



SAVANNAH

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PRELIMINARY BUDGET -in- BRIEF

ONE CITY. ONE DIRECTION: FORWARD



LEGISLATIVE BODY



MAYOR AND CITY COUNCIL 2016-2020

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District 5



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CAROLYN BELL
Post 1 At-Large



BRIAN FOSTER
Post 2 At-Large





MEMORANDUM

TO: Mayor and Aldermen

FROM: Rob Hernandez, City Manager *Rob Hernandez*

DATE: November 21, 2017

SUBJECT: Fiscal Year 2018 Preliminary Budget

Attached for your review is the Fiscal Year 2018 **Preliminary** Budget. This preliminary budget provides insight into the City's general revenue and expenditure forecasts for FY18. It also highlights the funding challenges and limitations that affect our ability to provide quality services to the public into the future. The City Council will hold a Work Session on November 30th and December 1st to review this preliminary budget and to provide staff with appropriate direction so that we may enact a final budget with Council's approval later this year.

This preliminary budget is my second budget submittal to Council, although it is the first budget in which I have had an opportunity to guide budget-related decisions based on City Council priorities. At \$187,215,647, the FY18 Preliminary General Fund Budget comprises 50 % of the total city-wide budget of \$376,366,969. The General Fund is one of 24 separate funds maintained by the City. It accounts for resources that are not required to be accounted for in another fund, such as water, sewer or trash collection. This fund has a greater number of revenue sources, and therefore, is used to finance the traditional activities of city government. It is the City's primary operating fund and provides for many of the City's core services such as police, parks, cultural arts, streets and general administration. With expected revenues of \$187,215,647, the FY18 General Fund Budget experiences a net increase of \$104,342 more than FY17's Adopted Budget revenues of \$187,111,305, while overall General Fund expenditures are expected to be \$1,679,183 less than FY17's Adopted Budget once cost reduction strategies are factored in. The dissolution of the Savannah-Chatham Metropolitan Police Department is a major factor behind the reduction in contractual services revenue and in police department expenditures. However, projected operating increases have offset any increases in overall revenue and general cost containment.

By law, the City Council must adopt a balanced budget. As your city manager, I am obligated to present to you a balanced budget for your consideration. Of equal importance, the preliminary budget before you remains grounded in financial best practices by adhering to conservative revenue projections, funding recurring expenses with recurring revenues, and maintaining adequate reserves. Although this Preliminary General Fund Budget is balanced from a mathematical perspective, it is imbalanced in terms of impacts on service levels and staffing. In short, this budget is balanced only through spending reductions and limited fee increases.

Factors Influencing the Imbalance

In light of favorable economic conditions which have led to growth in tax revenues, regional economic expansion, low unemployment, record-breaking tourism, and increased development activity, many wonder how the City's budget could be imbalanced. However, it should be a surprise to no one that the City's FY18 Preliminary General Fund Budget is imbalanced, given last year's shortfall and reliance on reserve funds. Previously, recurring imbalances were usually resolved by staff prior to presentation to Council. That approach is no longer feasible given the growing gap between revenues and expenditures and its effect upon services and staff, as well as a desire on behalf of my administration for full transparency with the Council and the public.

While some search for someone to blame for these imbalances – either staff or city councils – these imbalances are no one entity's fault nor is it the result of any decision, indecision, action or inaction taken by the City. To suggest otherwise is inaccurate. This imbalance is also not unique to Savannah as other municipalities have turned to reserves to cover modest gaps in budgets. Others have raised revenues, reduced long-term expenses, or instituted a mixture of both. Instead, this persistent imbalance is the direct result of a series of external factors that have restricted the City's ability to generate revenue over time or have redirected revenues to other worthwhile activities. Examples of such factors include:

- Homestead Valuation Freeze (a/k/a Stephens Day) (2001) limited property assessment increases to 3% or the rate of inflation;
- Tax Allocation District (TAD) (2007) redirected future increases in property taxes resulting from new development in east downtown to finance infrastructure and redevelopment projects;
- Local Option Sales Tax allocation renegotiations (2013) decreased the City's share of local option sales tax revenue from 67.21% to 57%;
- Georgia House Bill 386 (2013) eliminated the State and Local Ad Valorem Title Tax;
- Freeport Inventory Tax Exemption (2014) began removing the inventory tax from manufacturing within the City over a five-year period;
- The value of property tax exemptions continue to increase from year to year;
- Since 1996, the City's property tax rate has decreased by 4.96 mills or 28 percent.

Coupled with limits on the City's ability to raise revenue, the General Fund has redirected funds to debt service in order to finance much-needed infrastructure improvements, or safeguard valuable property, such as the Fairgrounds, for future redevelopment. In FY 18, debt service payments will approach \$5.7 Million. We anticipate additional debt issuance within the next 36 months for completion of the Downtown Streetscapes project, new parking facilities, completion of the Savannah Arena, and development of a consolidated municipal administrative and public safety center.

The combination of legislative mandates and debt service obligations constrains the City's financial flexibility at a time when the City has experienced rising costs. Cost increases compounded over time affecting salaries and benefits, legal settlements, increased fire apparatus costs, hurricane recoveries, E-911 deficits, public safety radio narrow re-banding, deferred maintenance, funding for services providing regional benefit, aging infrastructure, and others comprise mounting budgetary pressures facing the City annually. Many of these cost increases are not incremental or insignificant. The bottom line is that the rate of expenditure inflation exceeds revenue generation, which is not fiscally sustainable.

Additionally, the City has boosted spending during the immediate preceding years to fund police service enhancements. These service enhancements added approximately \$3 Million in annual costs and include full elimination of the police vacancy rate, which previously held as many as 100 police positions vacant for cost control; implementation of a police "over hire" program to ensure adequate trained personnel are available to fill vacancies without delay; robust recruitment activities including a digital advertising campaign; End Gun Violence and ShotSpotter initiatives; implementation of the police career ladder incentive pay program; increased starting pay for officers; expansion of the public safety and body worn camera programs; implementation of the take home vehicle program; and increased police overtime.

2017 Tax Digest Overview

The 2017 Tax Digest prepared by the Chatham County Board of Assessors is based on 52,238 parcels valued at \$5.7 Billion, less \$337.8 Million in exemptions, for a total net digest value of \$5.4 Billion. This growth in overall values yields an additional \$2.36 Million in real property tax revenue and slightly over \$1 Million in additional personal property taxes. While it identifies a 6.61% growth in the assessed valuation of properties, of significant concern is the 27.63% increase in exemptions which reduced the overall increase in valuation downward to 5.53%. This year's digest also locks \$18.2 million in assessed valuation under the Brownfield Property exemption category which freezes the assessed value for up to 15 years as an incentive for developers to recoup environmental clean-up costs against their property tax liability.

Despite being significantly larger in geography, Savannah's gross property valuation of \$5.7 Billion appears to lag behind other communities. To illustrate, the cities of Sandy Springs, Roswell and Alpharetta are considerably smaller than Savannah in geographic area, but comparable in population, yet have similar or higher total assessed values. Even with two shopping malls, a vibrant tourism sector, convention center, institutions of higher learning, an international airport, bustling port, military facilities, and a robust manufacturing and logistics presence, Savannah's valuation is well behind Sandy Springs (\$7.7 billion), but just slightly above Alpharetta (\$5.3 billion), and Roswell (\$4.8 billion), all communities lacking these key economic assets.

FY18 Budget Policies and Assumptions

In shaping the preliminary General Fund Budget for next year, we adhered to the following budget policies:

- All funds are required to balance;
- On-going expenses are never funded by a non-recurring or one-time revenue sources;
- The City will maintain a broad revenue base;
- The City will attempt to enlarge the revenue base to lessen excessive dependence on property taxes;
- The City will implement user fees in all areas where feasible and appropriate;
- Revenues will be projected conservatively in order to ensure that actual revenues at the fund level will consistently equal or exceed budgeted expenses.

With those budget policies in mind, we have applied conservative revenue and expenditure estimates to our preliminary General Fund Budget totaling \$187,215,647. The most significant assumptions built into the budget include the following:

- > Millage rate remains unchanged at 12.48 mills
- > Property tax revenue grows modestly at 3.5%
- > Hotel/Motel tax revenues increase by 6% over FY17 projections
- > Sales tax revenues edge higher by 2.8% over FY17 projections
- > Implementation of the third Freeport Inventory Tax Exemption of 20 percent increases the total exemption to over \$1.2 million in revenue loss annually
- > Revenue offsets (i.e. reductions) total \$12,188,201 primarily from a reduction in contractual revenue from Chatham County for law enforcement services

Expenditure assumptions include:

- > No significant enhancements related to implementing the Strategic Plan;
- > Increased operational expenditures of \$11,323,784 related to increased vehicle acquisition, use and maintenance costs; new facility leases; increased employee benefit costs such as group medical and post-employment benefit contributions; Recorder's Court cost share; E-911/Public Safety Communications; overtime; risk management insurance; and others;
- > Reduction of 203 full-time positions resulting from city-wide strategic realignment (27), dissolution of the Savannah-Chatham Metropolitan Police Department (140) and fire rescue service level reductions (36);

> Re-establishment of the Savannah Police Department

The development of the preliminary General Fund Budget identified \$12,967,932 more in expenses than revenues to meet planned service levels. Since an imbalanced budget is not possible under state law, we relied on the following balancing strategies to meet the projected revenues:

Fee Increases - \$223,660

- Summer Camp Fees - \$10,000
- Cemetery Fees - \$19,760
- Athletic Field Use - \$20,000
- Annual Right-of-Way Encroachment Fee - \$23,500
- Liquor, Wine and Beer Taxes - \$150,400

Expenditure Reductions – (\$12,744,272)

- Eliminated 203 full-time positions
- Eliminated 3% Performance-Based Wage Increase for Employees - (\$2,298,001)
- Reduced Operational Contingency Fund - (\$1,090,313)
- Removed fire rescue units from service and eliminated 36 firefighting positions – (\$3,100,000)
- Imposed a Hiring Freeze and 2.25% Vacancy Rate – (\$1,855,348)
- Discontinued digital advertising police recruiting program – (\$150,000)
- Deleted two vacant police major positions – (\$157,033)
- Reduced grass cutting services – (\$500,000)
- Reduced tree stump removal services - (\$200,000)
- Eliminated Community Partnerships Program Contribution (Social Services) – (\$643,177)
- Eliminated Cultural Contributions Program – (\$680,400)
- Eliminated Special Events, Sponsorships, and Community Celebrations (Fireworks, Christmas Decorating, Employee Events, Etc.) - (\$210,000)
- Reduced/Delayed Capital Plan - Strategic Improvements (Budget & Performance Tracking Software) - (\$700,000)
- Reduced/Delayed Capital Plan – Springfield Pump Station Rehabilitation - (\$500,000)
- Reduced/Delayed Capital Plan - Liberty at Bull Signal Installation – (\$250,000)
- Reduced/Delayed Capital Plan - Joe Tribble Park Improvements – (\$410,000)

Priority-Based Budgeting - The FY18 Preliminary General Fund Budget and City Council Priorities

FY18 marks a small but austere step toward priority-based budgeting. This budget provides limited opportunities to advance the City Council's strategic priorities via the operating budget or the 2018-2022 Capital Improvement Program (CIP).

Overall, the Preliminary General Fund Budget allocates resources across the five priority areas as follows:

PUBLIC SAFETY	\$87,603,596	47%
GOOD GOVERNMENT	\$50,548,303	27%
INFRASTRUCTURE	\$33,553,404	18%
NEIGHBORHOOD REVITALIZATION / ECONOMIC STRENGTH AND POVERTY REDUCTION	\$15,510,344	8%

Public Safety Budget Impacts

As a direct result of the dissolution of the Savannah-Chatham Metropolitan Police Department leading to the re-establishment of the Savannah Police Department, this preliminary budget includes the following:

- 14% reduction (\$9,249,211) in overall police-related expenses (\$56,845,901) compared to the FY17 Adopted Budget amount of \$66,095,111.
- 513 sworn positions and 93 civilian positions for a total of 606 full-time equivalent positions
- Reduction of 140 positions including 113 sworn and 27 civilian
- Establishment of three new police service stations including an Eastside precinct, Southwest substation, and the Northwest/Highlands substation
- Relocation of the Downtown precinct and administrative operations
- Transfer of former Savannah Impact and Work Venture program positions to the Human Services and Greenscapes
- Expansion of the Traffic and Strategic Investigative units
- Outsourcing of the Crimestoppers program.

Fire Rescue services are impacted under this preliminary budget with the department facing a \$3.1 Million funding reduction affecting 36 positions. The direct impacts of this cutback include:

- Elimination of Engine 16 (Downtown)
- Elimination of one additional fire company yet to be determined but the following units are under consideration: Engine 8 (Midtown), Engine 10 (Coffee Bluff), Engine 14 (Highlands), Ladder 12 (Bradley Pointe)
- Elimination of the fire boat
- Elimination of two fire inspectors

While the City of Savannah, Chatham County, and other municipalities continue to explore an alternative to the City-operated Emergency Communications Center, this preliminary budget assumes the City will continue to operate the regional 911 center at a deficit with no additional funding support from either Chatham County or participating municipalities, requiring a \$2,285,365 subsidy from the General Fund, an increase of \$657,946 over FY17. The County has expressed its intent to assume operations on July 1, 2018 and to cover any funding deficits retroactive to January 1, 2018. This is tied, however, to an overall settlement relating to disputed issues between the City and the County regarding unincorporated area law enforcement services.

Infrastructure

The proposed 2018 Capital Budget of \$59,799,000 includes a contribution of \$3,107,000 from the General Fund to fund: Savannah Shines' neighborhood improvements (\$400,000), storm sewer rehabilitation (\$500,000), phase I electronic timekeeping program (\$300,000), media equipment upgrades for Council chambers and meeting room (\$45,000), playground reserve (\$25,000), fire station repairs and maintenance (\$150,000), bridge maintenance (\$150,000), street resurfacing grant match (\$480,000), sidewalk and curbs (\$390,000), matching grant funds for intersection improvements to alleviate congestion and school safety issues at Benton Boulevard at Spring Lakes (\$700,000).

Strategic Re-alignment

In the second half of FY17, the City Council approved a comprehensive organizational restructuring designed to align the organization with the City's overall strategic direction outlined in [SAVANNAH FORWARD](#). This restructuring replaced an outdated structure with five service centers:

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

This plan consolidated two assistant city manager positions, one deputy to the assistant city manager position and two bureau chief positions into three executive officers: Chief Operating Officer, Chief Infrastructure and Development Officer, and Chief Community Services Officer.

Other notable changes include:

- Eliminating the bureaus of Leisure Services, Management Services, Community and Economic Development, Public Works and Water Resources, and Sanitation and realigning these functions under three executive officers.

- Retitling the Police Bureau as the Police Department and Fire and Emergency Services Bureau as the Fire Rescue Department.
- Placing special events, film and tourism within one business unit under the chief operating officer.
- Establishing the Arena Development District to focus on developing the City's new arena and stimulating private and public investment in the surrounding redevelopment area.
- Renaming the Office of Research and Budget as the Office of Management and Budget to acknowledge an expanded role in grants development and administration; the Public Information Office as the Office of Public Communications; the Office of Internal Audit as the Office of Organizational Performance and Accountability.
- Realigning the former Economic Development Department under the City Manager's Office as the Office of Business Opportunity.
- Placing the Revenue Department under the Financial Services Department as a division.
- Moving the Risk Management Division from the Human Resources Department to the Financial Services Department.
- Establishing a new Public Safety Communications Department independent of the Police Department as a first step toward a new regional service delivery model in cooperation with Chatham County.
- Combining Real Property, Cemeteries, Civic Center, Buildings and Grounds Maintenance, Building and Electrical, into the Real Estate Services Department. This new department is responsible for real estate acquisition, leasing and disposition; managing contracts and leases for City-owned properties; facility maintenance and security services; Civic Center; and City-owned cemeteries.
- Consolidating the City's landscape maintenance functions, including squares and monuments, into one new division - Greenscapes.
- Linking parking services, mobility, traffic engineering and traffic management function.
- Contemplating the integration of urban design, planning, historic preservation and site plan review functions into Development Services.
- Creating a new department focused on code compliance and quality of life issues.
- Establishing a new Human Services Department to administer federal grants and oversee community partnerships with the faith-based and not-for-profit organizations providing community-directed supportive services to families, individuals, youth and the elderly.

Excluding Police, this restructuring deletes 63 positions (23 of which are vacant), creates 35 new positions to meet new strategic priorities, resulting in a net decrease of 28 full-time positions across all funds.

Conclusion

This year's budget development process is a case of déjà vu. As you may recall from last year's budget discussions, the City's FY17 finances were also imbalanced. We addressed this shortfall by instituting a hiring freeze, eliminating General Fund contributions to much-needed capital investments, and drawing down \$1.8 million from the City's reserve funds. These tactics are not sustainable in the long-term, and as such, this preliminary budget does not recommend continuing these practices into FY18. Future initiatives and facilities, such as the completion of the Cultural Arts Center and Pennsylvania Avenue Resource Center, will place an even greater strain on our financial flexibility.

Despite revenue limitations and increasing expenditure obligations, the public's appetite for services is fueling a growing expectation for cleaner streets, sustainable infrastructure, rapid drainage, better parks, and enhanced public safety. This is an expectation we cannot fulfill without changes to our funding approach or without lessening public demand and expectations. Long-term structural changes are necessary to balance our General Fund years into the future. Without these changes, we will continue to endure difficult budget decisions year after year. The only ways to correct this imbalance are to raise additional revenue and/or significantly reduce expenses over the long-term. While this Preliminary Budget presents a less than desirable spending plan from a service level perspective, it provides the City Council an opportunity to consider new approaches to revenues, expenditures and service delivery.

This preliminary budget represents the first phase of the budget adoption process. Following City Council's discussion and direction, we will incorporate such feedback to develop a proposed budget for Council's deliberation on December 7, 2017. We look forward to working with you in finalizing goals, strategies and adoption of the final budget.



OUR VISION

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

OUR MISSION

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.

13.9

million annual visitors

AA+

Savannah's S&P Bond Rating

59

city owned parks and playgrounds

108.7

square miles

19

city operated community centers

SAVANNAH

at a glance

1733

year Savannah was established

146,763

population

22

historic squares

\$38,879

median household income

1954

year Savannah adopted Council/City Manager form of government

TABLE OF CONTENTS

PRELIMINARY BUDGET OVERVIEW

CITY-WIDE ALL FUNDS REVENUE SUMMARY	1
CITY-WIDE ALL FUNDS EXPENDITURE SUMMARY	2
WHAT DOES A PROPERTY OWNER PAY?	3
PROPOSED FEE CHANGES	5
GENERAL FUND REVENUE AND EXPENSES OVERVIEW	7

CAPITAL IMPROVEMENT PLAN OVERVIEW

2018 CAPITAL IMPROVEMENT PLAN	9
2018-2022 CAPITAL PLAN SUMMARY	10
2018 PROJECT OVERVIEW BY FUNDING SOURCE	11

STRATEGIC PLAN

STRATEGIC PRIORITIES	14
PROPOSED STRATEGIC ENHANCEMENTS	25

ORGANIZATIONAL OVERVIEW

ORGANIZATIONAL STRUCTURE	28
BUDGET OVERVIEW BY AGENCY	
GOVERNANCE	29
STRATEGIC SERVICES	31
PUBLIC SAFETY	43
MUNICIPAL OPERATIONS	51
INFRASTRUCTURE AND DEVELOPMENT	69
COMMUNITY SERVICES	83

FUND APPROPRIATIONS

LINE ITEM APPROPRIATIONS BY FUND	99
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CITY-WIDE ALL FUNDS SUMMARY REVENUES



Revenue Source

2018 PRELIMINARY

Taxes

Property Taxes	\$ 67,797,860
Sales Tax	41,715,000
Other Taxes	50,093,650
Subtotal	\$ 159,606,510

User Fees

Leisure Services Fees	\$ 902,150
Inspection Fees	3,193,000
Fees for Other Services - General Fund	7,193,914
9-1-1 Fees	5,170,000
Haz-Mat Services	274,000
Water Services	25,103,613
Sewer Services	42,318,358
I & D Services	6,545,931
Sanitation Services	21,962,200
Mobility and Parking Services	12,360,035
Civic Center Services	1,474,400
Subtotal	\$ 126,497,601

Interfund Revenues

Interfund Services	\$ 30,152,178
Internal Service Charges	13,187,933
General Fund Contribution	5,805,124
Subtotal	\$ 49,145,234

Licenses & Permits \$ 16,325,450

Fines, Forfeits, & Penalties \$ 7,073,983

Grant Revenues \$ 14,064,547

Interest Earned \$ 453,900

Other Revenues \$ 3,199,744

TOTAL \$ 376,366,969

CITY-WIDE ALL FUNDS SUMMARY EXPENSES

<u>Expenses By Fund</u>	<u>2018 PRELIMINARY</u>
General Fund	\$ 187,215,647
<u>Special Revenue Funds</u>	
Hazardous Material Team	\$ 464,735
Grants	7,873,206
Community Development	8,272,238
Public Safety Communications	7,455,365
Hotel Motel Tax	10,693,809
Subtotal	\$ 34,759,353
<u>Enterprise Funds</u>	
Sanitation	\$ 29,336,159
Civic Center	3,773,591
Water	28,298,761
Sewer	42,728,209
I & D Water	6,696,200
Mobility and Parking Services	16,570,636
Subtotal	\$ 127,403,556
<u>Internal Services Funds</u>	
Internal Services	\$ 13,187,933
Computer Purchase	721,295
Radio Replacement	630,000
Recorder's Court Technology	70,000
Vehicle Purchase	12,379,185
Subtotal	\$ 26,988,413
Total	\$ 376,366,969
Less Transfers Between Funds	\$ (52,654,268)
TOTAL	\$ 323,712,701



What Does A Property Owner Pay?

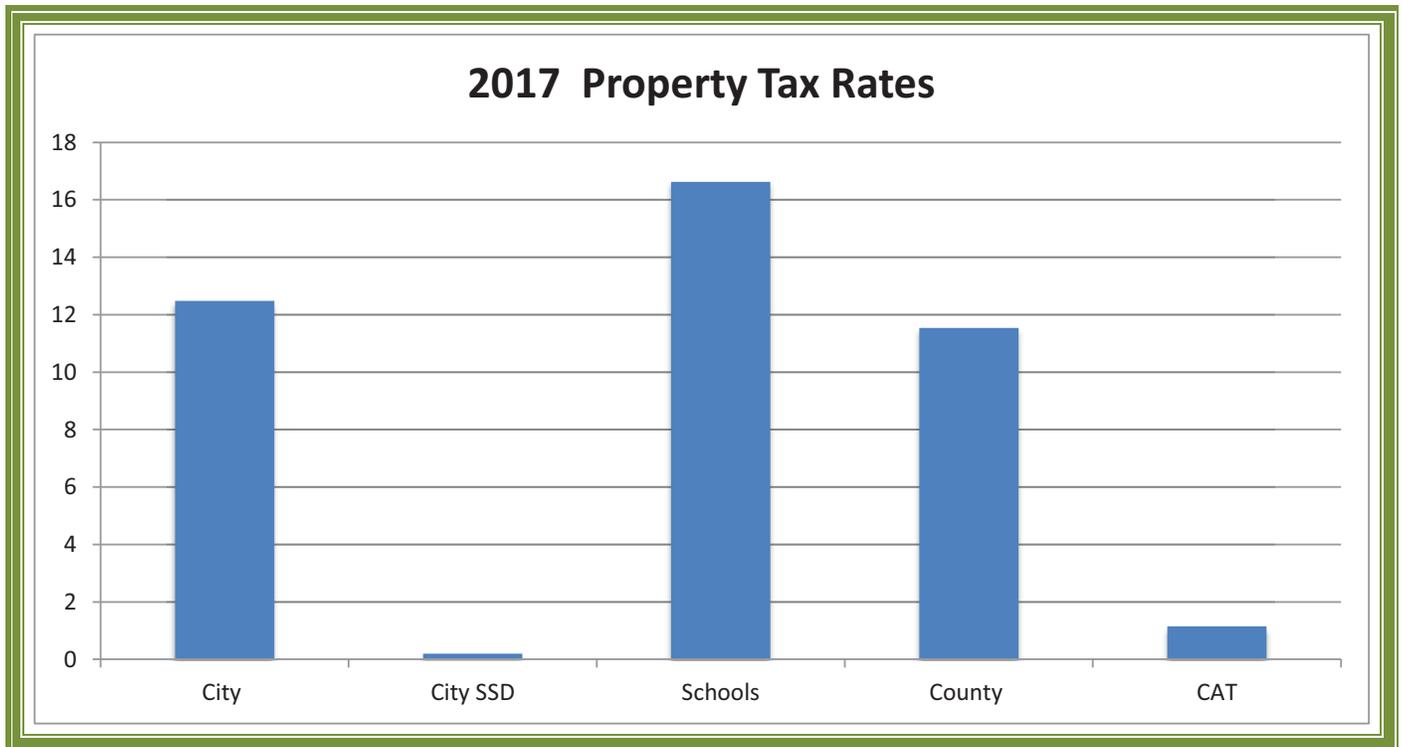
The tax rate, or millage, is set annually by the governing authority of the taxing jurisdiction. A tax rate of one mill represents a tax of one dollar per \$1,000 of assessed value. Property in Georgia is assessed at 40% of the fair market value unless otherwise specified by law. The 2018 budget is balanced with a City of Savannah millage rate of 12.48 mills, which is the same as 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 12.48 mills, the property tax would be \$499.20. This is \$12.48 for every \$1,000 of assessed value (or \$12.48 multiplied by 40).

Property Value	Assessed Value	Millage	City Property Tax
\$100,000	\$40,000	\$12.48 per \$1,000	\$499.20

The graph below shows City of Savannah direct and overlapping property tax rates. 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 expanding 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.

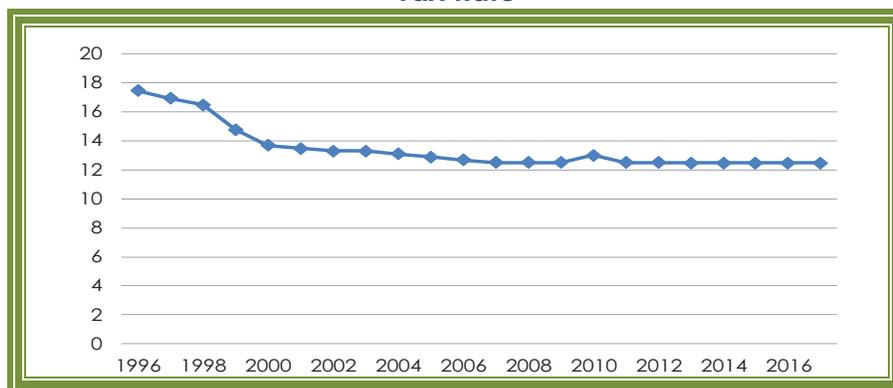
**CITY OF SAVANNAH, GEORGIA
PROPERTY TAX RATES - DIRECT AND ALL OVERLAPPING¹ GOVERNMENTS
2008 - 2017**

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.

Proposed Fee Changes

General Fund		
Cemetery Fees	2017	2018
After-hour fee (filming/photography)	\$225.00	\$250.00
Ashes/Cremaains - 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
Property Acquisition, Disposition, and Management Fees	2017	2018
License for Encroachment	\$0.00	\$450 per year for new Commercial encroachments

Mobility & Parking Services Fund		
Mobility & Parking 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

Proposed Fee Changes

Mobility & Parking Services Fund

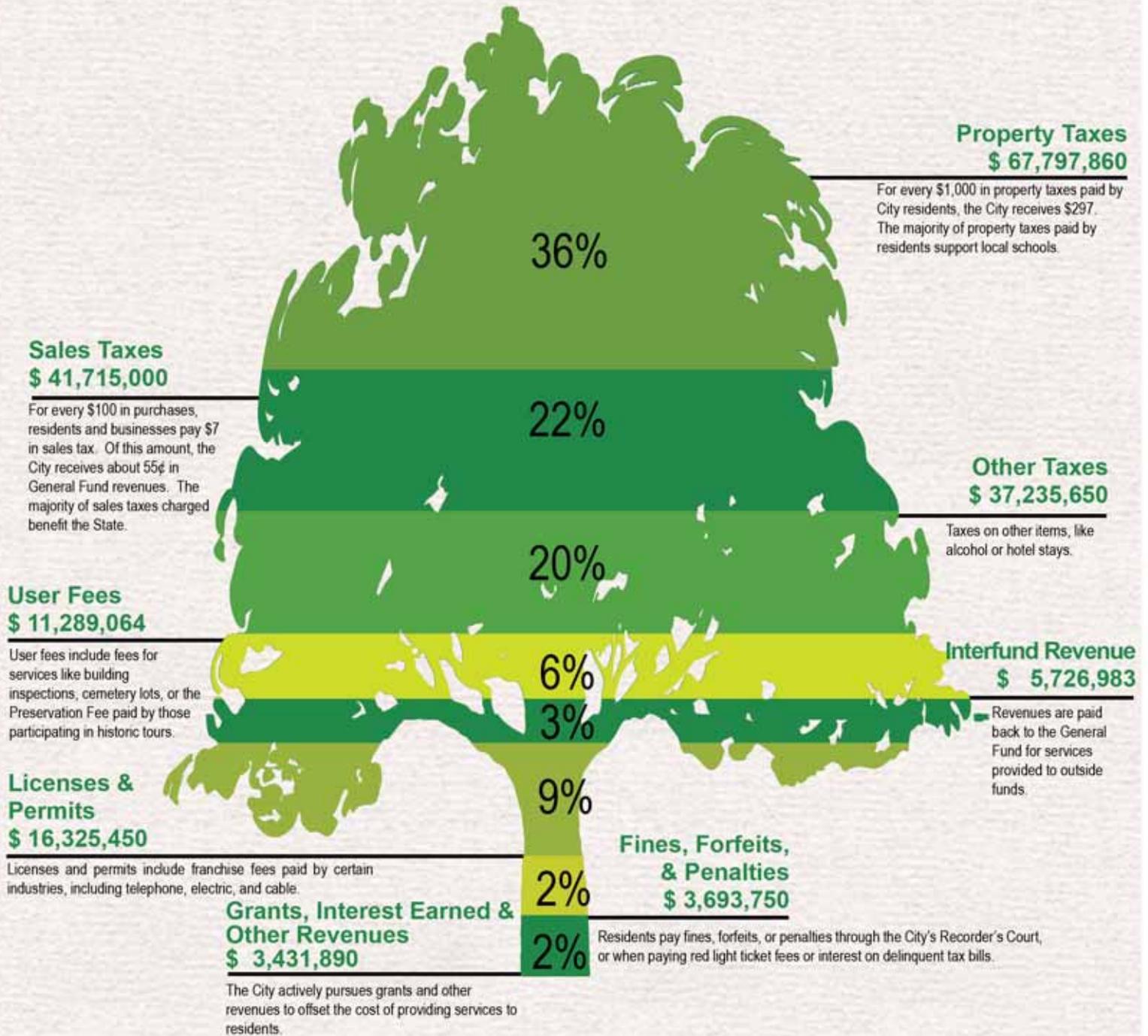
Liberty Street Garages - flat rate, 5am to 5am, Saturday & Sunday; Monday after 5am daily rate applies	\$0.00	\$5.00
Liberty Street Garages - Hotel leased spaces	\$70 / \$86	\$148
Liberty Street Garages - Special event parking	\$20.00	\$30.00
Parking Citations Revenue - add Violation Code, V6i - Parking 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
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

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

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 \$187,215,647

All numbers indicated above are in \$ millions

General Fund Expenses

PUBLIC SAFETY

Fire Rescue Department	\$ 30,757,696
Police Department	\$ 56,845,901

47%
PUBLIC SAFETY

COMMUNITY SERVICES - CSO

CSO Admin Office	\$ 410,768
Human Services	\$ 685,935
Arts, Culture & Historical Resources	\$ 1,145,946
Code Compliance Department	\$ 3,714,354
Housing & Neighborhood Services Department	\$ 2,500
Parks & Recreation Department	\$ 9,550,841

8%

COMMUNITY SERVICES

18%

INFRASTRUCTURE & DEVELOPMENT

INFRASTRUCTURE & DEVELOPMENT

CIDO Admin Office	\$ 1,881,723
Mobility Services Dept.	\$ 10,529,722
Development Services Dept.	\$ 4,021,061
Public Works & Water Resources Dept.	\$ 17,120,898

10%

MUNICIPAL OPERATIONS

MUNICIPAL OPERATIONS

COO Admin Office	\$ 1,548,718
Financial Services Dept.	\$ 4,680,291
Human Resources Dept	\$ 1,706,805
Real Estate services Dept.	\$ 7,618,745
Recorder's Court Administration Dept.	\$ 2,296,216

3%

GOVERNANCE & STRATEGIC SERVICES

GOVERNANCE & STRATEGIC SERVICES

Mayor & Council Office	\$ 874,748
Clerk of Council	\$ 297,454
City Attorney	\$ 1,040,081
Office of the City Manager	\$ 1,142,919
Arena Development District	\$ 195,607
Office of Management & Budget	\$ 821,024
Office of Business Opportunity	\$ 540,408
Office of Public Communications	\$ 615,823
Office of Performance & Accountability	\$ 281,602

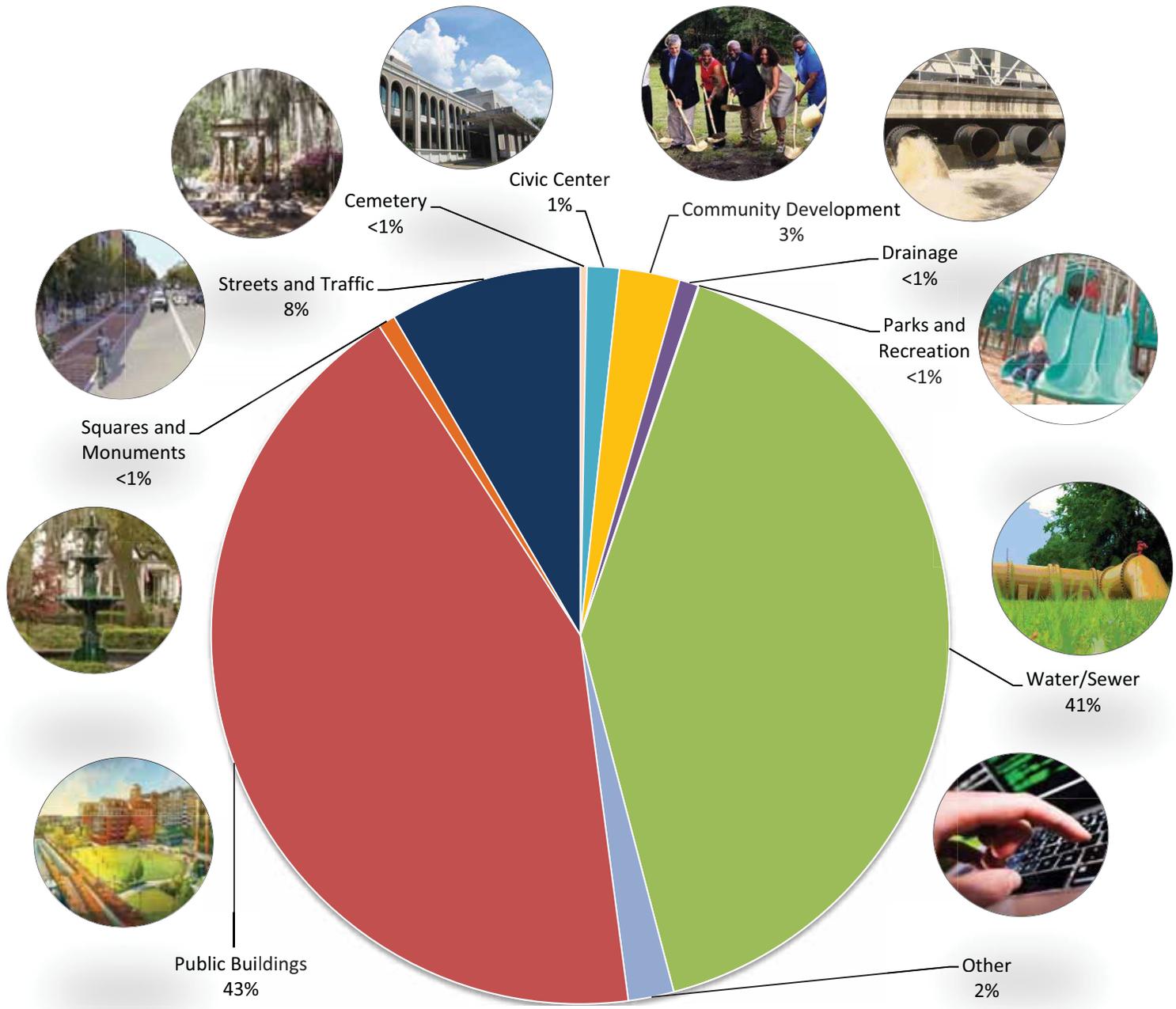
NON-DEPARTMENTAL

Services to Other Funds	\$ 5,572,912
Transfers to Other Funds	\$ 10,098,200
Transfer to CIP	\$ 3,927,000
Other Expenses	\$ 4,689,299
Outside Entities	\$ 3,046,111
Turnover Rate Adjustment	\$ (1,855,348)
Contingency	\$ 1,409,687

14%
NON-DEPARTMENTAL

CAPITAL IMPROVEMENT PLAN

The City's Five-Year Capital Improvements Plan covering FY18 through FY22 totals \$180 million and includes 137 projects across all improvement categories. The first year of the five-year CIP, which is formally adopted by the City Council, totals \$59.8 million for FY18. Below is the breakdown of the FY18 Preliminary capital budget by improvement category.



**TOTAL FY18 CAPITAL BUDGET:
\$59,799,000**

CIP SUMMARY TABLES

The Five-year Capital Improvement Program revenue sources are projected to total \$180,270,100. The table below provides a breakdown of allocations by year. Revenue changes are as follows:

- General Fund will contribute slightly more than \$30 million
- Water and Sewer Funds together account for nearly \$108 million
- 2018 includes a DSA Bond Issuance of \$27,000,000
- Civic Center Fund, Water Fund, and Sewer Fund contributions will include FY18 operating dollars as well as draws from fund and capital reserves

Funding Source	2018	2019	2020	2021	2022	5-Year Total
Cemetery Fund	\$ 170,000	\$ 170,000	\$ 150,000	\$ 150,000	\$ 160,000	\$ 800,000
Civic Center Fund	845,000	557,000	1,350,000	1,800,000	1,400,000	5,952,000
DSA Bonds	27,000,000	0	0	0	0	27,000,000
General Fund	3,107,000	7,299,000	6,340,000	6,050,800	7,485,800	30,282,600
Preservation Fee	650,000	645,000	665,000	625,000	500,000	3,085,000
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	\$59,799,000	\$33,338,000	\$33,629,000	\$29,028,800	\$24,475,300	\$180,270,100

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	1,585,000	0	500,000	0	0	2,085,000
Drainage	500,000	950,000	1,650,000	500,000	525,000	4,125,000
Parks and Recreation	25,000	435,000	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	1,195,000	4,334,000	695,000	600,000	700,000	7,524,000
Total Improvement Category	\$59,799,000	\$33,338,000	\$33,629,000	\$29,028,800	\$24,475,300	\$180,270,100

FY18 PROJECT OVERVIEW

Project Name	Improvement Category	FY18 Preliminary Budget
Savannah Shines Project	Community Development	\$ 400,000
Storm Sewer Rehabilitation	Drainage Improvements	\$ 500,000
Electronic Timekeeping Phase I	Other Improvements	\$ 300,000
Public Communications Equipment Upgrades	Other Improvements	\$ 45,000
Playground Equipment Reserve	Park and Recreation Improvements	\$ 25,000
Fire Building Capital Maintenance	Public Buildings Improvements	\$ 150,000
Bridge Maintenance	Streets Improvements	\$ 117,000
LMIG Resurfacing	Streets Improvements	\$ 480,000
Repair/Install Curbs	Streets Improvements	\$ 150,000
Sidewalk Repairs	Streets Improvements	\$ 240,000
Benton Blvd @ Spring Lakes Intersection Improvements	Traffic Improvements	\$ 700,000
Total General Fund		\$ 3,107,000
Cemetery Monument Conservation	Cemetery Improvements	\$ 60,000
Colonial Cemetery Lighting	Cemetery Improvements	\$ 20,000
Cemetery Master Plan	Cemetery Improvements	\$ 50,000
Cemetery Kiosk System	Cemetery Improvements	\$ 30,000
Laurel Grove South Old Sections Survey	Cemetery Improvements	\$ 10,000
Total Cemetery (General Fund)		\$ 170,000
Entranceway and Median Improvements	Squares and Monuments	\$ 75,000
Factors Walk Wall Stabilization	Squares and Monuments	\$ 50,000
Fountain Conservation	Squares and Monuments	\$ 80,000
Monument Conservation	Squares and Monuments	\$ 75,000
Park, Square, Median and Irrigation Improvements	Squares and Monuments	\$ 25,000
Public Monument Lighting	Squares and Monuments	\$ 25,000
River Street Ramps Reconstruction	Squares and Monuments	\$ 200,000
Square Lighting Upgrades	Squares and Monuments	\$ 25,000
Square Renovation	Squares and Monuments	\$ 75,000
Square Walkway Repairs	Squares and Monuments	\$ 20,000
Total Preservation Fee (General Fund)		\$ 650,000
Arena Air Handler Replacement	Civic Center Improvements	\$ 425,625
Ballroom Renovations	Civic Center Improvements	\$ 245,000
Theatre House Light Replacement	Civic Center Improvements	\$ 174,375
Total Civic Center Fund		\$ 845,000
Savannah River Landing Parking Garage	Public Buildings Improvements	\$ 24,000,000
Downtown Streetscape Improvements (Broughton, Bay, & River St)	Streets Improvements	\$ 2,000,000
Montgomery Street @ Oglethorpe Intersection Improvements	Traffic Improvements	\$ 1,000,000
Total DSA Bond		\$ 27,000,000

FY18 PROJECT OVERVIEW (continued)

Project Name	Improvement Category	FY18 Preliminary Budget
Public Transportation Circulator	Community Development	\$ 900,000
Track & Infrastructure Work	Community Development	\$ 285,000
Gate Equipment & Software	Other Improvements	\$ 350,000
Recreational Dock Repairs	Other Improvements	\$ 150,000
Riverwalk Dock Repairs	Other Improvements	\$ 150,000
Visitor Center Parking lot	Other Improvements	\$ 150,000
Visitor Wayfinding Signage	Other Improvements	\$ 50,000
Barr Street Parking Lot	Public Buildings Improvements	\$ 125,000
Bryan Street Garage Renovation	Public Buildings Improvements	\$ 300,000
Garage CCTV Upgrade	Public Buildings Improvements	\$ 200,000
Parking Garages Repair and Restoration	Public Buildings Improvements	\$ 700,000
Wiring & Lighting Garage Improvements	Public Buildings Improvements	\$ 180,000
Liberty Wheaton Bike Lane Project	Street Improvements	\$ 150,000
Total Parking Fund		\$ 3,690,000
204 Sewer Extensions	Sewer Improvements	\$ 200,000
Bacon Park Reuse Water System	Sewer Improvements	\$ 500,000
Crossroads WQCP Expansion & Force Main Design	Sewer Improvements	\$ 1,000,000
Developer Oversizing	Sewer Improvements	\$ 125,000
Extension of Sewer Lines	Sewer Improvements	\$ 130,000
Force Main Pigs	Sewer Improvements	\$ 250,000
Georgetown Nutrient Removal	Sewer Improvements	\$ 500,000
Large Tract Infrastructure	Sewer Improvements	\$ 100,000
Lift Station Monitoring	Sewer Improvements	\$ 100,000
Lift Station Rehab	Sewer Improvements	\$ 1,500,000
President Street Generator Upgrade	Sewer Improvements	\$ 500,000
President Street TMDL Improvements	Sewer Improvements	\$ 1,250,000
SCADA Upgrade	Sewer Improvements	\$ 31,000
Sewer Line Rehab	Sewer Improvements	\$ 2,250,000
Sewer Share of Paving	Sewer Improvements	\$ 90,000
Storm Water Separation	Sewer Improvements	\$ 130,000
Treatment Plant Capital Improvements	Sewer Improvements	\$ 500,000
Treatment Plant Capital Maintenance	Sewer Improvements	\$ 350,000
Treatment Plant Expansion - Sinking Fund	Sewer Improvements	\$ 400,000
Turblex Blower Replacement	Sewer Improvements	\$ 500,000
UV Disinfection	Sewer Improvements	\$ 1,000,000
VFD	Sewer Improvements	\$ 150,000
Wilshire EQ Pond Dredging	Sewer Improvements	\$ 1,500,000
Wilshire Nutrient Removal	Sewer Improvements	\$ 500,000
Total Sewer Fund		\$ 13,556,000

FY18 PROJECT OVERVIEW (continued)

Project Name	Improvement Category	FY18 Preliminary Budget
16" Water Line Extension along West River St.	Water Improvements	\$ 250,000
48" Waterline Replacement	Water Improvements	\$ 2,500,000
Crossroads Booster Upgrade	Water Improvements	\$ 500,000
Dean Forest 24" to New Hampstead	Water Improvements	\$ 250,000
Dean Forest 24" to SPA	Water Improvements	\$ 250,000
Developer Oversizing	Water Improvements	\$ 200,000
East Savannah Water Line Replacement Phase 1	Water Improvements	\$ 1,500,000
Expand I&D Phase II	Water Improvements	\$ 500,000
Extensions to Unserved Areas	Water Improvements	\$ 200,000
Fire Hydrant Replacement Program	Water Improvements	\$ 100,000
Groundwater Reductions	Water Improvements	\$ 1,000,000
Hydro-Pneumatic Tank Replacements	Water Improvements	\$ 50,000
Large Tract Infrastructure	Water Improvements	\$ 400,000
Large Tract Water Supply	Water Improvements	\$ 500,000
Megasite-New Hampstead 24"W	Water Improvements	\$ 500,000
Misc. Water Line Improvements	Water Improvements	\$ 755,000
SCADA Upgrade	Water Improvements	\$ 39,000
Sludge Pond Dredging	Water Improvements	\$ 400,000
Storage Tank Repainting	Water Improvements	\$ 50,000
Valve Replacement Program	Water Improvements	\$ 85,000
Water Share of I&D VFD Upgrade	Water Improvements	\$ 500,000
Water Share of Paving	Water Improvements	\$ 102,000
Well Electrical PM	Water Improvements	\$ 50,000
Well Preventive Maintenance	Water Improvements	\$ 100,000
Total Water Fund		\$ 10,781,000

SAVANNAH

City Council Strategic **PRIORITIES**



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



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



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



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



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





PUBLIC SAFETY

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





GOALS

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

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

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

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

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



INFRASTRUCTURE

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





GOALS

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



NEIGHBORHOOD REVITALIZATION

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





GOALS

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



ECONOMIC STRENGTH & POVERTY REDUCTION

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





GOALS

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



GOOD GOVERNMENT

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





GOALS

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

Proposed Strategic Enhancements

During the FY18 Budget Process, Strategic Plan Implementation Teams requested the following enhancements to better meet the Strategic Goals outlined by Council:



PUBLIC SAFETY

Funding Status	Strategic Priority	Strategic Goal	Details	Amount Requested
Not Funded	Public Safety	Priority 1 Call Response	Addition of 10 Police Officers to Provide Parking Garage Safety	\$940,000.00
Not Funded	Public Safety	Priority 1 Call Response	Berkshire Recommended Additions - 12 Police Officers for Relief Factor	\$918,272.42
Not Funded	Public Safety	Priority 1 Call Response	RMS/CAD Systems Analyst	\$79,724.40
Not Funded	Public Safety	Reduction in Part I Violent Crimes	Cold Case Unit	\$141,437.09
Not Funded	Public Safety	Reduction in Part I Violent Crimes	Domestic Violence Task Force	\$382,996.68
Not Funded	Public Safety	Reduction in Part I Violent Crimes	Latent Fingerprint Examiner	\$62,380.68
Not Funded	Public Safety	Reduction in Part I Violent Crimes	Shot Spotter Task Force	\$520,273.34
Not Funded	Public Safety	Reduction in Part I Violent Crimes	Strategic Investigative Unit	\$81,216.51
Not Funded	Public Safety	Medical 911 BLS and ALS Support Services	EMS Consulting Services	\$190,000.00
Not Funded	Public Safety	Medical 911 BLS and ALS Support Services	EMT Training	\$183,200.00
Not Funded	Public Safety	None	Planning and Technology Unit	\$205,899.69
Not Funded	Public Safety	None	Police Captain - Office of Professional Standards	\$96,436.80



INFRASTRUCTURE

Funding Status	Strategic Priority	Strategic Goal	Details	Amount Requested
Not Funded	Infrastructure	Resurfacing Savannah Streets	Paved Road Assessment	\$34,289.88
Not Funded	Infrastructure	City Facilities	Electrician	\$88,739.08
Not Funded	Infrastructure	City Facilities	Facilities Management Software	\$50,000.00
Not Funded	Infrastructure	City Facilities	Plumber	\$92,896.00



ECONOMIC STRENGTH & POVERTY REDUCTION

Funding Status	Strategic Priority	Strategic Goal	Details	Amount Requested
Not Funded	Economic Strength and Poverty Reduction	Resilient Diversified Economy	Competitive Positioning and Target Industry Study (Partnership with SEDA)	\$50,000.00



NEIGHBORHOOD REVITALIZATION

Funding Status	Strategic Priority	Strategic Goal	Details	Amount Requested
Not Funded	Neighborhood Revitalization	Reestablish and Preserve Neighborhoods	Code Enforcement Software and Leadership Training for Neighborhood Associations	\$453,067.60
Not Funded	Neighborhood Revitalization	Reestablish and Preserve Neighborhoods	Increased Contract for City-Wide Mowing, Lane, and Ditch Maintenance	\$1,500,000.00
Partially Funded	Neighborhood Revitalization	Reestablish and Preserve Neighborhoods	Savannah Shines	\$1,681,840.00
Not Funded	Neighborhood Revitalization	City-Owned Properties	Clean Team	\$704,431.56
Not Funded	Neighborhood Revitalization	City-Owned Properties	Increased Contract for Tree and Stump Removal	\$300,000.00
Not Funded	Neighborhood Revitalization	City-Owned Properties	Increased Tree Pruning Contract	\$300,000.00
Not Funded	Neighborhood Revitalization	City-Owned Properties	Victory Drive Median Maintenance Contract	\$47,500.00
Not Funded	Neighborhood Revitalization	Access to Recreation	Extended Community Center Hours at Two Facilities (8:00 pm = 12:00 am)	\$319,080.32
Not Funded	Neighborhood Revitalization	Access to Recreation	School Break Camps	\$55,010.36
Not Funded	Neighborhood Revitalization	Access to Quality Housing	Additional Savannah Affordable Housing Contribution	\$75,000.00



GOOD GOVERNMENT

Funding Status	Strategic Priority	Strategic Goal	Details	Amount Requested
Not Funded	Good Government	Organizational Culture	Customer Service Representatives (2) -311 Action Center	\$84,520.16
Not Funded	5. Good Government	5.3 Performance Based Budget	Budget and Performance Management Software	\$700,000.00
Not Funded	Good Government	Performance Based Budget	Performance and Innovation Officer	\$116,217.00
Not Funded	Good Government	AAA Bond Rating	Additional Contribution to Reserves to Enhance Bond Rating (Goal of AAA)	\$1,526,830.00

OTHER

Funding Status	Strategic Priority	Strategic Goal	Details	Amount Requested
Funded	None	None	Electronic Timekeeping - Phase I	\$300,000.00
Not Funded	None	None	Traffic Engineering Permit Coordinator	\$66,095.76
Not Funded	None	None	Traffic Engineering Signal Supervisor	\$62,522.40
Not Funded	None	None	Savannah Renaissance Project - Partnership with SCCPS	\$2,201,600.00

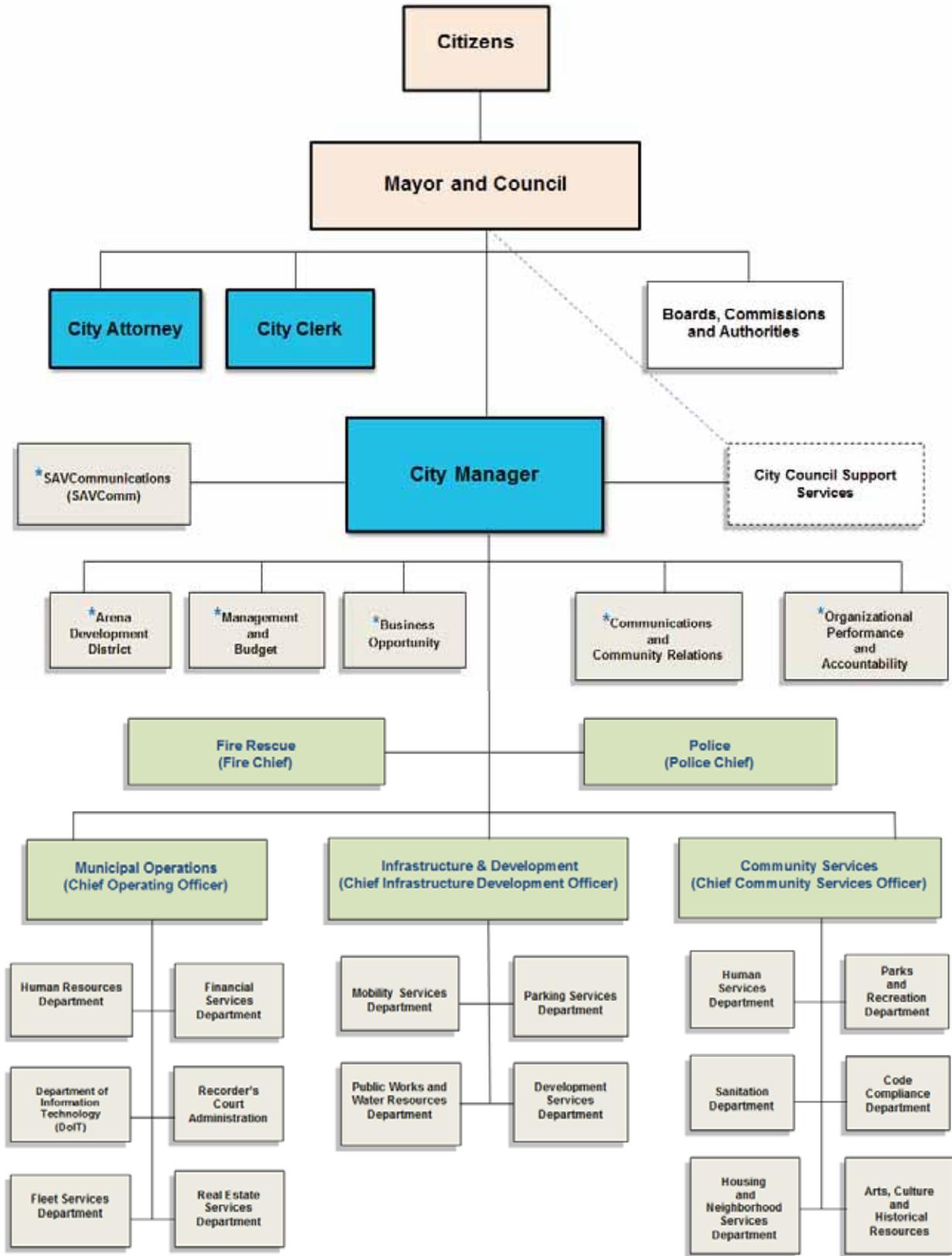
Earlier this year, we launched **SAVANNAH FORWARD** a city-wide effort to transform the culture of our organization into one that focuses on producing better results for our residents, businesses and guests – in short, our customers. **SAVANNAH FORWARD** sets the direction for strategic, operational,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

This restructuring calls for flattening the organization, addressing redundancy, eliminating confusion, and replacing an outdated bureau-centric structure with five service centers:

-  Strategic Services and Leadership
-  Public Safety
-  Municipal 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.

City of Savannah Organizational Structure



Charter Offices

* Divisions of the City Manager's Office



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.

Department Personnel	2018 Preliminary
Total Full Time Equivalents	12.0

Department Expenses	2018 Preliminary
Personnel Services	\$ 645,268
Outside Services	\$ 134,159
Commodities	\$ 43,000
Interfund Services	\$ 52,322
Total Expenses	\$ 874,749

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.

Department Personnel	2018 Preliminary
Total Full Time Equivalents	3.0

Department Expenses	2018 Preliminary
Personnel Services	\$ 243,282
Outside Services	\$ 34,064
Commodities	\$ 4,200
Interfund Services	\$ 15,907
Total Expenses	\$ 297,453

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.

Department Personnel	2018 Preliminary
Total Full Time Equivalents	5.0

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

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

Office of the City Manager

Arena Development District

Office of Business Opportunity

Office of Management & Budget

Office of Performance & Accountability

Office of Public Communications

Agency Personnel	2018 Preliminary
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

Agency Expenses by Type	2018 Preliminary
Personnel Services	\$ 3,030,583
Outside Services	\$ 326,464
Commodities	\$ 59,310
Interfund Services	\$ 181,028
Capital Outlay	\$ -
Internal Transfers	\$ -
Other Expenses	\$ -
Total Expenses	\$ 3,597,385

Agency Expenses by Office	2018 Preliminary
City Manager Office	\$ 1,142,919
Arena Development District	\$ 195,608
Office of Business Opportunity	\$ 540,408
Office of Management & Budget	\$ 821,025
Office of Performance & Accountability	\$ 281,602
Office of Public Communications	\$ 615,823
Total Expenses	\$ 3,597,385



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.

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.

Department Personnel	2018 Preliminary
Total Full Time Equivalent	7.0

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



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.

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.

Department Personnel	2018 Preliminary
Total Full Time Equivalents	1.0

Department Expenses	2018 Preliminary
Personnel Services	\$ 176,239
Outside Services	\$ 9,050
Commodities	\$ 1,575
Interfund Services	\$ 8,744
Total Expenses	\$ 195,608

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.

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.

Department Personnel	2018 Preliminary
Total Full Time Equivalent	6.0

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



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.

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.

Department Personnel	2018 Preliminary
Total Full Time Equivalents	9.0

Department Expenses	2018 Preliminary
Personnel Services	\$ 706,429
Outside Services	\$ 42,801
Commodities	\$ 28,950
Interfund Services	\$ 42,845
Total Expenses	\$ 821,025



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.

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 agency programs, operations, or activities and assist agencies in identifying and resolving organizational issues.

Department Personnel	2018 Preliminary
Total Full Time Equivalents	3.0

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



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.

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.

Department Personnel	2018 Preliminary
Total Full Time Equivalents	6.0

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

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.”



Agency Personnel	2018 Preliminary
Fire Rescue Department	365
Hazardous Material	4
Police Department	608*
SavComm 911	103
Total Full Time Equivalents	1080

*Includes 18 Grant Funded position

Agency Expenses by Type	2018 Preliminary
Fire Rescue Department	\$ 30,757,695
Hazardous Material	\$ 464,735
Police Department	\$ 56,845,901
SAVCOMM 911	\$ 7,455,365
Total Expenses	\$ 95,523,696

Agency Expenses by Department	2018 Preliminary
Personnel Services	\$ 72,369,986
Outside Services	\$ 5,283,368
Commodities	\$ 3,534,482
Interfund Services	\$ 7,555,064
Capital Outlay	\$ 41,000
Internal Transfers	\$ 665,375
Other Expenses	\$ 6,074,421
Total Expenses	\$ 95,523,696



FIRE RESCUE

Overview

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

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.

Personnel	2018 Preliminary
Fire Rescue Chief	22
Emergency Planning	2
Fire Operations	341
Hazardous Materials	4
Total Full Time Equivalents	369

Expenses by Type	2018 Preliminary
Personnel Services	\$ 23,132,136
Outside Services	\$ 833,010
Commodities	\$ 1,001,709
Interfund Services	\$ 2,384,465
Capital Outlay	\$ 31,000
Internal Transfers	\$ -
Other Expenses	\$ 3,840,110
Total Expenses	\$ 31,222,430

Expenses by Department	2018 Preliminary
Fire Rescue Chief	\$ 9,432,010
Emergency Planning	\$ 212,799
Fire Operations	\$ 21,112,886
Hazardous Materials	\$ 464,735
Total Expenses	\$ 31,222,430



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.

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.

Personnel	2018 Preliminary
Police Chief	16
Patrol	327
Criminal Investigations	79
Savannah Area Regional Intelligence Center (SARIC)	17
Traffic Unit	23
Mounted Patrol	7
Canine Unit	5
Support Services	15
Training and Recruitment	12
Information Management	24
Counter Narcotics Team (CNT)	32
Professional Standards & Training	9
Strategic Investigative Unit	24
HEAT Grant	3*
COP Grant	15*
Total Full Time Equivalents	608*

*Includes 18 Grant Funded positions

Expenses by Type	2018 Preliminary
Personnel Services	\$ 42,735,066
Outside Services	\$ 4,002,250
Commodities	\$ 2,482,773
Interfund Services	\$ 4,723,118
Capital Outlay	\$ 10,000
Internal Transfers	\$ 665,375
Other Expenses	\$ 2,227,319
Total Expenses	\$ 56,845,901

Expenses by Department	2018 Preliminary
Police Chief	\$ 1,823,151
Patrol	\$ 31,279,366
Criminal Investigations	\$ 7,125,981
Savannah Area Regional Intelligence Center (SARIC)	\$ 1,439,028
Traffic Unit	\$ 2,176,350
Mounted Patrol	\$ 654,871
Canine Unit	\$ 576,407
Support Services	\$ 3,286,860
Training and Recruitment	\$ 1,715,174
Information Management	\$ 1,422,900
Counter Narcotics Team (CNT)	\$ 2,522,787
Professional Standards & Training	\$ 812,782
Strategic Investigative Unit	\$ 2,010,244
Total Expenses	\$ 56,845,901

PRELIMINARY BUDGET IN BRIEF

The logo for SAVCOMM 911 features the text "SAVCOMM 911" in a bold, blue, sans-serif font. Above and below the text are two curved green lines that resemble a stylized arch or a smile.

SAVCOMM 911

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.

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.

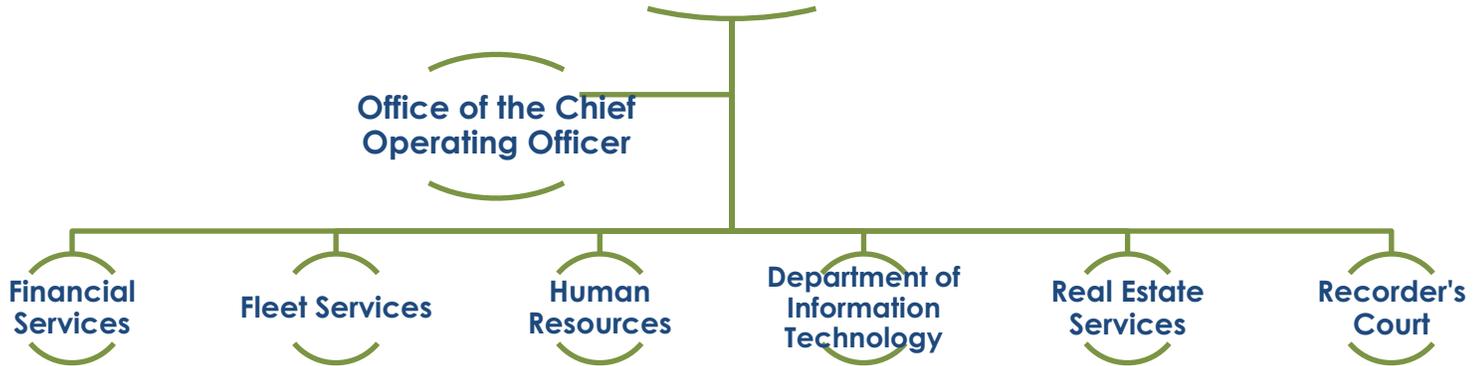
Department Personnel	2018 Preliminary
Total Full Time Equivalents	103.0

Department Expenses	2018 Preliminary
Personnel Services	\$ 6,502,784
Outside Services	\$ 448,108
Commodities	\$ 50,000
Interfund Services	\$ 447,481
Capital Outlay	\$ -
Interfund Transfers	\$ -
Other Expenses	\$ 6,993
Total Expenses	\$ 7,455,366

Operations

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

Municipal Operations



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

Agency Expenses by Type	2018 Preliminary
Personnel Services	\$ 19,778,714
Outside Services	\$ 9,564,753
Commodities	\$ 3,268,549
Interfund Services	\$ 3,005,134
Capital Outlay	\$ 65,000
Internal Transfers	\$ 506,931
Other Expenses	\$ 1,084,180
Total Expenses	\$ 37,273,261

Agency Expenses by Department	2018 Preliminary
Office of the Chief Operating Officer	\$ 1,548,717
Financial Services Department	\$ 7,141,251
Fleet Services Department	\$ 6,076,940
Human Resources Department	\$ 1,706,805
Department of Information Technology (DoIT)	\$ 7,110,994
Real Estate Services Department	\$ 11,392,338
Recorder's Court Administration	\$ 2,296,216
Total Expenses	\$ 37,273,261



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.

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 property.

Department Personnel	2018 Preliminary
Total Full Time Equivalents	14.0

Department Expenses	2018 Preliminary
Personnel Services	\$ 1,092,420
Outside Services	\$ 252,309
Commodities	\$ 20,619
Interfund Services	\$ 105,070
Capital Outlay	\$ 50,000
Interfund Transfers	\$ 23,500
Other Expenses	\$ 4,799
Total Expenses	\$ 1,548,717



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.

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.
- 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).

Department Personnel	2018 Preliminary
Total Full Time Equivalent	85.0

Department Expenses	2018 Preliminary
Personnel Services	\$ 5,064,550
Outside Services	\$ 908,920
Commodities	\$ 370,166
Interfund Services	\$ 762,872
Other Expenses	\$ 34,743
Total Expenses	\$ 7,141,251



Overview

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

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.

Department Personnel	2018 Preliminary
Total Full Time Equivalents	43.0

Department Expenses	2018 Preliminary
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



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.

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.

Department Personnel	2018 Preliminary
Total Full Time Equivalents	16.0

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



Department of Information Technology



Overview

Information Technology (DoIT), 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. DoIT also conducts business analyses with user departments to develop solutions to meet business needs. DoIT manages vendor contracts and provides services to order all technology related hardware and software.

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 agency 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 x 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 SEGARRN (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.

Department Personnel	2018 Preliminary
Total Full Time Equivalents	36.6

Department Expenses	2018 Preliminary
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



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.

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.

Department Personnel	2018 Preliminary
Total Full Time Equivalents	82.9

Department Expenses	2018 Preliminary
Personnel Services	\$ 5,212,923
Outside Services	\$ 4,072,339
Commodities	\$ 580,720
Interfund Services	\$ 800,231
Capital Outlay	\$ 5,000
Interfund Transfers	\$ 483,431
Other Expenses	\$ 237,694
Total Expenses	\$ 11,392,338



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.

Core Services

- ✓ Judicial caseflow 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.

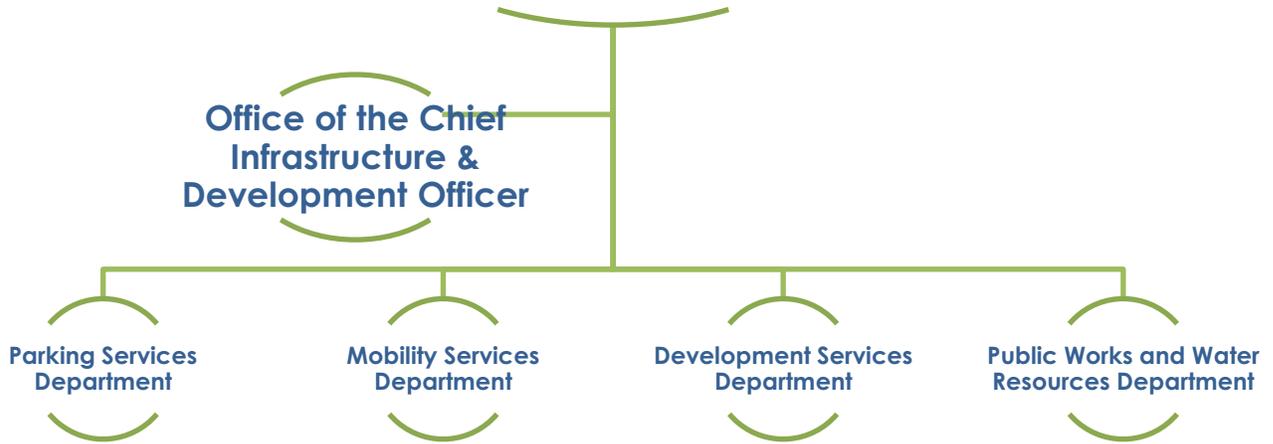
Department Personnel	2018 Preliminary
Total Full Time Equivalents	28.0

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

Infrastructure & Development

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

Infrastructure & Development

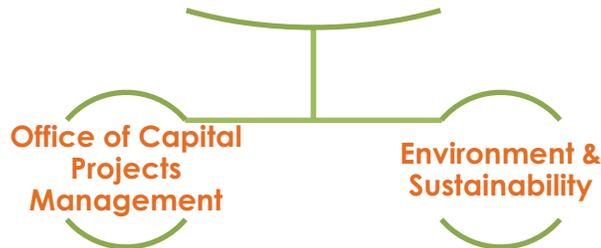


Agency Personnel	2018 Preliminary
Office of the Chief Infrastructure & Development Officer	13
Parking Services Department	62.7
Mobility Services Department	62
Development Services Department	49
Public Works & Water Resources Department	458
Total Full Time Equivalents	644.7

Agency Expenses by Type	2018 Preliminary
Personnel Services	\$ 39,657,196
Outside Services	\$ 21,266,032
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	\$ 6,914,113
Total Expenses	\$ 125,386,252

Agency Expenses by Department	2018 Preliminary
Office of the Chief Infrastructure & Development Officer	\$ 1,881,723
Parking Services Department	\$ 16,570,636
Mobility Services Department	\$ 10,529,722
Development Services Department	\$ 4,021,061
Public Works & Water Resources Department	\$ 92,383,110
Total Expenses	\$ 125,386,252

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 Environment and Sustainability, Office of Capital Projects Management, Development Services Department, Mobility Services, Parking Services, and the Public Works and Water Resources Department.

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

- 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 with all stakeholders via various sources.
- 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 and 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.

Department Personnel	2018 Preliminary
Total Full Time Equivalent	13.0

Department Expenses	2018 Preliminary
Personnel Services	\$ 1,342,736
Outside Services	\$ 386,852
Commodities	\$ 35,672
Interfund Services	\$ 69,052
Interfund Transfers	\$ 47,000
Other Expenses	\$ 411
Total Expenses	\$ 1,881,723



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.

Key Business Units / Core Services

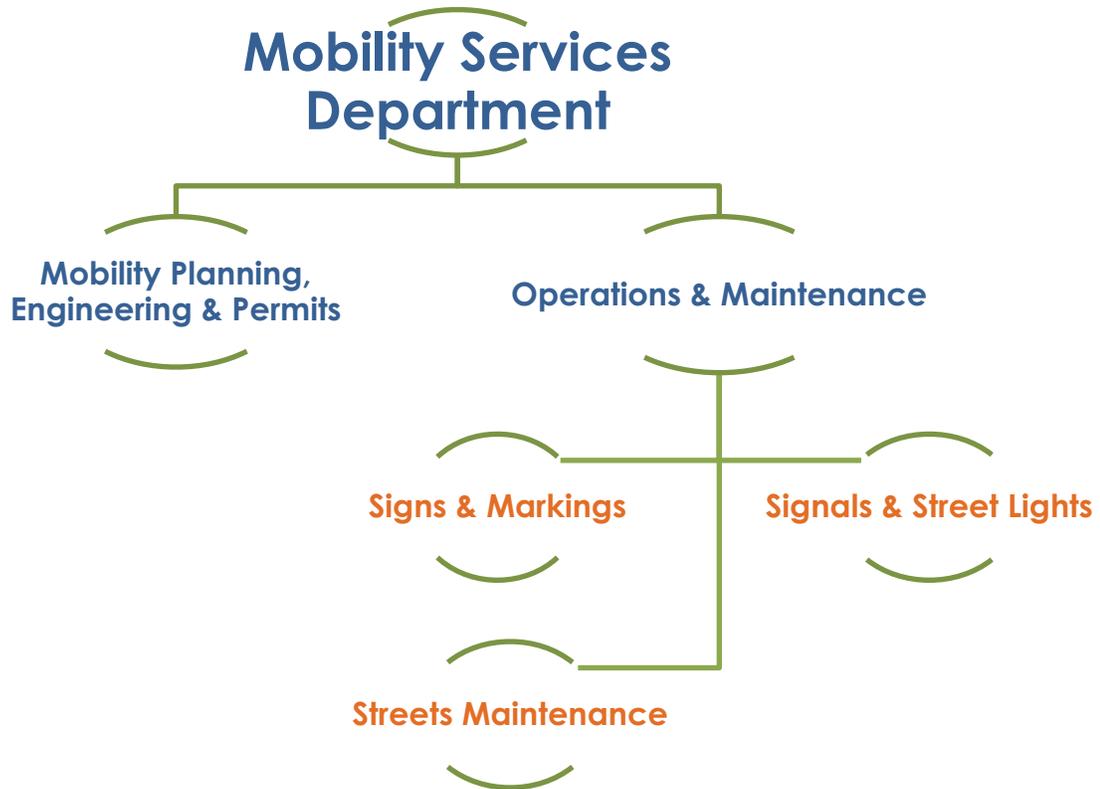
- ✓ Parking management
- ✓ Parking facilities
- ✓ Multi-modal transportation

Core Responsibilities

- Develop, operate and manage city-owned parking garages, surface lots, and on-street parking within the City; including established transportation districts.
- Enforce parking rules and regulations to enhance safety and access to available parking for all users.
- Manage residential permit parking and promote alternative modes of travel.
- Oversee the downtown mobility network, which includes the water ferries, streetcars, shuttle buses, recreational docks, bicycles, and wayfinding signage.

Department Personnel	2018 Preliminary
Total Full Time Equivalents	62.7

Department Expenses	2018 Preliminary
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



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.

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.
- 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 related to 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.

Department Personnel	2018 Preliminary
Total Full Time Equivalents	62.0

Department Expenses	2018 Preliminary
Personnel Services	\$ 3,698,684
Outside Services	\$ 4,346,368
Commodities	\$ 965,005
Interfund Services	\$ 1,112,583
Capital Outlay	\$ 80,000
Other Expenses	\$ 327,082
Total Expenses	\$ 10,529,722



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.

Department Personnel	2018 Preliminary
Total Full Time Equivalents	49.0

Department Expenses	2018 Preliminary
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

Public Works & Water Resources Department



Overview

The Public Works and Water Resources Department promotes public safety and health by designing, building, and maintaining infrastructure that produces, treats, and conveys safe drinking water and waste water; 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.

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 agency 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.

Department Personnel	2018 Preliminary
Total Full Time Equivalents	458.0

Department Expenses	2018 Preliminary
Personnel Services	\$ 27,807,927
Outside Services	\$ 13,183,307
Commodities	\$ 6,494,314
Interfund Services	\$ 11,326,599
Capital Outlay	\$ 369,000
Debt Service	\$ 4,849,540
Interfund Transfers	\$ 21,992,448
Other Expenses	\$ 6,359,975
Total Expenses	\$ 92,383,110

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.”



Agency Personnel	2018 Preliminary
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	193
Total Full Time Equivalents	412.0

Agency Expenses by Type	2018 Preliminary
Personnel Services	\$ 25,522,037
Outside Services	\$ 5,697,155
Commodities	\$ 2,551,097
Interfund Services	\$ 4,996,904
Capital Outlay	\$ 10,000
Debt Service	\$ 3,186,508
Internal Transfers	\$ 12,634,579
Other Expenses	\$ 3,904,980
Total Expenses	\$ 58,503,260

Agency Expenses by Department	2018 Preliminary
Office of the Chief Community Services Officer	\$ 410,768
Arts, Culture & Historical Resources Department	\$ 1,145,946
Human Services Department	\$ 12,799,688
Code Compliance Department	\$ 3,714,354
Housing & Neighborhood Department	\$ 1,545,504
Parks & Recreation Department	\$ 9,550,841
Sanitation Department	\$ 29,336,159
Total Expenses	\$ 58,503,260



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.

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.

Department Personnel	2018 Preliminary
Total Full Time Equivalent	3.0

Department Expenses	2018 Preliminary
Personnel Services	\$ 342,253
Outside Services	\$ 27,238
Commodities	\$ 5,878
Interfund Services	\$ 17,407
Interfund Transfers	\$ 17,992
Total Expenses	\$ 410,768



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.

Core Services

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

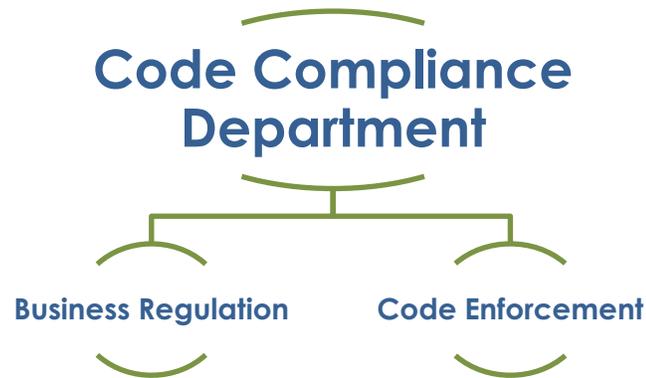
Responsibilities

- 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.

Department Personnel	2018 Preliminary
Total Full Time Equivalents	10.0

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



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 agency 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.

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.

Department Personnel	2018 Preliminary
Total Full Time Equivalent	48.8

Department Expenses	2018 Preliminary
Personnel Services	\$ 2,933,298
Outside Services	\$ 357,608
Commodities	\$ 98,765
Interfund Services	\$ 270,651
Other Expenses	\$ 54,032
Total Expenses	\$ 3,714,354



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.

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.

Department Personnel	2018 Preliminary
Total Full Time Equivalent	24.0

Department Expenses	2018 Preliminary
Personnel Services	\$ 2,685,763
Outside Services	\$ 1,084,370
Commodities	\$ 254,922
Interfund Services	\$ 545,524
Interfund Transfers	\$ 8,224,750
Other Expenses	\$ 4,359
Total Expenses	\$ 12,799,688



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.

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.

Department Personnel	2018 Preliminary
Total Full Time Equivalentents	15.0

Department Expenses	2018 Preliminary
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



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.

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 park 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.

Department Personnel	2018 Preliminary
Total Full Time Equivalents	118.3

Department Expenses	2018 Preliminary
Personnel Services	\$ 6,496,828
Outside Services	\$ 2,054,863
Commodities	\$ 563,375
Interfund Services	\$ 388,049
Capital Outlay	\$ 10,000
Other Expenses	\$ 37,726
Total Expenses	\$ 9,550,841



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.

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.

Department Personnel	2018 Preliminary
Total Full Time Equivalent	193.0

Department Expenses	2018 Preliminary
Personnel Services	\$ 11,083,547
Outside Services	\$ 1,898,943
Commodities	\$ 1,561,309
Interfund Services	\$ 3,400,783
Debt Service	\$ 3,084,488
Interfund Transfers	\$ 4,506,357
Other Expenses	\$ 3,800,732
Total Expenses	\$ 29,336,159

Fund Appropriations

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

Line Item Appropriations by Fund

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
101 General Fund					
41111 Real Property Taxes - Current	(47,356,884)	(50,000,000)	(51,911,920)	(1,911,920)	3.82 %
41113 Personal Prop. Taxes-Current	(7,497,986)	(8,000,000)	(8,238,451)	(238,451)	2.98 %
41114 Real Prop. Taxes-Delinquent	(4,482,572)	(4,000,000)	(3,800,000)	200,000	(5.00)%
41115 Personal Pro. Taxes-Delinqnt	(293,475)	(400,000)	(400,000)	0	0.00 %
41116 Mobile Home Taxes	(21,704)	(21,000)	(23,444)	(2,444)	11.64 %
41117 Industrial Area Taxes	(400,631)	(550,000)	(550,000)	0	0.00 %
41118 Vehicle Taxes	(937,795)	(655,200)	(491,317)	163,883	(25.01)%
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)	(1,589,028)	(89,028)	5.94 %
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)	(41,715,000)	(3,155,000)	8.18 %
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 %

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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)	(1,000)	1,200	(54.55)%
42520 Mechanical Inspection Fee	(57,555)	(60,000)	(55,000)	5,000	(8.33)%
42521 Fire Inspection Fees	(8,638)	(6,800)	(15,000)	(8,200)	120.59 %
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)	(147,500)	(11,500)	8.46 %
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)	(1,000)	500	(33.33)%
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)	(7,000)	1,000	(12.50)%
42677 Equip Replacement - Fire	(650)	(400)	(1,000)	(600)	150.00 %
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)	(423,500)	(103,500)	32.34 %
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 %

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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	74,744,672	(6,933,321)	(8.49)%
51110 Social Security	6,020,823	6,629,091	6,268,399	(360,692)	(5.44)%
51116 Stipend	112,068	127,087	113,562	(13,525)	(10.64)%
51121 Group Medical Insurance	13,172,319	13,977,484	14,288,245	310,762	2.22 %
51122 Group Life Insurance	248,764	247,201	321,806	74,605	30.18 %
51123 Unemployment Comp	55,603	0	52,361	52,361	100.00 %
51124 Disability Insurance	110,166	225,265	222,613	(2,652)	(1.18)%
51125 Workers Compensation	3,499,062	2,510,961	2,582,294	71,333	2.84 %
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	2,303,300	644,445	38.85 %
51128 Retiree Medical County	135,100	130,467	0	(130,467)	(100.00)%
51130 Pension	6,729,236	6,445,930	6,441,156	(4,774)	(0.07)%
51131 Pension - Chatham Count	517,572	506,975	0	(506,975)	(100.00)%
51132 City Contr-Def Comp	133,027	140,200	152,400	12,200	8.70 %
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	99,300	3,300	3.44 %
51140 Fitness Program	13,132	15,000	15,000	0	0.00 %
51155 Overtime	5,630,778	4,851,084	4,286,100	(564,984)	(11.65)%
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)	(3,125,507)	432,708	(12.16)%
51205 Electricity	6,419,023	6,620,476	6,836,053	215,577	3.26 %
51206 Natural Gas	103,980	116,125	113,659	(2,466)	(2.12)%
51210 Communications	305,772	303,622	373,548	69,926	23.03 %
51211 Cell Communications	472,961	422,898	487,775	64,877	15.34 %
51212 Travel-Transp Lodg Pd	236,907	333,763	327,854	(5,909)	(1.77)%
51213 Education and Training	155,173	255,831	230,432	(25,399)	(9.93)%
51216 Tuition Reimbursement	54,788	75,000	65,500	(9,500)	(12.67)%
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	2,002,459	1,363,309	213.30 %
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	135,239	638	0.47 %
51234 Books Periodicals Subsc	55,161	73,701	66,523	(7,178)	(9.74)%
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	1,547,509	(514,786)	(24.96)%
51239 Technical Pur Svcs	376,394	323,939	628,847	304,908	94.13 %
51240 Professional Services F	2,529	6,435	0	(6,435)	(100.00)%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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	284,527	(68,900)	(19.49)%
51245 Building Repair	207,716	379,556	283,522	(96,034)	(25.30)%
51250 Equipment Maintenance	595,655	598,975	432,469	(166,506)	(27.80)%
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	40,682	3,414	9.16 %
51256 Temporary Labor-Agency	1,305,828	731,471	617,922	(113,549)	(15.52)%
51270 Photocopying	321,253	306,777	312,528	5,751	1.87 %
51271 Food-Catered Meals	514,803	626,447	614,653	(11,795)	(1.88)%
51275 Outside Printing	94,751	146,151	137,044	(9,107)	(6.23)%
51287 Prisoner Medical Costs	55,068	90,000	90,000	0	0.00 %
51290 Medical Costs	205,691	214,600	214,600	0	0.00 %
51294 Other Transportation	28,194	28,975	344,750	315,775	1,089.82 %
51295 Other Contractual Service	3,698,156	5,380,748	6,672,561	1,291,813	24.01 %
51297 Housing Demolition	0	0	90,000	90,000	100.00 %
51306 Office Supplies	211,655	208,325	235,828	27,503	13.20 %
51307 Postage	106,782	120,872	132,942	12,070	9.99 %
51309 Laundry Allowance	263,141	277,692	258,964	(18,728)	(6.74)%
51310 Clothing & Laundry	1,355,411	1,118,753	1,208,407	89,654	8.01 %
51320 Operating Supp & Materials	1,162,448	1,678,920	1,438,976	(239,944)	(14.29)%
51321 Small Fixed Assets	732,630	637,791	317,170	(320,620)	(50.27)%
51322 Sports & Craft Supplies	110,353	150,509	134,628	(15,881)	(10.55)%
51323 Chemicals	74,288	139,686	183,536	43,850	31.39 %
51335 Equipment Repair Parts	237,479	318,291	296,285	(22,006)	(6.91)%
51340 Construction Suppl & Matls	620,355	622,079	620,379	(1,700)	(0.27)%
51350 Shop Supplies/Propane	24,551	38,935	38,401	(534)	(1.37)%
51361 Auto Fuel Chatham Count	35,930	46,050	0	(46,050)	(100.00)%
51362 Gasoline	1,373,846	1,580,857	1,467,444	(113,413)	(7.17)%
51363 Diesel Fuel	361,043	498,407	489,433	(8,974)	(1.80)%
51365 Oil and Grease	136	0	0	0	0.00 %
51395 Other	86,326	347,744	220,323	(127,421)	(36.64)%
51408 Srvcs By Parking Fund	280,473	283,363	312,181	28,818	10.17 %
51409 Svcs By Water & Sewer	332,744	557,819	466,102	(91,717)	(16.44)%
51411 Svcs By San-Disposal Fe	613,710	704,519	661,961	(42,559)	(6.04)%
51412 Srvcs By Civic Center Fund	135,000	135,000	135,000	0	0.00 %
51413 Svcs By San-Commrcl Fee	258,072	265,275	272,623	7,348	2.77 %
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	3,584,487	209,028	6.19 %
51450 Computer Services	3,603,750	3,889,646	4,177,426	287,781	7.40 %
51451 Radio Services	655,730	751,073	795,396	44,323	5.90 %
51452 Telephone Services	250,664	241,690	291,628	49,938	20.66 %
51473 Garage Overhead	294,490	309,493	353,327	43,834	14.16 %
51474 Garage Charges	2,791,668	2,865,026	3,350,481	485,455	16.94 %
51510 Computer Hardware/Software	0	0	50,000	50,000	100.00 %
51520 Office/Bldg Furn/Equipment	303,647	373,524	132,800	(240,724)	(64.45)%
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	3,927,000	2,421,031	160.76 %
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 %
51725 Veh Replacement Contribution	44	0	0	0	0.00 %
51730 Fleet Addition Contribution	307,059	0	753,867	753,867	100.00 %
51745 Intra-Fund Transfers	3,566,215	1,574,195	1,445,808	(128,387)	(8.16)%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
101 General Fund					
51746 E-Commncnts Exp Transfr	2,321,049	1,927,419	2,285,365	357,946	18.57 %
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	1,409,687	1,354,938	2,474.81 %
51811 Contributions	855,305	880,300	459,960	(420,340)	(47.75)%
51821 Cultural Contributions	748,168	884,174	0	(884,174)	(100.00)%
51822 Social Contribution	641,599	620,219	190,000	(430,219)	(69.37)%
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	489,982	(506,180)	(50.81)%
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	6,613,792	2,054,009	45.05 %
51896 Vehicle Accessory Charge	116,125	592,635	344,815	(247,820)	(41.82)%
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%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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 Contrbtrn 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 %
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%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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 Contrbtn 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 %
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 %

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
211 Grant Fund					
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%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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 Contrbtn 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 %
51130 Pension	0	0	63,089	63,089	100.00 %
51155 Overtime	0	18,000	24,000	6,000	33.33 %
51199 Reimbrsmnt Persnl Srvs	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-Commrcl 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%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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 Contrbtn 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 %
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	3.02%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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 Contrbtn 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 %
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 %

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
221 Community Development Fund					
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%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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 Contrbtn 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%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
224 Cmnty Dev-Other Fed Fds					
42718 Mik Spg Repayment	0	(60,187)	(60,187)	0	0.00 %
42719 EDA/CDBG Rif 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%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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 %
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%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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 Contribtn 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	-100.00%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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 %
51728 Transfer to Civic Ctr	605,606	626,311	754,191	127,880	20.42 %
51861 Contrbtn-Conv & Visitor'S Bur	6,502,307	6,608,506	7,631,237	1,022,731	15.48 %
51867 Contrbtn-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	-233.33%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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 Commrcl 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 Commrcl 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 Svcs	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	28,528	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)%
51235 Dues Memberships & Subs	914	0	0	0	(37.50)%
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 %

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
511 Sanitation Fund-Operating					
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 Srvcs 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-Commrcl 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 Contrbtn 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%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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 %
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 %

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
521 Water and Sewer Fund-Operatin					
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 %
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-Commrcl 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 %

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
521 Water and Sewer Fund-Operatin					
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%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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 %

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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-Pking 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 %
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 Contrbtn 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 %

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
551 Civic Center Fund-Operating					
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 %
51411 Svcs By San-Disposal Fe	61	97	0	(97)	(100.00)%
51413 Svcs By San-Commrc'l 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	-429.38%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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 Parkng 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 Contrbtn 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)%
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)%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
561 Parking Services Fund					
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%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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 Chargs	(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 Srvs	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)%
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)%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
611 Internal Service Fund					
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%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
613 Vehicle Replacemnt Fund					
42999 Miscellaneous	(3,354)	(872,094)	343,507	1,215,601	(139.39)%
44730 Fleet Addition Contrbtn	(649,956)	(63,846)	(753,867)	(690,021)	1,080.76 %
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 %
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%

	2016 Actuals	2017 AMENDED BUDGET	2018 PRELIMINARY BUDGET	Variance	Variance %
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%