Dev-Other Fed Fds

42718 Mlk Spg Repayment	0	(60,187)	(60,187)	0	0.00 %
42719 EDA/CDBG Rlf Prog Inc	0	(163,506)	(163,506)	0	0.00 %
43305 Hopwa	(225,425)	(318,324)	(318,324)	0	0.00 %
43309 Hud Shelter Plus Care	(527,555)	(467,562)	(475,014)	(7,452)	1.59 %
43450 HMGP-1973-0042	(33,544)	0	0	0	0.00 %
43451 PDMC-PJ-04-GA-2011-003	(130,758)	0	0	0	0.00 %
47111 Interest Earned	0	0	0	0	0.00 %
51105 Salaries and Wages	11,831	25,376	26,993	1,617	6.37 %
51110 Social Security	902	0	0	0	0.00 %
51121 Group Medical Insurance	0	0	8,567	8,567	100.00 %
51122 Group Life Insurance	0	0	113	113	100.00 %
51123 Unemployment Comp	0	0	18	18	100.00 %
51124 Disability Insurance	0	0	78	78	100.00 %
51127 Retiree Grp Medcal Opeb	0	967	1,386	418	43.26 %
51130 Pension	0	0	2,271	2,271	100.00 %
51132 City Contr-Def Comp	102	240	240	0	0.00 %
51295 Other Contractual Service	565,700	383,882	460,334	76,452	19.92 %
51306 Office Supplies	1,339	0	0	0	0.00 %
51307 Postage	347	0	0	0	0.00 %
51745 Intra-Fund Transfers	111,635	460,259	517,031	56,772	12.33 %
Total 224 Cmnty Dev-Other Fed Fds	(225,425)	(138,855)	0	138,855	-100.00%

225 Section 108 Loan Fund

42701 Principal Repayments	0	(18,354)	(20,000)	(1,646)	8.97 %
42733 Mlk Interest Repaymnts	(5,705)	0	0	0	0.00 %
42734 Mlk Principal Repaymnts	(7,963)	0	0	0	0.00 %
42735 Bllf Interest Repaymnts	(160)	0	0	0	0.00 %
42736 Bllf Principal Repaymnt	(14,892)	0	0	0	0.00 %
51745 Intra-Fund Transfers	0	18,354	20,000	1,646	8.97 %
Total 225 Section 108 Loan Fund	(28,720)	0	0	0	0.00%

227 (NSP) Nebrhd Stab Progr

42701 Principal Repayments	0	(12,500)	(12,500)	0	0.00 %
42720 NSP3 Program Income	(75,000)	0	0	0	0.00 %
42744 Loan Repayments - NSP	(42,991)	0	0	0	0.00 %
42997 Sale Of Land and Property	(23,978)	0	0	0	0.00 %
43544 (Nsp) Nebrhd Stab Progr	(91,193)	0	0	0	0.00 %

227 (NSP) Nebrhd Stab Progr

51295 Other Contractual Service	233,162	15,000	12,500	(2,500)	(16.67)%
Total 227 (NSP) Nebrhd Stab Progr	0	2,500	0	(2,500)	-100.00%

232 Housing Fund-Home Program

42701 Principal Repayments	(325,044)	0	0	0	0.00 %
42798 Program Income-Nhs	(14,866)	0	0	0	0.00 %
42799 Program Income	(395,140)	(450,000)	(500,000)	(50,000)	11.11 %
43304 Carry Forwrd Frm Pr Yrs	88,348	(550,000)	(550,000)	0	0.00 %
43621 Home Grant-General (Hud)	(1,244,033)	(623,312)	(623,312)	0	0.00 %
43624 HOME recaptured funds	(7,240)	0	0	0	0.00 %
48101 Contrbbtn Frm Generl Fnd	(4,000)	0	0	0	0.00 %
51105 Salaries and Wages	109,635	0	0	0	0.00 %
51110 Social Security	9,082	0	0	0	0.00 %
51295 Other Contractual Service	1,785,459	0	0	0	0.00 %
51745 Intra-Fund Transfers	0	1,623,312	1,673,312	50,000	3.08 %
51987 Other	(2,200)	0	0	0	0.00 %
Total 232 Housing Fund-Home Program	0	0	0	0	0.00%

241 Emerg Communicatns Fund

42611 Chatham Co Police Reimbu	0	0	(2,285,365)	(2,285,365)	100.00 %
42648 PrePaid Wireless E911 Fees	(273,609)	(245,000)	(300,000)	(55,000)	22.45 %
42649 Wireless E911 Fees	(1,499,743)	(1,470,000)	(1,470,000)	0	0.00 %
42652 911 Emergency Telephone Fees	(1,101,191)	(1,200,000)	(1,000,000)	200,000	(16.67)%
42671 Landlines from Chath Co	(300,149)	(400,000)	(400,000)	0	0.00 %
42672 Wireless Rev Chatham Co	(1,374,445)	(1,800,000)	(2,000,000)	(200,000)	11.11 %
48101 Contrbbtn Frm Generl Fnd	(2,321,049)	(2,077,419)	0	2,077,419	(100.00)%
51105 Salaries and Wages	3,694,793	3,779,498	3,784,192	4,694	0.12 %
51110 Social Security	302,817	313,885	329,489	15,604	4.97 %
51121 Group Medical Insurance	716,220	764,593	882,352	117,759	15.40 %
51122 Group Life Insurance	11,823	11,562	15,820	4,258	36.83 %
51123 Unemployment Comp	2,651	0	2,574	2,574	100.00 %
51124 Disability Insurance	5,236	10,536	10,944	408	3.87 %
51125 Workers Compensation	54,807	52,443	173,840	121,397	231.48 %
51126 Group Med Chatham Count	109,625	109,625	109,625	0	0.00 %
51127 Retiree Grp Medcal Opeb	273,000	100,614	142,751	42,137	41.88 %
51128 Retiree Medical County	33,325	33,325	33,325	0	0.00 %
51130 Pension	289,871	275,322	316,656	41,334	15.01 %
51131 Pension - Chatham Count	80,357	77,988	77,988	0	0.00 %
51132 City Contr-Def Comp	15,040	14,640	14,880	240	1.64 %
51133 City Contr-Poa	219	240	240	0	0.00 %
51155 Overtime	463,534	432,000	480,000	48,000	11.11 %
51160 Temporary Labor - City	65	285	0	(285)	(100.00)%
51199 Reimbrsmnt Persnl Srvs	0	0	128,108	128,108	100.00 %
51210 Communications	214,507	220,000	226,670	6,670	3.03 %
51211 Cell Communications	3,175	3,000	3,000	0	0.00 %
51212 Travel-Transp Lodg Pd	10,169	9,500	9,500	0	0.00 %
51213 Education and Training	8,027	14,600	14,600	0	0.00 %
51230 Rentals	3,000	3,000	3,000	0	0.00 %
51232 Licenses-Professional	0	100	100	0	0.00 %
51233 Dues and Fees	62	1,000	2,000	1,000	100.00 %
51234 Books Periodicals Subsc	0	2,000	500	(1,500)	(75.00)%
51238 Professional Pur Svcs	16,028	10,000	22,000	12,000	120.00 %
51250 Equipment Maintenance	10,483	18,711	15,000	(3,711)	(19.83)%
51255 Car Washing	0	50	50	0	0.00 %
51256 Temporary Labor-Agency	446	0	0	0	0.00 %
51271 Food-Catered Meals	1,188	1,500	1,500	0	0.00 %
51294 Other Transportation	0	0	0	0	0.00 %

241 Emerg Communicatns Fund

51295 Other Contractual Service	77,812	150,188	150,188	0	0.00 %
51309 Laundry Allowance	24,607	22,500	25,000	2,500	11.11 %
51320 Operating Supp & Materials	20,971	21,000	21,000	0	0.00 %
51321 Small Fixed Assets	2,255	3,000	3,000	0	0.00 %
51362 Gasoline	994	1,000	1,000	0	0.00 %
51425 Insurance By Risk Mngmnt Fund	61,854	60,420	119,950	59,530	98.53 %
51450 Computer Services	281,541	293,776	309,805	16,029	5.46 %
51451 Radio Services	30,189	29,170	11,351	(17,819)	(61.09)%
51452 Telephone Services	3,043	5,989	6,375	386	6.44 %
51473 Garage Overhead	0	383	0	(383)	(100.00)%
51474 Garage Charges	0	3,550	0	(3,550)	(100.00)%
51892 Radio Capital Use Charge	46,453	38,689	6,993	(31,696)	(81.93)%
51895 Vehicle Captl-Use Chrg	0	2,735	0	(2,735)	(100.00)%
Total 241 Emerg Communicatns Fund	0	(300,000)	0	300,000	-100.00%

242 E911 Wireless Reserve

47111 Interest Earned	(3,914)	0	0	0	0.00 %
Total 242 E911 Wireless Reserve	(3,914)	0	0	0	0.00%

252 Prop Acqistn Revolv Fnd

42799 Program Income	(6,235)	0	0	0	0.00 %
47111 Interest Earned	(4,524)	0	0	0	0.00 %
51295 Other Contractual Service	30,043	2,630	0	(2,630)	(100.00)%
51395 Other	32,500	0	0	0	0.00 %
52842 Other Costs	2,390	0	0	0	0.00 %
52844 Property Acquisition	0	0	0	0	0.00 %
Total 252 Prop Acqistn Revolv Fnd	54,174	2,630	0	(2,630)	-100.00%

261 Tax Allcatn Dist No 1

41141 Tad Tax from City	(359,640)	(330,000)	(396,000)	(66,000)	20.00 %
41142 Tad Tax from County	(633,052)	(240,000)	(354,001)	(114,001)	47.50 %
47111 Interest Earned	0	0	0	0	0.00 %
48101 Contrbtn Frm Generl Fnd	(2,005,562)	(2,005,562)	(2,069,591)	(64,029)	3.19 %
51295 Other Contractual Service	2,524	0	0	0	0.00 %
51610 Bond Principal	1,515,000	1,665,000	1,695,000	30,000	1.80 %
52615 Interest Expense	1,403,351	1,321,206	1,287,906	(33,300)	(2.52)%
52618 Bab Interest Rebate	(163,490)	(162,788)	(163,314)	(526)	0.32 %
Total 261 Tax Allcatn Dist No 1	(240,869)	247,856	0	(247,856)	-100.00%

270 Fire Rescue Fund

42519 Fuel Storage Tank Inspect	0	0	(1,000)	(1,000)	100.00 %
42521 Fire Inspection Fees	0	0	(15,000)	(15,000)	100.00 %
42653 Fire Protection Fees	0	0	(20,589,500)	(20,589,500)	100.00 %
42657 Fire Incident Report Fee	0	0	(1,000)	(1,000)	100.00 %
42675 Fire Equipment User Fee	0	0	(7,000)	(7,000)	100.00 %
42677 Equip Replacement - Fire	0	0	(1,000)	(1,000)	100.00 %
48101 Contrbtn Frm Generl Fnd	0	0	(16,022,741)	(16,022,741)	100.00 %
51105 Salaries and Wages	0	0	17,529,655	17,529,655	100.00 %
51110 Social Security	0	0	1,419,977	1,419,977	100.00 %
51116 Stipend	0	0	1,200	1,200	100.00 %
51121 Group Medical Insurance	0	0	3,109,649	3,109,649	100.00 %
51122 Group Life Insurance	0	0	73,675	73,675	100.00 %
51123 Unemployment Comp	0	0	11,988	11,988	100.00 %
51124 Disability Insurance	0	0	50,965	50,965	100.00 %
51125 Workers Compensation	0	0	600,989	600,989	100.00 %
51127 Retiree Grp Medcal Opeb	0	0	503,093	503,093	100.00 %
51130 Pension	0	0	1,474,650	1,474,650	100.00 %

270 Fire Rescue Fund

51132 City Contr-Def Comp	0	0	2,400	2,400	100.00 %
51134 City Contr-Ga F/F Pens	0	0	99,300	99,300	100.00 %
51155 Overtime	0	0	908,000	908,000	100.00 %
51199 Reimbrsmnt Persnl Svcs	0	0	(950,210)	(950,210)	100.00 %
51205 Electricity	0	0	212,350	212,350	100.00 %
51206 Natural Gas	0	0	25,850	25,850	100.00 %
51210 Communications	0	0	60,000	60,000	100.00 %
51211 Cell Communications	0	0	28,000	28,000	100.00 %
51212 Travel-Transp Lodg Pd	0	0	6,200	6,200	100.00 %
51213 Education and Training	0	0	2,000	2,000	100.00 %
51216 Tuition Reimbursement	0	0	20,500	20,500	100.00 %
51230 Rentals	0	0	1,785	1,785	100.00 %
51233 Dues and Fees	0	0	8,612	8,612	100.00 %
51234 Books Periodicals Subsc	0	0	28,499	28,499	100.00 %
51238 Professional Pur Svcs	0	0	22,635	22,635	100.00 %
51239 Technical Pur Svcs	0	0	27,490	27,490	100.00 %
51244 Building Maintenance	0	0	18,179	18,179	100.00 %
51245 Building Repair	0	0	47,500	47,500	100.00 %
51250 Equipment Maintenance	0	0	23,480	23,480	100.00 %
51256 Temporary Labor-Agency	0	0	10,000	10,000	100.00 %
51270 Photocopying	0	0	10,000	10,000	100.00 %
51271 Food-Catered Meals	0	0	5,000	5,000	100.00 %
51275 Outside Printing	0	0	2,400	2,400	100.00 %
51290 Medical Costs	0	0	124,000	124,000	100.00 %
51294 Other Transportation	0	0	100	100	100.00 %
51295 Other Contractual Service	0	0	12,000	12,000	100.00 %
51306 Office Supplies	0	0	20,000	20,000	100.00 %
51307 Postage	0	0	2,050	2,050	100.00 %
51309 Laundry Allowance	0	0	109,900	109,900	100.00 %
51310 Clothing & Laundry	0	0	316,938	316,938	100.00 %
51320 Operating Supp & Materials	0	0	119,260	119,260	100.00 %
51321 Small Fixed Assets	0	0	17,800	17,800	100.00 %
51323 Chemicals	0	0	50	50	100.00 %
51335 Equipment Repair Parts	0	0	19,875	19,875	100.00 %
51340 Construction Suppl & Matls	0	0	2,000	2,000	100.00 %
51350 Shop Supplies/Propane	0	0	2,200	2,200	100.00 %
51362 Gasoline	0	0	36,340	36,340	100.00 %
51363 Diesel Fuel	0	0	172,500	172,500	100.00 %
51395 Other	0	0	2,100	2,100	100.00 %
51409 Svcs By Water & Sewer	0	0	24,174	24,174	100.00 %
51413 Svcs By San-Commrc'l Fee	0	0	36,390	36,390	100.00 %
51425 Insurance By Risk Mngmnt Fund	0	0	476,774	476,774	100.00 %
51450 Computer Services	0	0	634,793	634,793	100.00 %
51451 Radio Services	0	0	232,235	232,235	100.00 %
51452 Telephone Services	0	0	22,584	22,584	100.00 %
51473 Garage Overhead	0	0	81,285	81,285	100.00 %
51474 Garage Charges	0	0	770,795	770,795	100.00 %
51520 Office/Bldg Furn/Equipment	0	0	16,000	16,000	100.00 %
51720 Contribution to Cip General	0	0	150,000	150,000	100.00 %
51892 Radio Capital Use Charge	0	0	143,062	143,062	100.00 %
51895 Vehicle Captl-Use Chrg	0	0	3,688,625	3,688,625	100.00 %
51896 Vehicle Accessory Charge	0	0	7,600	7,600	100.00 %
Total 270 Fire Rescue Fund	0	0	(4,000,000)	(4,000,000)	100.00%

275 Hotel/Motel Tax Fund

41305 Hotel-Motel Taxes	(19,508,872)	(19,827,500)	(22,896,000)	(3,068,500)	15.48 %
51727 Transfer to General Fd	9,754,436	9,913,750	11,448,000	1,534,250	15.48 %

275 Hotel/Motel Tax Fund

51728 Transfer to Civic Ctr	605,606	626,311	754,191	127,880	20.42 %
51861 Contrbbtn-Conv & Visitor'S Bur	6,502,307	6,608,506	7,631,237	1,022,731	15.48 %
51867 Contrbbtn-Trade Ctr Auth	2,646,523	2,678,933	3,062,572	383,639	14.32 %
Total 275 Hotel/Motel Tax Fund	0	0	0	0	-366.67%

280 Rental Mv Excise Tax Fd

41307 Rental Motor Vehicle Tax	(1,755,235)	(1,740,000)	(1,880,000)	(140,000)	8.05 %
51727 Transfer to General Fd	438,809	435,000	470,000	35,000	8.05 %
51728 Transfer to Civic Ctr	1,316,426	1,305,000	1,410,000	105,000	8.05 %
Total 280 Rental Mv Excise Tax Fd	0	0	0	0	100.00%

311 Capital Improvements Fund

42999 Miscellaneous	(765,809)	0	0	0	0.00 %
43802 State Of Georgia	(328,769)	0	0	0	0.00 %
48101 Contrbbtn Frm Generl Fnd	(900,000)	(125,000)	0	125,000	(100.00)%
48150 Contrib from Recorders Ct Tech Fee Fd	(100,000)	0	0	0	0.00 %
48212 From Other Fed Grants	(72,868)	0	0	0	0.00 %
48344 From SPLOST 2003-08	84,316	0	0	0	0.00 %
48358 From 2016 DSA Tax Exempt Bonds	(7,919,750)	0	0	0	0.00 %
48359 From 2016 GO Bond \$2 million	(1,941,750)	0	0	0	0.00 %
48512 From Landfill Contingency Fund	(8,000,000)	0	0	0	0.00 %
48523 From W&S R&R Fund	(38,537,768)	0	0	0	0.00 %
48551 From Civic Center Fund	(105,086)	0	0	0	0.00 %
48561 From Parking Svcs Fund	(725,000)	(2,233,250)	0	2,233,250	(100.00)%
48566 From DSA 2015 Bond Construction Fund	(29,994,169)	0	0	0	0.00 %
48611 From Internal Service Fund	(971,073)	0	0	0	0.00 %
51105 Salaries and Wages	19,968	0	0	0	0.00 %
51110 Social Security	16,096	0	0	0	0.00 %
51132 City Contr-Def Comp	664	0	0	0	0.00 %
51155 Overtime	187,551	0	0	0	0.00 %
51206 Natural Gas	0	0	0	0	0.00 %
51232 Licenses-Professional	680	0	0	0	0.00 %
51238 Professional Pur Svcs	252,781	0	0	0	0.00 %
51244 Building Maintenance	136,116	0	0	0	0.00 %
51245 Building Repair	3,677	0	0	0	0.00 %
51250 Equipment Maintenance	28,082	0	0	0	0.00 %
51295 Other Contractual Service	14,050	0	0	0	0.00 %
51320 Operating Supp & Materials	56,665	0	0	0	0.00 %
51321 Small Fixed Assets	10,738	0	0	0	0.00 %
51340 Construction Suppl & Matls	216,598	0	0	0	0.00 %
51395 Other	22,641	0	0	0	0.00 %
51730 Fleet Addition Contribution	12,897	0	0	0	0.00 %
52812 Other Expenses	92,448	0	0	0	0.00 %
52840 Contract Costs	37,599,559	0	0	0	0.00 %
52841 Contr Costs-Closed Projects	(3,200)	0	0	0	0.00 %
52842 Other Costs	21,970,691	2,233,250	0	(2,233,250)	(100.00)%
52843 Other Costs-Closed Projects	850	0	0	0	0.00 %
52844 Property Acquisition	3,430,510	0	0	0	0.00 %
52942 Costs-Refugee-1991	0	0	0	0	0.00 %
Total 311 Capital Improvements Fund	(26,207,667)	(125,000)	0	125,000	-100.00%

316 Down Sav Auth Bond-1995

47111 Interest Earned	(3,761)	0	0	0	0.00 %
Total 316 Down Sav Auth Bond-1995	(3,761)	0	0	0	0.00%

321 Road Sales Tax Fund I

47111 Interest Earned	(62)	0	0	0	0.00 %
Total 321 Road Sales Tax Fund I	(62)	0	0	0	0.00%

322 Road Sales Tax Fund II					
47111 Interest Earned	(1,537)	0	0	0	0.00 %
Total 322 Road Sales Tax Fund II	(1,537)	0	0	0	0.00%
323 DSA Ser 2009B Tad Bonds					
47111 Interest Earned	(7,529)	0	0	0	0.00 %
Total 323 DSA Ser 2009B Tad Bonds	(7,529)	0	0	0	0.00%
324 DSA Series 2015 TAD Bonds					
47111 Interest Earned	(31,059)	0	0	0	0.00 %
Total 324 DSA Series 2015 TAD Bonds	(31,059)	0	0	0	0.00%
335 Westside Flood-Cuts/Spl					
47111 Interest Earned	(2,559)	0	0	0	0.00 %
Total 335 Westside Flood-Cuts/Spl	(2,559)	0	0	0	0.00%
341 Drainage SPLOST (98-03)					
47111 Interest Earned	(1,005)	0	0	0	0.00 %
Total 341 Drainage SPLOST (98-03)	(1,005)	0	0	0	0.00%
342 SPLOST(98-03) Other CIP					
47111 Interest Earned	(2,990)	0	0	0	0.00 %
Total 342 SPLOST(98-03) Other CIP	(2,990)	0	0	0	0.00%
343 SPLOST(98-03)Open Space					
47111 Interest Earned	(777)	0	0	0	0.00 %
Total 343 SPLOST(98-03)Open Space	(777)	0	0	0	0.00%
344 SPLOST 2003-08					
41202 Special 1% Sales Tax	(47,341)	0	0	0	0.00 %
47111 Interest Earned	(64,598)	0	0	0	0.00 %
51720 Contribution to Cip General	(84,316)	0	0	0	0.00 %
Total 344 SPLOST 2003-08	(196,255)	0	0	0	0.00%
345 SPLOST 5 (2008-2014)					
47111 Interest Earned	(179,744)	0	0	0	0.00 %
Total 345 SPLOST 5 (2008-2014)	(179,744)	0	0	0	0.00%
346 SPLOST VI (2015-2020)					
41202 Special 1% Sales Tax	(33,904,909)	0	0	0	0.00 %
47111 Interest Earned	(152,296)	0	0	0	0.00 %
Total 346 SPLOST VI (2015-2020)	(34,057,205)	0	0	0	0.00%
356 Gen Obl Bond Fund-1996					
47111 Interest Earned	(131)	0	0	0	0.00 %
Total 356 Gen Obl Bond Fund-1996	(131)	0	0	0	0.00%
358 2016 DSA Tax Exempt Bonds \$8M					
49294 Bond Proceeds	(8,000,000)	0	0	0	0.00 %
51720 Contribution to Cip General	7,919,750	0	0	0	0.00 %
52632 Bond Issuance Expenses	74,500	0	0	0	0.00 %
Total 358 2016 DSA Tax Exempt Bonds \$8M	(5,750)	0	0	0	0.00%
359 2016 GO Bind Issue - No Dept					
49294 Bond Proceeds	(2,000,000)	0	0	0	0.00 %
51720 Contribution to Cip General	1,941,750	0	0	0	0.00 %
52632 Bond Issuance Expenses	52,500	0	0	0	0.00 %
Total 359 2016 GO Bind Issue - No Dept	(5,750)	0	0	0	0.00%

411 Debt Service Fund

48101 Contrbtrn Frm Generl Fnd	(2,146,612)	(2,831,635)	(2,989,492)	(157,857)	5.57 %
51610 Bond Principal	1,950,000	2,015,000	2,075,000	60,000	2.98 %
51615 Bond Interest	196,613	816,635	914,492	97,857	11.98 %
Total 411 Debt Service Fund	1	0	0	0	-200.00%

412 Debt Srvc Stablztn Fund

47111 Interest Earned	(2,801)	0	0	0	0.00 %
Total 412 Debt Srvc Stablztn Fund	(2,801)	0	0	0	0.00%

431 Special Assessments Fund

42667 Spec Assess Princpl Rev	(622)	0	0	0	0.00 %
47111 Interest Earned	(88)	0	0	0	0.00 %
Total 431 Special Assessments Fund	(710)	0	0	0	0.00%

511 Sanitation Fund-Operating

42999 Miscellaneous	(63)	(1,000)	(1,000)	0	0.00 %
43503 Chatham County-Drug Sq	0	0	0	0	0.00 %
44101 Services to General Fund	(7,472,107)	(7,203,601)	(5,437,912)	1,765,689	(24.51)%
44301 Interfund Disposal Fees	(730,313)	(900,000)	(903,825)	(3,825)	0.43 %
44302 Interfund Commrc'l Fees	(427,361)	(361,291)	(371,192)	(9,901)	2.74 %
45301 Residential Refuse Fee	(16,899,449)	(17,560,000)	(18,512,000)	(952,000)	5.42 %
45302 Commercial Collectn Fee	(1,242,619)	(1,260,000)	(1,297,000)	(37,000)	2.94 %
45303 Refuse Disposal Fee	(43,136)	(15,000)	(45,700)	(30,700)	204.67 %
45304 Special Trash Collect. Fee	(139,872)	(250,000)	(275,000)	(25,000)	10.00 %
45305 Sweeper Parking Citations	(633,779)	(662,290)	(659,530)	2,760	(0.42)%
45308 Refuse Cart Sales	(3,534)	(8,000)	(8,000)	0	0.00 %
45309 Constr Demolition Fees	(394,534)	(350,000)	(360,500)	(10,500)	3.00 %
45310 Commrc'l Displ Fee-City	(1,237,045)	(1,246,000)	(1,283,000)	(37,000)	2.97 %
45314 Recycling Rebates	(218,512)	(200,000)	(200,000)	0	0.00 %
45315 Sr Citizens Discount Sn	83	19,000	19,000	0	0.00 %
45899 Misc Ar Unclctd Reserve	0	1,000	1,000	0	0.00 %
47111 Interest Earned	0	(1,500)	(1,500)	0	0.00 %
48513 From Cart Replmnt Fund	(315,656)	0	0	0	0.00 %
51105 Salaries and Wages	7,227,484	7,579,350	6,563,856	(1,015,494)	(13.40)%
51106 Vacation Pay	79,589	0	0	0	0.00 %
51110 Social Security	576,454	630,854	574,286	(56,568)	(8.97)%
51121 Group Medical Insurance	1,676,281	1,778,683	1,636,206	(142,476)	(8.01)%
51122 Group Life Insurance	22,711	23,638	27,587	3,949	16.71 %
51123 Unemployment Comp	5,092	0	4,489	4,489	100.00 %
51124 Disability Insurance	10,057	21,540	19,084	(2,457)	(11.40)%
51125 Workers Compensation	748,889	525,400	316,223	(209,177)	(39.81)%
51127 Retiree Grp Medcal Opeb	281,690	213,805	264,713	50,907	23.81 %
51130 Pension	630,564	633,537	552,172	(81,364)	(12.84)%
51132 City Contr-Def Comp	30,128	30,240	24,480	(5,760)	(19.05)%
51155 Overtime	781,452	703,254	868,326	165,072	23.47 %
51160 Temporary Labor - City	455	1,600	1,600	0	0.00 %
51199 Reimbrsmnt Persnl Srvs	0	(77,033)	230,526	307,559	(399.26)%
51205 Electricity	60,023	67,883	70,903	3,020	4.45 %
51210 Communications	20,538	26,719	28,325	1,606	6.01 %
51211 Cell Communications	40,754	41,646	18,134	(23,512)	(56.46)%
51212 Travel-Transp Lodg Pd	7,408	28,529	16,328	(12,200)	(42.76)%
51213 Education and Training	28,136	25,061	12,791	(12,270)	(48.96)%
51220 Advertising	34,083	55,363	46,217	(9,145)	(16.52)%
51230 Rentals	77,821	92,050	91,950	(100)	(0.11)%
51232 Licenses-Professional	0	550	550	0	0.00 %
51233 Dues and Fees	6,352	7,977	6,354	(1,623)	(20.34)%
51234 Books Periodicals Subsc	1,053	2,808	1,450	(1,358)	(48.37)%

511 Sanitation Fund-Operating

51235 Dues Memberships & Subs	914	0	0	0	0.00 %
51238 Professional Pur Svcs	34,208	104,560	94,000	(10,560)	(10.10)%
51239 Technical Pur Svcs	4,607	20,000	20,000	0	0.00 %
51243 Janitorial Services	14,680	14,590	16,949	2,359	16.17 %
51244 Building Maintenance	8,910	8,936	6,300	(2,636)	(29.50)%
51245 Building Repair	12,646	18,548	19,478	930	5.01 %
51250 Equipment Maintenance	62,856	160,735	185,491	24,756	15.40 %
51251 Data Processing Equip Mte	145	0	0	0	0.00 %
51255 Car Washing	2,821	4,881	1,137	(3,744)	(76.71)%
51256 Temporary Labor-Agency	264,441	172,100	241,758	69,658	40.48 %
51270 Photocopying	27,463	17,211	8,611	(8,600)	(49.97)%
51271 Food-Catered Meals	10,642	11,294	7,534	(3,760)	(33.29)%
51275 Outside Printing	22,238	28,639	15,321	(13,318)	(46.50)%
51290 Medical Costs	0	25	25	0	0.00 %
51294 Other Transportation	0	0	800	800	100.00 %
51295 Other Contractual Service	1,154,026	2,987,052	988,536	(1,998,516)	(66.91)%
51297 Housing Demolition	62,686	90,000	0	(90,000)	(100.00)%
51306 Office Supplies	16,622	21,322	13,953	(7,370)	(34.56)%
51307 Postage	12,040	14,522	1,072	(13,450)	(92.62)%
51310 Clothing & Laundry	125,347	103,157	96,536	(6,621)	(6.42)%
51320 Operating Supp & Materials	273,238	277,110	277,949	839	0.30 %
51321 Small Fixed Assets	108,466	168,710	147,478	(21,232)	(12.58)%
51323 Chemicals	11,110	13,928	10,518	(3,410)	(24.48)%
51335 Equipment Repair Parts	14,515	50,940	50,747	(192)	(0.38)%
51340 Construction Suppl & Matls	48,775	62,350	62,150	(200)	(0.32)%
51350 Shop Supplies/Propane	10,685	8,532	8,532	0	0.00 %
51362 Gasoline	73,432	102,534	74,359	(28,175)	(27.48)%
51363 Diesel Fuel	581,830	834,530	817,871	(16,658)	(2.00)%
51395 Other	0	143	143	0	0.00 %
51405 Services By General Fund	840,884	871,338	909,759	38,421	4.41 %
51406 W&S Revenue Services	151,623	180,892	201,793	20,901	11.55 %
51408 Svcs By Parking Fund	220,000	264,916	264,916	0	0.00 %
51409 Svcs By Water & Sewer	7,244	7,870	7,870	0	0.00 %
51413 Svcs By San-Commrc'l Fee	328	0	0	0	0.00 %
51425 Insurance By Risk Mngmnt Fund	223,511	251,668	322,884	71,216	28.30 %
51450 Computer Services	156,481	191,838	89,631	(102,206)	(53.28)%
51451 Radio Services	52,725	65,412	54,086	(11,326)	(17.32)%
51452 Telephone Services	20,843	20,818	11,838	(8,980)	(43.13)%
51473 Garage Overhead	160,711	163,453	146,719	(16,734)	(10.24)%
51474 Garage Charges	1,504,074	1,513,105	1,391,287	(121,819)	(8.05)%
51520 Office/Bldg Furn/Equipment	5,220	58,645	0	(58,645)	(100.00)%
51610 Bond Principal	2,880,000	2,940,000	3,005,000	65,000	2.21 %
51615 Bond Interest	244,750	211,150	152,350	(58,800)	(27.85)%
51625 Amortization Of Bond Discounts	(128,530)	(100,982)	(72,862)	28,120	(27.85)%
51726 Contrb'tn to Cart Replac	391,000	401,000	401,000	0	0.00 %
51730 Fleet Addition Contribution	260,000	7,923	0	(7,923)	(100.00)%
51735 Transfer-Contingency Fund	1,980,094	1,930,318	4,105,357	2,175,039	112.68 %
51745 Intra-Fund Transfers	0	1,875,000	0	(1,875,000)	(100.00)%
51846 Epd Sur-Charge	71,444	75,000	75,000	0	0.00 %
51850 Bad Debt Expense	362,757	500,000	500,000	0	0.00 %
51892 Radio Capital Use Charge	81,126	86,758	33,318	(53,439)	(61.60)%
51895 Vehicle Captl-Use Chrg	2,379,122	2,379,122	3,191,864	812,742	34.16 %
51896 Vehicle Accessory Charge	1,850	280	550	270	96.43 %
52105 Work Comp Wages Paid	(3,581)	0	0	0	0.00 %
52842 Other Costs	0	300,000	0	(300,000)	(100.00)%
Total 511 Sanitation Fund-Operating	(2,587,865)	1,906,645	0	(1,906,645)	-100.00%

512 Sanitation Fund-Contingency

47111 Interest Earned	(47,835)	0	0	0	0.00 %
48511 From Sanitation Fund	(1,980,094)	0	0	0	0.00 %
51720 Contribution to Cip General	8,000,000	0	0	0	0.00 %
Total 512 Sanitation Fund-Contingency	5,972,071	0	0	0	0.00%

513 Sanitn Cart Purch Fund

47111 Interest Earned	(2,414)	0	0	0	0.00 %
48511 From Sanitation Fund	(391,000)	0	0	0	0.00 %
51520 Office/Bldg Furn/Equipment	5,162	0	0	0	0.00 %
51716 Contribution to Sanitation	315,656	0	0	0	0.00 %
Total 513 Sanitn Cart Purch Fund	(72,596)	0	0	0	0.00%

517 RRDA Bond Fund 2003

47111 Interest Earned	(3,151)	0	0	0	0.00 %
Total 517 RRDA Bond Fund 2003	(3,151)	0	0	0	0.00%

521 Water and Sewer Fund-Operatin

42903 Transmitter Tower Rent	(287,099)	(275,000)	(275,000)	0	0.00 %
42999 Miscellaneous	2,954	0	0	0	0.00 %
44522 Reimb from Sewer Fund	(1,787,234)	(1,984,396)	(2,154,883)	(170,487)	8.59 %
45111 Water Sales - Inside City	(13,285,696)	(12,826,279)	(13,611,970)	(785,691)	6.13 %
45112 Water Sales - Outside City	(6,229,113)	(5,892,549)	(6,478,633)	(586,084)	9.95 %
45114 Fire Spinkler Reimb Fee	(25,728)	(30,000)	(25,728)	4,272	(14.24)%
45115 Sr Citizens Discount Wt	85	19,500	0	(19,500)	(100.00)%
45116 Wholesale Water Service	(2,379,485)	(2,472,000)	(2,548,043)	(76,043)	3.08 %
45117 Disability Discount Water	0	500	85	(415)	(83.00)%
45121 Water Mtr Install Fees	(344,587)	(314,500)	(348,698)	(34,198)	10.87 %
45123 Water Tap-In Fees (New)	(588,541)	(576,000)	(591,900)	(15,900)	2.76 %
45139 Miscellaneous Water Surchgs	(1,153,931)	(956,125)	(1,104,454)	(148,329)	15.51 %
45141 Water Cut-On Fees	(14,431)	(414,000)	(20,000)	394,000	(95.17)%
45142 Late Payment Penalty	0	0	(400,000)	(400,000)	100.00 %
45154 Reimb from I&D Fund	(174,927)	(175,685)	(190,877)	(15,192)	8.65 %
45155 Reimb from Sanitn Fund	(151,623)	(180,892)	(201,793)	(20,901)	11.55 %
45156 Water Purch By Oth Fund	(384,705)	(410,404)	(318,734)	91,670	(22.34)%
45199 Miscellaneous Water Revenue	(31,087)	(5,000)	(28,133)	(23,133)	462.66 %
45211 Sewer Serv. Fees-Inside City	(24,483,996)	(25,555,025)	(26,461,127)	(906,102)	3.55 %
45212 Sewer Serv. Fees-Outside City	(10,237,624)	(10,383,301)	(10,944,850)	(561,549)	5.41 %
45213 Septic Tank Disposal Fees	(217,414)	(175,000)	(217,414)	(42,414)	24.24 %
45214 Reclaimed Water Sales	(126,384)	(110,000)	(126,384)	(16,384)	14.89 %
45215 Sr Citizens Discount Sw	83	17,500	0	(17,500)	(100.00)%
45216 Wholesale Sewer Service	(1,375,383)	(1,935,000)	(1,722,545)	212,455	(10.98)%
45217 Disability Discount Sewer	0	500	83	(417)	(83.40)%
45221 Sewer Connection Fees	(333,376)	(365,000)	(347,220)	17,780	(4.87)%
45222 Line Televising Fees	(31,829)	(30,000)	(31,829)	(1,829)	6.10 %
45225 Grease Abatemnt Insp Pm	(56,276)	(45,000)	(56,276)	(11,276)	25.06 %
45226 Purple Pipe Fee	(559,032)	(550,000)	(559,032)	(9,032)	1.64 %
45239 Miscellaneous Sewer Surchgs	(1,715,269)	(1,739,830)	(1,829,764)	(89,934)	5.17 %
45241 Sewer Cut-On Fees	(15,181)	(340,000)	(22,000)	318,000	(93.53)%
45256 Sew Ser Pur By Oth Fund	(144,228)	(354,373)	(354,325)	48	(0.01)%
45299 Miscellaneous Sewer Revenue	(65,882)	(20,000)	(55,526)	(35,526)	177.63 %
45301 Residential Refuse Fee	(248)	0	0	0	0.00 %
45899 Misc Ar Unclctd Reserve	23,693	0	0	0	0.00 %
47111 Interest Earned	0	0	0	0	0.00 %
47311 Gain/Loss On Disp. Of Assets	(1,899)	0	0	0	0.00 %
47315 Sale Of Surplus Prop	(11,190)	0	0	0	0.00 %
51105 Salaries and Wages	9,665,320	10,813,064	10,823,793	10,729	0.10 %
51106 Vacation Pay	131,493	0	0	0	0.00 %

521 Water and Sewer Fund-Operatin

51110 Social Security	777,582	901,720	921,134	19,414	2.15 %
51116 Stipend	40,670	31,800	44,100	12,300	38.68 %
51121 Group Medical Insurance	2,026,742	2,156,963	2,347,228	190,265	8.82 %
51122 Group Life Insurance	31,834	32,669	45,491	12,822	39.25 %
51123 Unemployment Comp	7,138	0	7,402	7,402	100.00 %
51124 Disability Insurance	14,098	29,770	31,469	1,699	5.71 %
51125 Workers Compensation	580,510	510,897	453,639	(57,258)	(11.21)%
51127 Retiree Grp Medcal Opeb	731,104	259,275	379,745	120,470	46.46 %
51130 Pension	883,877	875,570	910,532	34,962	3.99 %
51132 City Contr-Def Comp	35,784	35,760	36,240	480	1.34 %
51155 Overtime	1,069,706	825,750	1,058,000	232,250	28.13 %
51160 Temporary Labor - City	197	5,150	650	(4,500)	(87.38)%
51199 Reimbrsmnt Persnl Srvs	0	232,617	31,857	(200,760)	(86.30)%
51205 Electricity	3,474,639	3,783,412	3,803,462	20,050	0.53 %
51206 Natural Gas	37,257	10,000	102,044	92,044	920.44 %
51210 Communications	109,642	99,504	101,600	2,096	2.11 %
51211 Cell Communications	83,044	116,207	120,648	4,441	3.82 %
51212 Travel-Transp Lodg Pd	15,942	17,455	12,150	(5,305)	(30.39)%
51213 Education and Training	59,111	73,560	73,060	(500)	(0.68)%
51216 Tuition Reimbursement	7,059	8,500	0	(8,500)	(100.00)%
51220 Advertising	30,777	34,526	27,800	(6,726)	(19.48)%
51230 Rentals	87,533	73,979	67,200	(6,779)	(9.16)%
51232 Licenses-Professional	934	7,140	7,170	30	0.42 %
51233 Dues and Fees	41,795	100,728	55,600	(45,128)	(44.80)%
51234 Books Periodicals Subsc	3,389	4,250	3,550	(700)	(16.47)%
51235 Dues Memberships & Subs	1,675	2,074	1,300	(774)	(37.32)%
51238 Professional Pur Svcs	747	6,847	1,100	(5,747)	(83.93)%
51239 Technical Pur Svcs	37,533	57,023	37,000	(20,023)	(35.11)%
51240 Professional Services F	17,883	14,875	0	(14,875)	(100.00)%
51241 Security Guard Services	0	1,500	7,500	6,000	400.00 %
51244 Building Maintenance	35,492	97,285	37,000	(60,285)	(61.97)%
51245 Building Repair	13,206	16,860	14,000	(2,860)	(16.96)%
51250 Equipment Maintenance	1,381,968	1,744,869	1,454,300	(290,569)	(16.65)%
51255 Car Washing	1,863	1,860	1,000	(860)	(46.24)%
51256 Temporary Labor-Agency	239,206	125,024	225,700	100,676	80.53 %
51270 Photocopying	21,436	27,264	26,799	(465)	(1.71)%
51271 Food-Catered Meals	7,439	9,900	9,050	(850)	(8.59)%
51275 Outside Printing	41,732	73,385	61,900	(11,485)	(15.65)%
51290 Medical Costs	0	1,900	0	(1,900)	(100.00)%
51294 Other Transportation	630	950	1,000	50	5.26 %
51295 Other Contractual Service	1,265,750	1,421,921	1,363,250	(58,671)	(4.13)%
51296 Jail Costs to Chatham Co	0	0	0	0	0.00 %
51306 Office Supplies	46,819	44,947	43,000	(1,947)	(4.33)%
51307 Postage	187,392	285,456	262,800	(22,656)	(7.94)%
51310 Clothing & Laundry	118,825	104,976	104,600	(376)	(0.36)%
51320 Operating Supp & Materials	562,121	525,473	587,106	61,633	11.73 %
51321 Small Fixed Assets	68,303	105,910	124,320	18,410	17.38 %
51323 Chemicals	488,678	511,541	490,059	(21,482)	(4.20)%
51335 Equipment Repair Parts	753,171	969,352	967,972	(1,380)	(0.14)%
51340 Construction Suppl & Matls	1,284,927	1,209,892	1,495,700	285,808	23.62 %
51350 Shop Supplies/Propane	44,210	53,578	39,500	(14,078)	(26.28)%
51362 Gasoline	184,221	218,680	255,528	36,848	16.85 %
51363 Diesel Fuel	193,796	192,454	239,717	47,263	24.56 %
51395 Other	569	2,560	2,200	(360)	(14.06)%
51405 Services By General Fund	2,346,746	2,272,988	2,300,982	27,994	1.23 %
51406 W&S Revenue Services	848,720	1,012,556	1,129,550	116,994	11.55 %

521 Water and Sewer Fund-Operatin

51407 Srt Mte Svcs to W&S	308,455	269,241	312,384	43,142	16.02 %
51409 Svcs By Water & Sewer	85,750	85,750	85,750	0	0.00 %
51411 Svcs By San-Disposal Fe	83,049	89,820	129,087	39,267	43.72 %
51413 Svcs By San-Commrc'l Fee	78,501	80,849	83,220	2,372	2.93 %
51414 W&S Planning Services	700,233	724,886	764,640	39,754	5.48 %
51415 Water Purchased from I&D	1,495,348	2,067,000	1,900,000	(167,000)	(8.08)%
51416 Services from I&D Admin	100,030	101,532	99,462	(2,070)	(2.04)%
51417 W&S Director Services	174,927	175,685	190,877	15,192	8.65 %
51418 W&S Conveyance/Dist Dir	63,354	71,269	69,816	(1,453)	(2.04)%
51421 Svcs By Wtr Supl/Tr Dir	52,594	52,954	50,807	(2,147)	(4.05)%
51425 Insurance By Risk Mngmnt Fund	654,301	664,463	453,801	(210,662)	(31.70)%
51450 Computer Services	482,742	546,514	617,688	71,174	13.02 %
51451 Radio Services	99,293	124,637	127,002	2,365	1.90 %
51452 Telephone Services	38,795	40,638	50,997	10,358	25.49 %
51473 Garage Overhead	49,246	54,519	56,400	1,881	3.45 %
51474 Garage Charges	460,889	504,691	534,824	30,133	5.97 %
51510 Computer Hardware/Software	1,438	143,043	40,000	(103,043)	(72.04)%
51520 Office/Bldg Furn/Equipment	16,873	412,480	329,000	(83,480)	(20.24)%
51605 Sinking Fund Payment	5,451,468	3,230,950	3,269,014	38,064	1.18 %
51625 Amortization Of Bond Discounts	(3,378)	(1,912)	(1,912)	0	0.00 %
51645 Srf Loan Payments	589,191	0	1,582,438	1,582,438	100.00 %
51723 Trans to W&S R&R Fund	0	21,668,309	21,992,447	324,138	1.50 %
51730 Fleet Addition Contribution	70,000	48,000	0	(48,000)	(100.00)%
51810 Contingencies	0	313,243	250,000	(63,243)	(20.19)%
51841 Franchise Fee	2,899,565	2,954,000	3,088,000	134,000	4.54 %
51850 Bad Debt Expense	878,194	1,050,000	1,050,000	0	0.00 %
51892 Radio Capital Use Charge	142,344	165,308	78,236	(87,072)	(52.67)%
51895 Vehicle Captl-Use Chrg	879,217	879,217	1,068,897	189,680	21.57 %
51896 Vehicle Accessory Charge	175	8,305	4,600	(3,705)	(44.61)%
52105 Work Comp Wages Paid	(2,780)	0	0	0	0.00 %
52295 Other Contractual	0	700	0	(700)	(100.00)%
52632 Bond Issuance Expenses	384,899	0	0	0	0.00 %
Total 521 Water and Sewer Fund-Operatin	(19,809,638)	602,897	0	(602,897)	-100.00%

522 Water and Sewer Fund-Contingcy

47111 Interest Earned	(109,285)	0	0	0	0.00 %
Total 522 Water and Sewer Fund-Contingcy	(109,285)	0	0	0	0.00%

523 Water and Sewer Fund-R&R

47111 Interest Earned	(177,220)	0	0	0	0.00 %
51720 Contribution to Cip General	38,537,768	0	0	0	0.00 %
Total 523 Water and Sewer Fund-R&R	38,360,548	0	0	0	0.00%

525 W&S 1997 Sinking Fund

47111 Interest Earned	0	0	0	0	0.00 %
48521 From Water & Sewer Fund	(1,836,375)	0	0	0	0.00 %
52615 Interest Expense	355,125	0	0	0	0.00 %
52650 Bond Principal Payment	1,545,000	0	0	0	0.00 %
Total 525 W&S 1997 Sinking Fund	63,750	0	0	0	0.00%

529 W&S 2003 Sinking Fund

47111 Interest Earned	0	0	0	0	0.00 %
48521 From Water & Sewer Fund	(3,615,093)	0	0	0	0.00 %
52615 Interest Expense	435,093	0	0	0	0.00 %
52650 Bond Principal Payment	1,445,000	0	0	0	0.00 %
Total 529 W&S 2003 Sinking Fund	(1,735,000)	0	0	0	0.00%

531 I & D Water Fund-Operating

42999 Miscellaneous	434	0	0	0	0.00 %
44521 Services to W&S Fund	(152,624)	(154,486)	(150,269)	4,217	(2.73)%
45631 Water Sales - Contract Users	(6,616,129)	(5,398,024)	(4,645,931)	752,093	(13.93)%
45632 Water Sales-City Of Sav	(1,495,348)	(2,067,000)	(1,900,000)	167,000	(8.08)%
45642 Tritium Monitoring Fee	(69,574)	0	0	0	0.00 %
47111 Interest Earned	(19,276)	0	0	0	0.00 %
51105 Salaries and Wages	1,228,367	1,544,071	1,556,696	12,625	0.82 %
51106 Vacation Pay	33,152	0	0	0	0.00 %
51110 Social Security	101,029	128,070	132,122	4,052	3.16 %
51116 Stipend	3,368	3,900	3,900	0	0.00 %
51121 Group Medical Insurance	289,540	305,846	325,528	19,682	6.44 %
51122 Group Life Insurance	4,653	4,724	6,543	1,819	38.50 %
51123 Unemployment Comp	1,043	0	1,065	1,065	100.00 %
51124 Disability Insurance	2,060	4,305	4,526	221	5.14 %
51125 Workers Compensation	367,494	72,659	62,913	(9,746)	(13.41)%
51127 Retiree Grp Medcal Opeb	30,109	36,763	52,665	15,902	43.26 %
51130 Pension	129,579	126,601	130,954	4,353	3.44 %
51132 City Contr-Def Comp	4,770	5,280	5,280	0	0.00 %
51155 Overtime	159,737	110,000	150,000	40,000	36.36 %
51160 Temporary Labor - City	255	0	0	0	0.00 %
51205 Electricity	1,353,084	1,350,000	1,697,250	347,250	25.72 %
51206 Natural Gas	2,596	12,000	6,168	(5,832)	(48.60)%
51210 Communications	11,369	15,000	15,000	0	0.00 %
51211 Cell Communications	1,846	1,500	1,500	0	0.00 %
51212 Travel-Transp Lodg Pd	621	1,500	1,500	0	0.00 %
51213 Education and Training	8,040	6,300	7,000	700	11.11 %
51230 Rentals	20,588	17,273	15,000	(2,273)	(13.16)%
51232 Licenses-Professional	0	1,625	1,625	0	0.00 %
51233 Dues and Fees	3,714	3,500	3,500	0	0.00 %
51234 Books Periodicals Subsc	157	600	300	(300)	(50.00)%
51238 Professional Pur Svcs	0	25,000	10,000	(15,000)	(60.00)%
51239 Technical Pur Svcs	40,415	59,885	45,000	(14,885)	(24.86)%
51241 Security Guard Services	35,101	40,675	36,000	(4,675)	(11.49)%
51244 Building Maintenance	12,493	20,948	10,000	(10,948)	(52.26)%
51245 Building Repair	0	20,000	1,000	(19,000)	(95.00)%
51250 Equipment Maintenance	497,803	770,370	500,000	(270,370)	(35.10)%
51255 Car Washing	20	0	0	0	0.00 %
51256 Temporary Labor-Agency	0	1,000	0	(1,000)	(100.00)%
51270 Photocopying	922	1,500	1,500	0	0.00 %
51271 Food-Catered Meals	297	1,000	1,000	0	0.00 %
51275 Outside Printing	746	200	350	150	75.00 %
51295 Other Contractual Service	23,703	26,325	25,000	(1,325)	(5.03)%
51306 Office Supplies	2,382	3,000	3,000	0	0.00 %
51307 Postage	3,777	3,860	3,860	0	0.00 %
51310 Clothing & Laundry	13,381	13,580	13,580	0	0.00 %
51320 Operating Supp & Materials	150,245	137,917	144,414	6,497	4.71 %
51321 Small Fixed Assets	4,130	9,000	5,000	(4,000)	(44.44)%
51323 Chemicals	878,611	893,366	876,695	(16,671)	(1.87)%
51335 Equipment Repair Parts	65,560	62,342	60,000	(2,342)	(3.76)%
51340 Construction Suppl & Matls	8,040	10,000	10,000	0	0.00 %
51350 Shop Supplies/Propane	19,283	24,819	21,000	(3,819)	(15.39)%
51362 Gasoline	15,738	24,052	18,578	(5,474)	(22.76)%
51363 Diesel Fuel	19,354	41,531	23,162	(18,369)	(44.23)%
51395 Other	43	250	250	0	0.00 %
51405 Services By General Fund	184,710	189,550	193,494	3,944	2.08 %
51411 Svcs By San-Disposal Fe	99,142	105,458	112,644	7,185	6.81 %

531 I & D Water Fund-Operating

51413 Svcs By San-Commrc'l Fee	2,527	2,605	2,605	0	0.00 %
51417 W&S Director Services	174,927	175,685	190,877	15,192	8.65 %
51425 Insurance By Risk Mngmnt Fund	244,262	202,581	58,572	(144,009)	(71.09)%
51450 Computer Services	17,578	20,706	23,788	3,083	14.89 %
51451 Radio Services	9,164	10,734	10,149	(584)	(5.44)%
51452 Telephone Services	913	856	1,639	784	91.60 %
51473 Garage Overhead	4,838	5,909	6,285	376	6.37 %
51474 Garage Charges	45,274	54,696	59,595	4,899	8.96 %
51520 Office/Bldg Furn/Equipment	0	8,488	0	(8,488)	(100.00)%
51605 Sinking Fund Payment	1,760,300	1,037,850	0	(1,037,850)	(100.00)%
51625 Amortization Of Bond Discounts	(21,460)	(21,460)	0	21,460	(100.00)%
51892 Radio Capital Use Charge	14,102	14,236	6,252	(7,984)	(56.08)%
51895 Vehicle Captl-Use Chrg	31,442	31,442	39,825	8,383	26.66 %
51896 Vehicle Accessory Charge	35	0	50	50	100.00 %
52105 Work Comp Wages Paid	(3,427)	0	0	0	0.00 %
Total 531 I & D Water Fund-Operating	(238,973)	161,961	0	(161,961)	-100.00%

532 I&D 2003 Bond Fund

47111 Interest Earned	(520)	0	0	0	0.00 %
Total 532 I&D 2003 Bond Fund	(520)	0	0	0	0.00%

535 I&D 1993 Bond Sinking Fund

47111 Interest Earned	0	0	0	0	0.00 %
48531 From I&D Opertng Fund	(1,760,300)	0	0	0	0.00 %
52615 Interest Expense	54,467	0	0	0	0.00 %
52650 Bond Principal Payment	1,760,000	0	0	0	0.00 %
Total 535 I&D 1993 Bond Sinking Fund	54,167	0	0	0	0.00%

541 Golf Course Fund

45903 Lease Revenue	(1)	0	0	0	0.00 %
47111 Interest Earned	0	0	0	0	0.00 %
48101 Contrb'tn Frm Gener'l Fnd	(400,000)	0	0	0	0.00 %
51320 Operating Supp & Materials	1,932	0	0	0	0.00 %
52855 Depreciation Expense	216,529	0	0	0	0.00 %
Total 541 Golf Course Fund	(181,541)	0	0	0	0.00%

551 Civic Center Fund-Operating

42999 Miscellaneous	244	0	0	0	0.00 %
44101 Services to General Fund	(135,000)	(135,000)	(135,000)	0	0.00 %
45490 Parking Meters Revenue	0	(61,000)	(61,000)	0	0.00 %
45512 Rental Income-Arena/Exh.Hall	(304,139)	(275,000)	(275,000)	0	0.00 %
45513 Rental Income - Theater	(130,993)	(162,500)	(162,500)	0	0.00 %
45514 Rental Income - Ballroom	(29,870)	(45,000)	(45,000)	0	0.00 %
45516 Rental Income-Meeting Rooms	(16,070)	(30,000)	(30,000)	0	0.00 %
45518 Box Office Convenience Fees	(359,680)	(350,000)	(350,000)	0	0.00 %
45523 Rental Income-Box Office	(63,364)	(60,000)	(60,000)	0	0.00 %
45524 Rental Income-Equipment	(6,765)	(18,000)	(18,000)	0	0.00 %
45526 Rental Income-Elect.Outlets	(3,178)	(5,000)	(5,000)	0	0.00 %
45528 Rental Income-P'king Lot Event	(51,371)	(55,000)	(55,000)	0	0.00 %
45530 Rent & Use Income - Atm	(2,400)	(2,400)	(2,400)	0	0.00 %
45531 Concessions - Sales	(243,857)	(190,000)	(190,000)	0	0.00 %
45532 Commissions - Novelty Sales	(44,097)	(15,000)	(15,000)	0	0.00 %
45533 Commissions - Catering	(20,187)	(18,000)	(18,000)	0	0.00 %
45534 Commissions - Sales Tax	(2,229)	(2,500)	(2,500)	0	0.00 %
45537 Concession Sales-Beer & Wine	(214,005)	(165,000)	(165,000)	0	0.00 %
45560 Reimbursed Labor	(51,489)	(20,000)	(20,000)	0	0.00 %
45583 Over & Short - Concessions	1	0	0	0	0.00 %

551 Civic Center Fund-Operating

45584 Over & Short - Box Office	(86)	0	0	0	0.00 %
45599 Miscellaneous Revenue	(374)	0	0	0	0.00 %
47111 Interest Earned	0	0	0	0	0.00 %
48101 Contrbbtn Frm Generl Fnd	0	(61,675)	0	61,675	(100.00)%
48175 Trans-Hotel/Motel Tx Fd	(605,606)	(626,311)	(754,191)	(127,880)	20.42 %
48180 Transfer-Rent Veh Tx Fd	(1,316,426)	(1,305,000)	(1,410,000)	(105,000)	8.05 %
51105 Salaries and Wages	798,921	988,339	888,778	(99,561)	(10.07)%
51106 Vacation Pay	(6,831)	0	0	0	0.00 %
51110 Social Security	65,820	89,358	81,748	(7,611)	(8.52)%
51121 Group Medical Insurance	167,620	177,082	188,464	11,382	6.43 %
51122 Group Life Insurance	2,665	3,024	3,735	712	23.54 %
51123 Unemployment Comp	598	0	608	608	100.00 %
51124 Disability Insurance	1,180	2,755	2,584	(171)	(6.22)%
51125 Workers Compensation	22,265	28,426	36,424	7,998	28.13 %
51127 Retiree Grp Medcal Opeb	47,222	21,284	30,490	9,207	43.26 %
51130 Pension	73,831	81,044	74,767	(6,277)	(7.75)%
51132 City Contr-Def Comp	2,207	2,160	2,880	720	33.33 %
51133 City Contr-Poa	315	0	0	0	0.00 %
51155 Overtime	66,389	70,000	70,000	0	0.00 %
51160 Temporary Labor - City	42,347	100,000	100,000	0	0.00 %
51205 Electricity	512,230	575,000	595,125	20,125	3.50 %
51206 Natural Gas	75,380	72,000	98,418	26,418	36.69 %
51210 Communications	9,679	10,500	10,500	0	0.00 %
51211 Cell Communications	3,696	4,000	4,000	0	0.00 %
51212 Travel-Transp Lodg Pd	0	2,000	2,000	0	0.00 %
51213 Education and Training	967	2,700	2,700	0	0.00 %
51220 Advertising	698	2,500	2,500	0	0.00 %
51230 Rentals	4,627	7,650	10,000	2,350	30.72 %
51232 Licenses-Professional	621	1,250	1,250	0	0.00 %
51233 Dues and Fees	5,936	4,680	5,500	820	17.52 %
51234 Books Periodicals Subsc	1,130	600	600	0	0.00 %
51235 Dues Memberships & Subs	0	1,200	1,200	0	0.00 %
51238 Professional Pur Svcs	100	2,000	2,000	0	0.00 %
51239 Technical Pur Svcs	3,736	9,000	9,000	0	0.00 %
51244 Building Maintenance	70,882	90,324	90,000	(324)	(0.36)%
51245 Building Repair	72,502	75,000	75,000	0	0.00 %
51250 Equipment Maintenance	29,012	60,980	50,000	(10,980)	(18.01)%
51256 Temporary Labor-Agency	340,707	125,000	125,000	0	0.00 %
51270 Photocopying	3,557	2,300	4,327	2,027	88.13 %
51271 Food-Catered Meals	1,496	2,000	2,000	0	0.00 %
51275 Outside Printing	195	0	400	400	100.00 %
51295 Other Contractual Service	13,555	30,000	30,000	0	0.00 %
51306 Office Supplies	4,994	4,000	4,000	0	0.00 %
51307 Postage	550	1,200	1,200	0	0.00 %
51310 Clothing & Laundry	5,378	5,777	4,000	(1,777)	(30.76)%
51320 Operating Supp & Materials	175,802	94,438	132,602	38,164	40.41 %
51321 Small Fixed Assets	1,309	3,048	3,000	(48)	(1.56)%
51323 Chemicals	25,827	13,500	13,500	0	0.00 %
51335 Equipment Repair Parts	175	9,000	9,000	0	0.00 %
51340 Construction Suppl & Matls	75	1,000	1,000	0	0.00 %
51350 Shop Supplies/Propane	2,368	5,000	5,000	0	0.00 %
51360 Vehicle Parts	0	350	350	0	0.00 %
51362 Gasoline	931	2,750	2,750	0	0.00 %
51395 Other	10	200	200	0	0.00 %
51405 Services By General Fund	245,900	246,824	234,568	(12,256)	(4.97)%
51409 Svcs By Water & Sewer	42,922	49,177	49,177	0	0.00 %

551 Civic Center Fund-Operating

51411 Svcs By San-Disposal Fe	61	97	0	(97)	(100.00)%
51413 Svcs By San-Commrci Fee	14,735	6,500	6,500	0	0.00 %
51414 W&S Planning Services	0	0	0	0	0.00 %
51425 Insurance By Risk Mngmnt Fund	145,101	117,353	28,742	(88,611)	(75.51)%
51450 Computer Services	173,560	40,903	40,125	(778)	(1.90)%
51452 Telephone Services	6,997	6,131	5,828	(303)	(4.94)%
51473 Garage Overhead	268	697	231	(466)	(66.86)%
51474 Garage Charges	2,507	6,454	2,191	(4,263)	(66.05)%
51520 Office/Bldg Furn/Equipment	0	5,000	5,000	0	0.00 %
51720 Contribution to Cip General	105,086	200,625	483,431	282,806	140.96 %
51895 Vehicle Captl-Use Chrg	3,707	3,707	4,699	991	26.74 %
52324 Concession Purchases	138,379	126,500	126,500	0	0.00 %
52325 Catering Purchases	10,642	8,000	8,000	0	0.00 %
Total 551 Civic Center Fund-Operating	(58,402)	0	0	0	-499.38%

561 Parking Services Fund

42660 Docking Fees	(11,353)	(12,000)	(4,000)	8,000	(66.67)%
42902 Miscellaneous Rents	(130,482)	(130,000)	(130,442)	(442)	0.34 %
42904 Donations from Private	(16,500)	(10,000)	0	10,000	(100.00)%
42999 Miscellaneous	687	0	0	0	0.00 %
44101 Services to General Fund	(280,473)	(283,363)	(312,181)	(28,818)	10.17 %
44511 Services to Sanitation Fund	(220,000)	(264,916)	(264,916)	0	0.00 %
44551 Services to Civic Center	0	0	(61,000)	(61,000)	100.00 %
45450 State Street Parking Gar.Fees	(815,740)	(800,000)	(917,515)	(117,515)	14.69 %
45451 Bryan Street Parking Gar	(1,240,626)	(1,275,000)	(1,568,390)	(293,390)	23.01 %
45453 Motor Coach Permits	(195)	0	0	0	0.00 %
45455 Visitor Center Parking Lot	(164,605)	(200,000)	(275,932)	(75,932)	37.97 %
45461 Liberty St Park Garage	(669,502)	(500,000)	(816,453)	(316,453)	63.29 %
45462 Whitaker St Garage	(3,268,058)	(3,000,000)	(3,904,866)	(904,866)	30.16 %
45470 Robinson Parking Garage	(1,124,970)	(1,200,000)	(1,406,383)	(206,383)	17.20 %
45475 Visitor Day Passes	(204,516)	(190,000)	(385,445)	(195,445)	102.87 %
45478 Boot Fees	(46,054)	(50,000)	(42,000)	8,000	(16.00)%
45482 Decals-Taxi Trbus Wreck	(264,530)	(285,000)	(307,750)	(22,750)	7.98 %
45485 Leased Parking Spaces	(87,700)	(100,000)	(130,380)	(30,380)	30.38 %
45486 Equine Sanitation Fees	(2,025)	2,550	0	(2,550)	(100.00)%
45490 Parking Meters Revenue	(1,715,945)	(1,639,000)	(1,882,479)	(243,479)	14.86 %
45492 Parking Mtrs-Credit Crd	(464,279)	(400,000)	(550,000)	(150,000)	37.50 %
45494 Taxi Citations Revenue	(10,051)	(9,000)	(6,900)	2,100	(23.33)%
45495 Parking Citations Revenues	(2,366,984)	(2,400,000)	(2,671,803)	(271,803)	11.33 %
45499 Miscellaneous Revenue	(146,700)	(133,035)	(172,000)	(38,965)	29.29 %
45500 Tourism Management Fees	(77,192)	(85,000)	(80,000)	5,000	(5.88)%
47111 Interest Earned	0	0	0	0	0.00 %
48101 Contrbtrn Frm Generl Fnd	(679,801)	(679,801)	(679,801)	0	0.00 %
51105 Salaries and Wages	2,606,889	3,003,110	2,019,174	(983,936)	(32.76)%
51106 Vacation Pay	63,912	0	0	0	0.00 %
51110 Social Security	208,945	252,858	179,758	(73,100)	(28.91)%
51121 Group Medical Insurance	567,277	727,980	537,121	(190,858)	(26.22)%
51122 Group Life Insurance	7,396	8,998	8,486	(512)	(5.69)%
51123 Unemployment Comp	1,390	0	1,381	1,381	100.00 %
51124 Disability Insurance	3,275	8,200	5,871	(2,329)	(28.41)%
51125 Workers Compensation	91,260	91,653	103,807	12,154	13.26 %
51127 Retiree Grp Medcal Opeb	189,000	87,505	86,898	(608)	(0.69)%
51130 Pension	204,900	241,172	169,859	(71,313)	(29.57)%
51132 City Contr-Def Comp	13,327	14,160	9,840	(4,320)	(30.51)%
51155 Overtime	309,224	266,500	305,000	38,500	14.45 %
51160 Temporary Labor - City	0	500	500	0	0.00 %
51205 Electricity	287,390	303,580	303,300	(280)	(0.09)%

561 Parking Services Fund

51206 Natural Gas	568	3,000	1,500	(1,500)	(50.00)%
51210 Communications	17,986	13,300	14,400	1,100	8.27 %
51211 Cell Communications	23,756	24,396	14,824	(9,572)	(39.24)%
51212 Travel-Transp Lodg Pd	14,502	20,739	14,000	(6,739)	(32.49)%
51213 Education and Training	8,589	19,880	7,000	(12,880)	(64.79)%
51220 Advertising	3,820	5,000	4,000	(1,000)	(20.00)%
51230 Rentals	25,009	35,525	42,100	6,575	18.51 %
51233 Dues and Fees	3,937	6,095	2,300	(3,795)	(62.26)%
51234 Books Periodicals Subsc	0	350	350	0	0.00 %
51238 Professional Pur Svcs	233,111	156,200	147,200	(9,000)	(5.76)%
51241 Security Guard Services	315,965	350,000	0	(350,000)	(100.00)%
51243 Janitorial Services	5,822	6,500	9,600	3,100	47.69 %
51244 Building Maintenance	107,806	124,063	132,000	7,937	6.40 %
51245 Building Repair	85,815	15,581	85,000	69,419	445.54 %
51250 Equipment Maintenance	67,022	103,100	80,000	(23,100)	(22.41)%
51251 Data Processing Equip Mte	297,388	250,425	367,425	117,000	46.72 %
51255 Car Washing	2,173	2,102	2,200	98	4.66 %
51256 Temporary Labor-Agency	49,472	27,650	50,000	22,350	80.83 %
51270 Photocopying	11,723	12,800	11,300	(1,500)	(11.72)%
51271 Food-Catered Meals	2,579	4,553	1,800	(2,753)	(60.47)%
51275 Outside Printing	79,535	54,886	32,500	(22,386)	(40.79)%
51295 Other Contractual Service	607,751	1,085,390	1,427,650	342,260	31.53 %
51299 Payment In Lieu Of Taxes	341,470	347,901	348,874	973	0.28 %
51306 Office Supplies	15,849	14,095	11,000	(3,095)	(21.96)%
51307 Postage	75,769	67,440	70,100	2,660	3.94 %
51310 Clothing & Laundry	50,206	67,695	35,000	(32,695)	(48.30)%
51320 Operating Supp & Materials	44,922	55,532	50,000	(5,532)	(9.96)%
51321 Small Fixed Assets	3,689	20,425	10,000	(10,425)	(51.04)%
51323 Chemicals	538	300	300	0	0.00 %
51335 Equipment Repair Parts	48,089	90,515	130,200	39,685	43.84 %
51340 Construction Suppl & Matls	0	0	0	0	0.00 %
51362 Gasoline	16,374	29,750	19,000	(10,750)	(36.13)%
51363 Diesel Fuel	0	500	500	0	0.00 %
51395 Other	0	40,000	0	(40,000)	(100.00)%
51405 Services By General Fund	680,354	646,334	613,724	(32,610)	(5.05)%
51409 Svcs By Water & Sewer	45,077	51,376	51,376	0	0.00 %
51411 Svcs By San-Disposal Fe	78	105	133	28	27.06 %
51413 Svcs By San-Commrc'l Fee	5,054	5,210	5,366	156	2.99 %
51425 Insurance By Risk Mngmnt Fund	228,024	195,992	88,233	(107,759)	(54.98)%
51450 Computer Services	123,597	147,792	114,686	(33,106)	(22.40)%
51451 Radio Services	12,292	14,396	14,824	428	2.97 %
51452 Telephone Services	9,584	13,546	10,564	(2,982)	(22.02)%
51473 Garage Overhead	2,159	2,928	2,819	(109)	(3.73)%
51474 Garage Charges	20,210	27,106	26,730	(376)	(1.39)%
51520 Office/Bldg Furn/Equipment	0	15,000	15,000	0	0.00 %
51610 Bond Principal	1,155,000	1,185,000	1,215,000	30,000	2.53 %
51615 Bond Interest	1,015,067	2,069,841	2,063,724	(6,117)	(0.30)%
51625 Amortization Of Bond Discounts	(88,050)	(77,505)	(66,686)	10,819	(13.96)%
51720 Contribution to Cip General	725,000	3,343,013	3,690,000	346,987	10.38 %
51799 Building Renewal/Replace	0	41,427	1,694,367	1,652,940	3,990.05 %
51810 Contingencies	0	35,000	35,000	0	0.00 %
51841 Franchise Fee	109,011	101,950	104,450	2,500	2.45 %
51892 Radio Capital Use Charge	18,913	19,093	9,132	(9,962)	(52.17)%
51895 Vehicle Captl-Use Chrg	33,279	33,279	29,077	(4,202)	(12.63)%
51896 Vehicle Accessory Charge	70	0	0	0	0.00 %

52105 Work Comp Wages Paid	(1,975)	0	0	0	0.00 %
Total 561 Parking Services Fund	(2,799,429)	2,289,223	0	(2,289,223)	-100.00%
566 DSA 2016 Bonds - No Dept					
48561 From Parking Svcs Fund	(29,994,169)	0	0	0	0.00 %
51720 Contribution to Cip General	29,994,169	0	0	0	0.00 %
Total 566 DSA 2016 Bonds - No Dept	0	0	0	0	0.00%
611 Internal Service Fund					
42999 Miscellaneous	407	0	0	0	0.00 %
43976 Dca Signage Project Grant	(121)	0	0	0	0.00 %
44450 Computer Service Chrgs	(5,009,172)	(5,334,878)	(5,677,562)	(342,685)	6.42 %
44451 Radio Service Charges	(910,652)	(1,008,808)	(1,022,690)	(13,882)	1.38 %
44452 Telephone Service Chrgs	(376,620)	(356,190)	(410,741)	(54,551)	15.32 %
44473 Garage Parts Overhead Chgs.	(534,449)	(543,099)	(574,237)	(31,138)	5.73 %
44474 Garage Charges	(4,905,601)	(5,071,436)	(5,502,703)	(431,267)	8.50 %
45899 Misc Ar Unclctd Reserve	(44,734)	0	0	0	0.00 %
45962 Ins.Proceeds-Damaged Vehicles	(53,359)	0	0	0	0.00 %
47312 Sale Of Fixed Assets	0	0	0	0	0.00 %
47315 Sale Of Surplus Prop	(12,333)	0	0	0	0.00 %
48612 From Computer Replacement Fund	(792,590)	0	0	0	0.00 %
51105 Salaries and Wages	3,155,341	3,507,472	3,801,813	294,341	8.39 %
51106 Vacation Pay	4,237	0	0	0	0.00 %
51110 Social Security	232,908	275,307	297,603	22,295	8.10 %
51116 Stipend	2,834	3,030	2,880	(150)	(4.95)%
51121 Group Medical Insurance	594,320	635,829	681,895	46,066	7.25 %
51122 Group Life Insurance	11,217	10,730	16,181	5,451	50.80 %
51123 Unemployment Comp	2,515	0	2,633	2,633	100.00 %
51124 Disability Insurance	4,968	9,778	11,193	1,415	14.47 %
51125 Workers Compensation	131,252	121,797	133,443	11,646	9.56 %
51127 Retiree Grp Medcal Opeb	188,974	76,428	110,320	33,892	44.34 %
51130 Pension	312,265	287,590	323,876	36,286	12.62 %
51132 City Contr-Def Comp	14,446	13,440	14,880	1,440	10.71 %
51155 Overtime	48,922	50,480	45,400	(5,080)	(10.06)%
51160 Temporary Labor - City	54	1,000	0	(1,000)	(100.00)%
51199 Reimbrsmnt Persnl Svcs	0	2,263	(59,242)	(61,505)	(2,717.87)%
51205 Electricity	114,570	115,825	119,570	3,745	3.23 %
51206 Natural Gas	27,209	25,000	28,405	3,405	13.62 %
51210 Communications	117,816	135,568	145,750	10,182	7.51 %
51211 Cell Communications	17,216	18,072	18,072	0	0.00 %
51212 Travel-Transp Lodg Pd	8,096	17,375	11,500	(5,875)	(33.81)%
51213 Education and Training	8,130	36,398	16,300	(20,098)	(55.22)%
51230 Rentals	0	0	12,775	12,775	100.00 %
51232 Licenses-Professional	4,717	5,500	5,000	(500)	(9.09)%
51233 Dues and Fees	1,625	3,260	3,260	0	0.00 %
51234 Books Periodicals Subsc	6,869	11,375	10,625	(750)	(6.59)%
51235 Dues Memberships & Subs	368	0	0	0	0.00 %
51238 Professional Pur Svcs	5,688	36,078	27,000	(9,078)	(25.16)%
51239 Technical Pur Svcs	25,768	155,780	29,600	(126,180)	(81.00)%
51243 Janitorial Services	12,600	9,900	11,400	1,500	15.15 %
51244 Building Maintenance	5,410	5,580	4,625	(955)	(17.11)%
51245 Building Repair	4,779	12,500	10,000	(2,500)	(20.00)%
51250 Equipment Maintenance	23,125	49,609	34,997	(14,612)	(29.45)%
51251 Data Processing Equip Mte	2,259,434	2,560,067	2,727,590	167,523	6.54 %
51253 Accident Repairs	101,683	165,000	165,000	0	0.00 %
51254 Outside Vehicle Repair	198,093	251,931	250,200	(1,731)	(0.69)%
51255 Car Washing	544	560	680	120	21.43 %

51256 Temporary Labor-Agency	8,858	1,500	2,000	500	33.33 %
51270 Photocopying	3,658	4,500	4,060	(440)	(9.78)%

611 Internal Service Fund

51271 Food-Catered Meals	365	500	400	(100)	(20.00)%
51275 Outside Printing	1,394	820	620	(200)	(24.39)%
51286 Towing Services	36,386	33,524	35,000	1,476	4.40 %
51295 Other Contractual Service	18,633	21,182	96,557	75,375	355.84 %
51306 Office Supplies	13,030	13,100	13,138	38	0.29 %
51307 Postage	1,615	2,317	2,000	(317)	(13.67)%
51310 Clothing & Laundry	16,874	17,057	18,000	943	5.53 %
51320 Operating Supp & Materials	26,712	15,155	22,800	7,645	50.45 %
51321 Small Fixed Assets	38,051	51,449	35,850	(15,599)	(30.32)%
51323 Chemicals	10,970	15,121	15,000	(121)	(0.80)%
51335 Equipment Repair Parts	77,163	121,472	100,000	(21,472)	(17.68)%
51350 Shop Supplies/Propane	30,946	25,256	25,200	(56)	(0.22)%
51360 Vehicle Parts	1,729,271	1,500,000	1,800,000	300,000	20.00 %
51362 Gasoline	20,804	31,800	36,925	5,125	16.12 %
51363 Diesel Fuel	36,229	10,500	17,700	7,200	68.57 %
51365 Oil and Grease	101,619	108,995	110,000	1,005	0.92 %
51366 Hardware (Nuts & Bolts)	36,633	32,000	32,000	0	0.00 %
51395 Other	305	800	350	(450)	(56.25)%
51405 Services By General Fund	661,469	627,200	605,816	(21,384)	(3.41)%
51409 Svcs By Water & Sewer	15,197	12,785	12,785	0	0.00 %
51411 Svcs By San-Disposal Fe	65	0	0	0	0.00 %
51413 Svcs By San-Commrc'l Fee	826	852	877	26	2.99 %
51425 Insurance By Risk Mngmnt Fund	74,307	82,250	120,233	37,983	46.18 %
51450 Computer Services	133,090	107,290	141,578	34,287	31.96 %
51451 Radio Services	12,830	13,386	9,882	(3,503)	(26.17)%
51452 Telephone Services	13,605	12,548	14,570	2,023	16.12 %
51473 Garage Overhead	1,158	1,220	2,426	1,206	98.85 %
51474 Garage Charges	51,445	55,180	80,410	25,229	45.72 %
51510 Computer Hardware/Software	8,276	50,660	0	(50,660)	(100.00)%
51520 Office/Bldg Furn/Equipment	12,545	38,200	10,000	(28,200)	(73.82)%
51720 Contribution to Cip General	971,073	0	0	0	0.00 %
51891 Computer Capital Charge	721,295	721,295	721,295	0	0.00 %
51892 Radio Capital Use Charge	18,747	17,753	6,088	(11,666)	(65.71)%
51895 Vehicle Captl-Use Chrg	66,637	66,637	69,149	2,512	3.77 %
51896 Vehicle Accessory Charge	35	0	0	0	0.00 %
52105 Work Comp Wages Paid	(1,734)	0	0	0	0.00 %
52842 Other Costs	8,860	15,830	10,000	(5,830)	(36.83)%
Total 611 Internal Service Fund	(11,993)	126,247	0	(126,247)	-100.00%

612 Computer Replace Fund

42999 Miscellaneous	0	2,000	2,400	400	20.00 %
44890 Computer Capital Charge	(721,295)	(721,295)	(721,295)	0	0.00 %
47111 Interest Earned	(1,995)	(2,000)	(2,400)	(400)	20.00 %
51321 Small Fixed Assets	156,924	300,214	280,000	(20,214)	(6.73)%
51510 Computer Hardware/Software	0	66,295	66,295	0	0.00 %
51745 Intra-Fund Transfers	792,590	0	0	0	0.00 %
52842 Other Costs	28,363	378,150	375,000	(3,150)	(0.83)%
52855 Depreciation Expense	187,903	0	0	0	0.00 %
Total 612 Computer Replace Fund	442,490	23,364	0	(23,364)	-100.00%

613 Vehicle Replacemnt Fund

42999 Miscellaneous	(3,354)	(872,094)	1,006,882	1,878,976	(215.46)%
44730 Fleet Addition Contrbtrn	(649,956)	(63,846)	(1,417,242)	(1,353,396)	2,119.78 %

44734 Capital Contributions	(33,328)	0	0	0	0.00 %
44895 Vehicle Captl-Use Chrgs	(8,041,391)	(8,042,681)	(11,043,109)	(3,000,428)	37.31 %
44896 Vehicle Accessory Charge	(118,360)	(601,255)	(350,015)	251,240	(41.79)%
47111 Interest Earned	(56,497)	(48,000)	(100,000)	(52,000)	108.33 %

613 Vehicle Replacemnt Fund

47312 Sale Of Fixed Assets	(426,523)	(975,000)	(475,700)	499,300	(51.21)%
51295 Other Contractual Service	32,007	58,500	33,300	(25,200)	(43.08)%
51510 Computer Hardware/Software	0	260,775	178,600	(82,175)	(31.51)%
51515 Vehicular Equipment	0	12,369,327	11,817,270	(552,057)	(4.46)%
51590 Capital Outlay-Other	36,831	601,255	350,015	(251,240)	(41.79)%
52855 Depreciation Expense	6,459,086	0	0	0	0.00 %
Total 613 Vehicle Replacemnt Fund	(2,801,485)	2,686,980	0	(2,686,980)	-100.00%

614 Radio Replacement Fund

42999 Miscellaneous	(3,659)	0	0	0	0.00 %
44892 Radio Capital Use Charges	(1,328,309)	(1,338,000)	(630,000)	708,000	(52.91)%
47111 Interest Earned	0	0	0	0	0.00 %
51321 Small Fixed Assets	1,314,345	1,352,017	630,000	(722,017)	(53.40)%
Total 614 Radio Replacement Fund	(17,623)	14,017	0	(14,017)	-100.00%