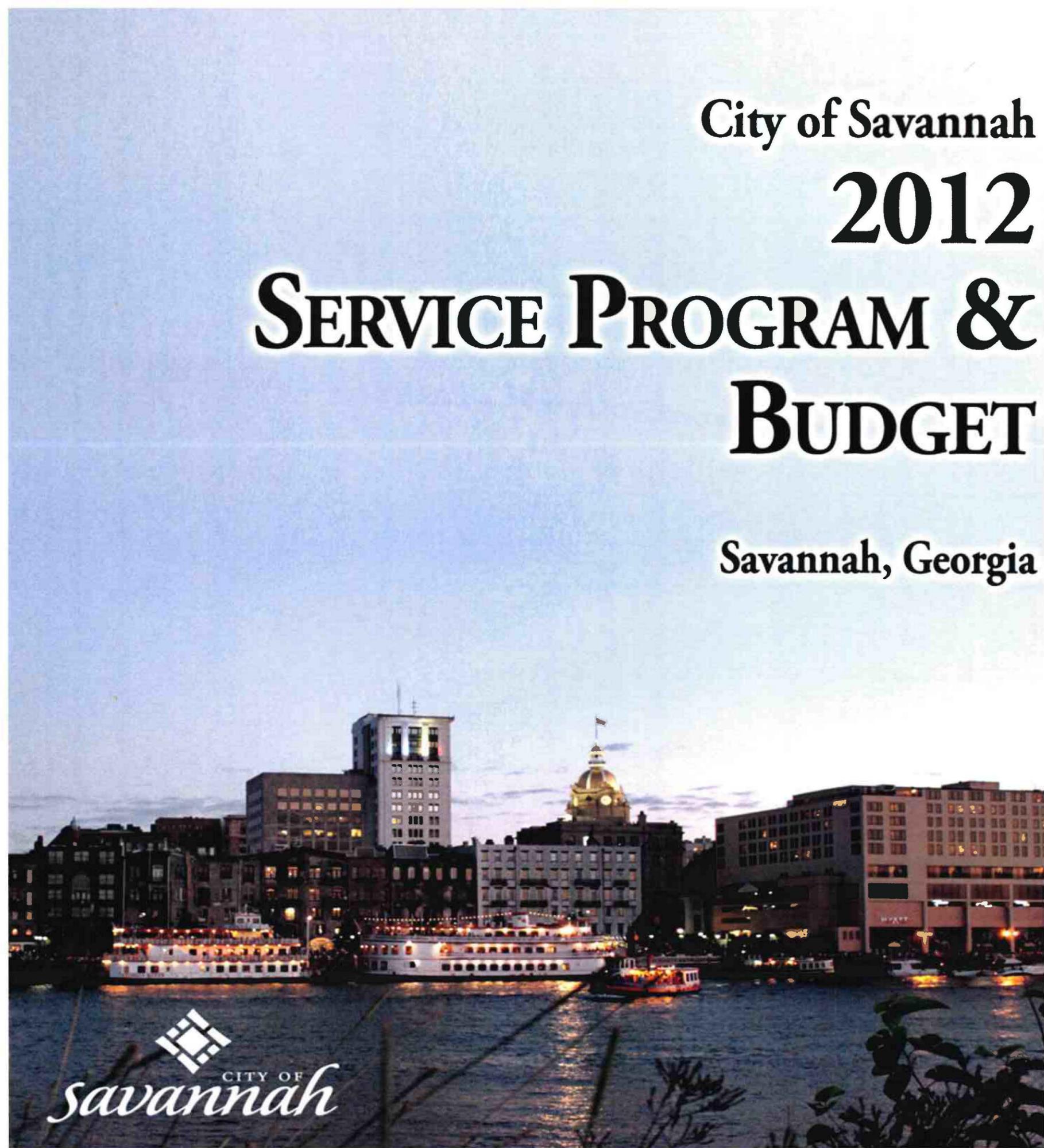


City of Savannah

2012

**SERVICE PROGRAM &  
BUDGET**

Savannah, Georgia





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Savannah  
Georgia**

For the Fiscal Year Beginning

**January 1, 2011**

*Linda C. Danson*      *Jeffrey R. Erwin*

President

Executive Director

---

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Savannah, Georgia** for its annual budget for the fiscal year beginning **January 1, 2011**. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

Special recognition is given to the following individuals for their assistance in preparation of the 2012 Proposed Budget.

### **BUREAU DIRECTORS**

Stephanie Cutter*	Community and Economic Development
Marty Johnston*	Management Services
Chief Willie Lovett	Police
Chief Charles Middleton	Fire and Emergency Services
Joseph Shearouse	Public Facilities, Events & Services
Gene Prevatt*	Sanitation
Robert Scanlon	Public Works and Water Resources

### **RESEARCH and BUDGET STAFF**

Paul Brown	Management Analyst
Julia Durrence	Principal Research and Budget Analyst
Carl Epps	Management Analyst
Ann Lawton	Research and Budget Technician
Crystal Northcutt	Management Analyst
Lindsey Rambow	Systems Specialist
Melissa Carter	Acting Research and Budget Director

### **SPECIAL ACKNOWLEDGEMENTS**

Finance Department  
Public Information Office  
Information Technology  
Department and Division Managers  
Outside Agencies  
Cover by Harold Herrin, Development Services

\*Serving in Acting Capacity

# LEGISLATIVE BODY



## MAYOR AND CITY COUNCIL 2007 - 2011

OTIS S. JOHNSON, PH.D  
Mayor



VAN R. JOHNSON, II  
District 1



MARY OSBORNE  
District 2



LARRY STUBER  
District 3



MARY ELLEN SPRAGUE  
District 4



CLIFTON JONES, JR  
District 5



TONY THOMAS  
District 6

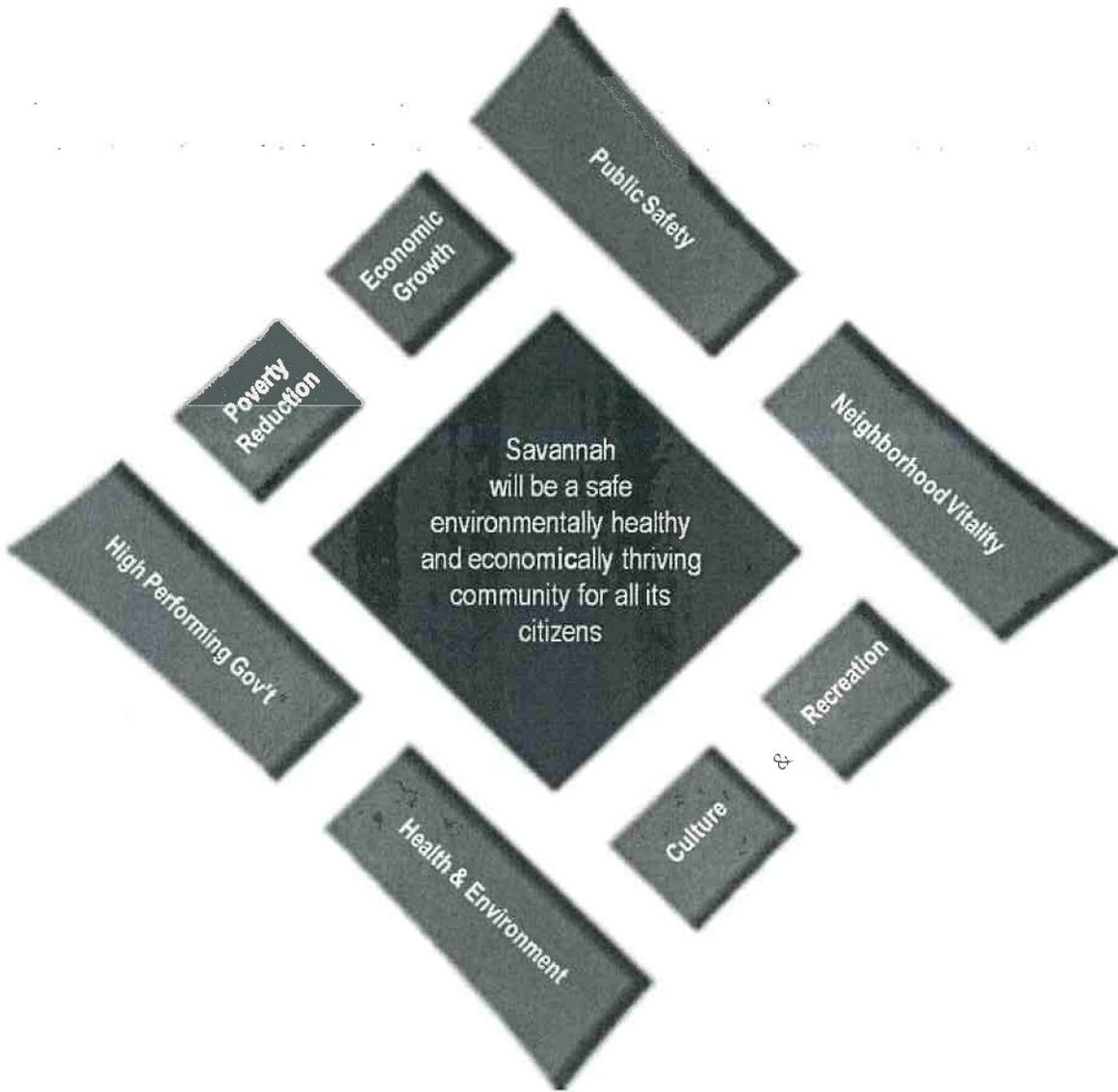


EDNA BRANCH JACKSON  
Post 1 At-Large



JEFF FELSER  
Post 2 At-Large





Public Safety

Economic Growth

Poverty Reduction

High Performing Gov't

Health & Environment

Culture

Recreation

Neighborhood Vitality

Savannah will be a safe environmentally healthy and economically thriving community for all its citizens

&

# TABLE OF CONTENTS



<b>CITY MANAGER'S MESSAGE.....</b>	<b>ix</b>
------------------------------------	-----------

<b>BUDGET OVERVIEW .....</b>	<b>1</b>
------------------------------	----------

Council Strategic Priorities .....	1
Organization Chart.....	2
Reader's Guide.....	3
Savannah at a Glance .....	5
Financial Structure .....	11
Budgetary Fund Structure .....	14
Budget Process .....	15
Budget Preparation Schedule .....	21

<b>FINANCIAL POLICIES &amp; STRUCTURE.....</b>	<b>23</b>
--	-----------

Financial Outlook .....	23
Five Year Plan Forecast.....	25
Water and Sewer Fund Forecast.....	30
Sanitation Fund Forecast .....	32
All Funds Summary.....	35
City-Wide Revenue .....	37
City-Wide Revenue Changes .....	38
What Does a Property Owner Pay? .....	44
City-Wide Expenditures .....	47
City-Wide Expenditure Changes .....	48
City-Wide Expenditures by Bureau.....	50
Council Priorities Expenditures by Department .....	53
Authorized Positions by Fund .....	57

<b>GENERAL FUND .....</b>	<b>61</b>
---------------------------	-----------

General Administration .....	71
Mayor and Aldermen.....	75
Clerk of Council.....	76
City Manager.....	77
Public Information Office .....	78
Auditing.....	80
Finance .....	82
Legal.....	84
Public Facilities, Events, & Services Bureau .....	85
Public Facilities, Events, & Services Bureau Chief .....	89
Cultural Affairs .....	91
Coffee Bluff Marina .....	93
Youth Services.....	94
Athletic Services .....	95
Senior Services.....	97
Therapeutic Recreation.....	99
Film Services .....	100
Buildings and Grounds Maintenance.....	101
Building and Electrical Maintenance.....	103
Park and Tree .....	105

City Cemeteries .....	107
Police Bureau .....	109
Police Chief.....	114
Patrol & Special Operations Division .....	116
Investigations Division.....	118
SARIC (Savannah Area Regional Intelligence Center).....	119
Traffic Unit .....	120
Marine Patrol.....	122
Mounted Patrol.....	124
Canine Unit .....	125
Animal Control .....	127
Emergency Medical Service (EMS) Administration.....	129
Administrative Services Division.....	131
Information Management .....	133
Counter Narcotics Team (CNT).....	135
Office of Professional Standards (OPS) .....	136
Savannah Impact Program (SIP).....	138
CrimeStoppers .....	140
Savannah Impact Work Ventures.....	142
Fire and Emergency Services Bureau.....	145
Fire Logistics.....	149
City-Wide Emergency Planning.....	150
Fire Operations .....	152
Assistant City Manager, Administrative & Community Services .....	155
Management Services Bureau.....	157
Management Services Bureau Chief.....	161
Research & Budget.....	163
Human Resources .....	165
Risk Management .....	167
Purchasing.....	169
Revenue .....	171
Recorder's Court of Chatham County.....	173
Research Library & Municipal Archives .....	175
Inventory Management .....	177
Mail & Municipal Building Services .....	179
Community and Economic Development Bureau .....	181
Community and Economic Development Bureau Chief.....	186
Development Services .....	188
Land Bank Authority.....	191
Citizen Office.....	192
River Street Hospitality Center .....	194
311 Call Service Center .....	196
Real Property Services .....	198
Step Up Program .....	200
Economic Development .....	202
Entrepreneurial Center.....	204
Public Works & Water Resources Bureau.....	205
Public Works & Water Resources Bureau Chief.....	210
Traffic Engineering .....	212
Stormwater Management.....	214
Streets Maintenance .....	216
Service Center .....	218

<b>PUBLIC SAFETY COMMUNICATIONS FUND.....</b>	<b>219</b>
Communications Center.....	221
<b>HAZARDOUS MATERIAL TEAM FUND .....</b>	<b>223</b>
<b>SANITATION FUND.....</b>	<b>225</b>
Sanitation Bureau Chief .....	231
Residential Refuse .....	233
Refuse Disposal.....	235
Street Cleaning .....	237
Commercial Refuse.....	239
Recycling & Litter Services.....	241
Property Maintenance Enforcement .....	243
Sanitation Interdepartmental .....	245
<b>CIVIC CENTER FUND .....</b>	<b>247</b>
Civic Center Operations .....	250
Civic Center Concessions .....	252
<b>WATER FUND .....</b>	<b>255</b>
Assistant City Manager, Utilities, Development & Construction Services .....	258
Water and Sewer Director .....	260
Utility Services .....	262
Water and Sewer Planning and Engineering .....	264
Water Supply and Treatment .....	266
Water Distribution .....	268
Water Interdepartmental.....	270
<b>SEWER FUND .....</b>	<b>271</b>
Sewer Maintenance .....	274
Lift Stations Maintenance .....	276
President Street Plant .....	278
Regional Plants.....	279
Sewer Interdepartmental.....	280
<b>INDUSTRIAL &amp; DOMESTIC WATER FUND .....</b>	<b>281</b>
I&D Water Plant .....	283
<b>MOBILITY &amp; PARKING SERVICES FUND .....</b>	<b>285</b>
Mobility and Parking Enforcement and Administration.....	288
Parking Garages and Lots .....	290
Parking Interdepartmental.....	292
<b>COMMUNITY DEVELOPMENT FUND .....</b>	<b>293</b>
Housing.....	296
Community Planning and Development .....	298
Advancement Center at Moses Jackson .....	300

<b>GRANT FUND</b> .....	<b>303</b>
Coastal Workforce Services .....	306
YouthBuild .....	308
<b>INTERNAL SERVICES FUND</b> .....	<b>311</b>
Vehicle Maintenance .....	314
Information Technology Bureau .....	316
<b>CAPITAL IMPROVEMENT PROGRAM FUND</b> .....	<b>321</b>
Capital Budget Overview .....	321
2012-2016 Capital Plan Overview .....	326
2012 Capital Plan .....	328
2012 Capital Improvement Project Summaries .....	330
Cemetery Improvements .....	330
Civic Center Improvements .....	330
Community Development Improvements .....	331
Drainage Improvements .....	331
I&D Water Improvements .....	332
Park and Recreation Improvements .....	333
Public Building Improvements .....	334
Sewer Improvements .....	335
Square and Monument Improvements .....	339
Street Improvements .....	339
Traffic Improvements .....	341
Water Improvements .....	342
Other Improvements .....	346
<b>OTHER FUNDS</b> .....	<b>347</b>
Risk Management Fund .....	347
Debt Service Fund .....	355
Hotel/Motel & Auto Rental Tax Fund .....	360
Golf Course Fund .....	362
Computer Purchase Fund .....	363
Vehicle Purchase Fund .....	364
<b>APPENDIX</b> .....	<b>365</b>
Social Services Contributions .....	365
Cultural Contributions .....	373
Outside Agencies Performance Measures .....	379
Metropolitan Planning Commission (MPC) .....	379
Savannah Development Renewal Authority (SDRA) .....	381
The Creative Coast, Inc. ....	383
2010 Authorized Positions Detail .....	385
2011 Authorized Positions Detail .....	389
2012 Authorized Positions Detail .....	392
2009-2012 Expenditure Table .....	397
Glossary .....	403
List of Acronyms .....	409
Index .....	413





# City Manager's Message

November 4, 2011

To the Honorable Mayor and Aldermen:

I am pleased to present you the *2012 Proposed Service Program and Budget* for your consideration. This document describes the financial, human, and capital resources necessary to sustain the programs and services we have developed to move this community closer to your vision.

This 2012 fiscal plan ensures the City will maintain the strong financial foundation that has made it possible to implement aggressive strategies targeted to your priorities in a cost effective and efficient manner. With this recommended 2012 Budget, Savannah will utilize its fiscal strengths to further enhance our community services and assets. This plan has been developed through the diligent cooperative efforts of City staff in all Bureaus utilizing your guiding principles along with the 2004 and 2008 Strategic Priorities:

- Public Safety
- Health & Environment/Sustainability
- Neighborhood Vitality
- Economic Growth/Poverty Reduction/International Relations/Continuum of Care
- Culture & Recreation
- High Performing Government/Fiscal Stability

## **2011 Accomplishments**

Steady and sustainable progress has been made in achieving Council's strategic priorities in FY 2011. There are many noteworthy accomplishments that occurred under each of City Council's six Priority Focus Areas:

### **Public Safety**

- Mohawk Street Fire Station opened
- Paradise Park Traffic Calming Plan implemented
- Emergency traffic light pre-emption system implemented

### **Health & Environment/Sustainability**

- Smoke-Free Air Ordinance adopted
- Casey North and South, Bilbo, and Springfield basins drainage system modeling completed
- Plan developed to resolve drinking water concerns associated with Savannah Harbor deepening

### **Neighborhood Vitality**

- Phase I of Savannah Gardens Affordable Housing Community completed
- Downtown Cleanliness Team deployed
- Martin Luther King Jr. Boulevard Streetscape Plan developed
- Restoration Plan for historic squares designed

### **Economic Growth/Poverty Reduction/International Relations/Continuum of Care**

- Cruise Line Feasibility Study completed
- Rock-N-Roll Marathon (23,000 participants)

### **Culture and Recreation**

- Bacon Park Golf Course Clubhouse expansion
- Coffee Bluff Marina design plans completed
- Exterior lighting in Daffin Park installed
- New Dog Park in Daffin Park developed
- 2011 Picnic in the Park Event reached record attendance
- Arena study Taskforce formed
- Awarded State Historical Designation for Savannah Pharmacy, National Historic Designation pending
- Final modification to Riverwalk construction

### **High Performing Government**

- Enterprise Resource Planning system to replace internal financial and purchasing systems
- Midtown Municipal Building opened
- City organization restructuring
- Controlled spending of 2011 Budget

## ***2012 City-Wide Revenues and Expenditures***

The City is continuing to meet the financial challenges brought on by the downturn in the economy in 2010 and 2011 by instituting cost saving measures to maintain financial stability without eliminating or cutting too deeply into our core services. The measures that we continue to maintain are:

- Low Debt Service (1.6%) as a percentage of non-capital expenditures
- Pro-actively manage health care costs

This budget is based on the current property tax millage rate of **12.5 mills**. City-wide projected revenues total \$325,084,403 for 2012. This is a 0.7% decrease below the 2011 projected amount. The decline is primarily due to less revenue anticipated from grant sources.

Impacting revenues in 2012 are proposed rate changes, as well as new fees in certain program areas. Among these increases are proposed rate changes for:

- Water & Sewer – The proposed base charges for 2012 are unchanged from 2011. A monthly increase in the combined Water & Sewer bill of \$1.50 for the average household is included based on an increase in consumption charges. This increase is requested to fund future system improvements.
- Sanitation – Residential rates increase from \$24.50 to \$26.00 and Commercial Disposal rates increase from \$3.50/cubic yard to \$3.65/cubic yard. This increase is requested to fund the future expansion of the landfill.

Other revenue changes are summarized in the *Financial Policies & Structure* section included in the 2012 Service Program and Budget.

To continue progress toward City Council's strategic priorities, proposed expenditures recommended in the 2012 fiscal plan total \$325,084,403, which is 0.7% below 2011 projected budget. The largest decreases are in the Community Development Fund and Grant Fund, both of which reflect the spending constraints from the Federal level. The Community Development Fund (CDBG) is proposed to decrease by \$525,263 (6.4%) in anticipation of reductions as determined by HUD.

## ***The General Fund***

### ***Revenues***

General Fund revenue is projected at \$170,440,017 for 2012. Property tax revenue is projected to decrease primarily due to less anticipated delinquent receipts for real property. Associated execution fees and interest on delinquent tax revenue is also projected to decline.

Rate increases, as well as some new fees, are proposed for certain park and square events, development services, and fire services. A new revenue source for the City is the proposed off-duty police administrative fee, which will cover fuel expenses and other vehicle maintenance costs. The recommendation for this fee came from one of the City's efficiency teams. Projections for sales tax and hotel/motel tax include revenue anticipated from the many visitors coming to Savannah for the Rock 'n' Roll Marathon event.

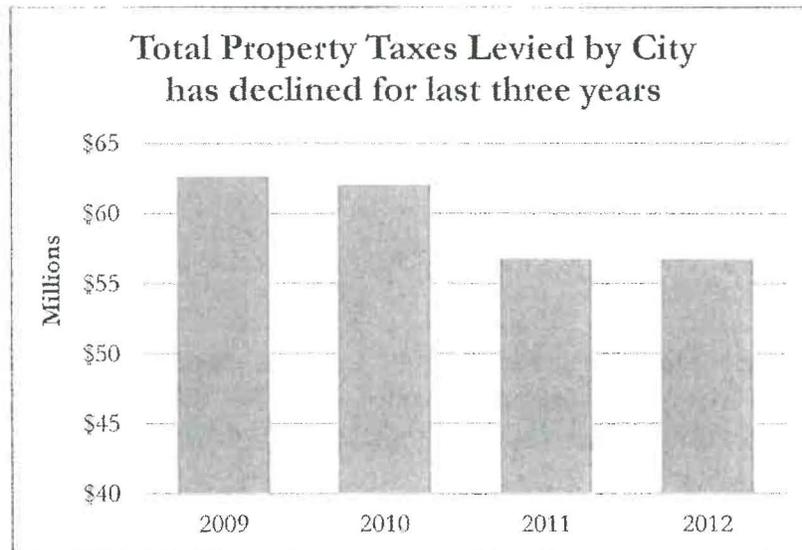
### ***Property Taxes***

Again, the property tax millage rate is recommended to remain at 12.5 mills. The City's property tax revenue each year is based on the product of the total taxable digest (as determined by the County Board of Assessors) and the adopted millage rate (which is set by City Council). As the total taxable digest has declined in recent years, the City has only instituted a part year millage increase in 2010 to 13.00 mills. However as Council directed, the rate was reduced back to 12.5 mills at the beginning of 2011. Since that time, the City has not recommended a millage rate increase to make up for reduced revenue as it is empowered to do under state law (O.C.G.A. 48-5-32).

	2009	2010	2011	3 Year Total
Total Prop Taxes Levied	\$62,628,119	\$61,990,246	\$56,749,100	\$181,367,465
\$ Change in Projected Revenue	295,658	(637,874)	(5,241,146)	(5,583,362)
% Change in Projected Revenue	0.47%	-1.02%	-8.45%	-9.00%

Source: Chatham County Board of Assessors

The total gross property tax levy in 2011 was **\$5,879,019 less** than the 2009 tax levy. This reduction represents a **9.4% tax reduction** to property tax payers for the last three year period. This yield equates a tax cut equal to 3.85% to the average citizen owning a home with a market value equal to \$100,000 for the last three year period. This tax savings to the taxpayer occurred while the cost of doing business during this same time period increased by 8.49% (*Source: Muni Cost Index Archive, American City and County*). Thus, by not adopting the property tax roll-back rate to keep revenues flat, we have been steadily experiencing declining property tax revenues below the rate of inflation for our single most significant source of revenue for the City. The property tax levies from 2009 and projected for 2012 are shown graphically below:



The tax levy depicted above for 2012 matches the 2011 levy since the 2012 Service Program and Budget was balanced at the 2011 tax millage rate of 12.5 mills.

### Expenditures

Overall expenditures are fairly flat for the General Fund in 2012, however the below listed GF expenditures increase above 2011 projected primarily:

- General Fund contributions to the 911 Communications Center increases by \$435,917
- Overall commodities increase due to higher fuel prices, while other commodities decreased
- Capital Outlay items decreases \$925,927 based on reduced spending in 2012
- Increased contribution to Capital Improvement Plan of \$680,943 to restore funding reductions from 2009 to 2010
- On scheduled increase in debt service of \$625,000 attributed to the TAD
- As directed by City Council, funding is included for the first year for the establishment of the new Step-Up/CHSA Housing Fund

- Increase in Fire Services for 30 personnel in the fourth quarter for the newly constructed fire station on the west side of the City.
- Increase in Police Services attributed to overtime for special events; discontinuation of a uniform grant; policing equipment; extended leasing of precinct buildings; and increased Chatham County medical and pension costs.

***The General Fund Unreserved Fund Balance***

The General Fund Unreserved Fund Balance is the City’s “savings account” and it is important that we keep available and unrestricted cash on hand to fund emergencies and to cash flow the operations of the City until such revenue becomes available. At the end of 2011, we are projecting a significant savings of approximately \$4.7 million due to the unusual number of vacancies that remain unfilled due to the early retirement incentive and under-budgeted sales tax. We are anticipating that some of the funds will be needed at year end to cover overruns related to the evaluation of the Riverwalk expansion and the emergency replacement of the aged brick storm water system in the vicinity of West Bay Street and Lathrop Avenue. This is a one-time occurrence and not to be construed as a common occurrence.

It is my recommendation to increase the General Fund Unreserved Fund Balance with 2011 projected net revenues of \$4,777,237 to enable us not only to meet, but exceed the Government Finance Officers Association’s (GFOA) recommended best practice. GFOA recommends an unreserved balance that is no less than two months of General Fund operating revenues or expenditures, or 16.67%. I further recommend that we set a goal of 20% which exceeds the GFOA recommendation.

	2009 Year End Balance	2010 Year End Balance	2011 Projected Year End Contribution	2011 Ending Fund Balance
Unreserved Fund Balance	\$ 21,382,479	\$ 21,836,519	\$ 4,777,237	\$ 26,613,756
Sales Tax Stabilization	<u>5,501,000</u>	<u>5,501,000</u>	<u>0</u>	<u>5,501,000</u>
Total	\$ 26,883,479	\$ 27,337,519	+ \$ 4,777,237	\$ 32,114,756
% of General Fund Expenditures	15.6%	16.1%		18.9%

The projected contribution of \$4,777,237 to the General Fund Unreserved Fund Balance for 2011, along with existing balances, leads to an expected total balance of **\$32,114,756**. This represents 18.9% of general fund operating revenues/expenditures, which exceeds the Government Finance Officers Association’s recommendation of 16.67%. From 2009 to Projected 2011, the General Fund Unreserved Fund Balance has grown by \$5,231,277, from 15.6% at year end 2009 to 18.9% projected at year end 2011.

***Other Funds***

Public Safety Communications Fund

Revenue projections include E911 charges associated with pre-paid wireless phones, which is a new source of revenue for the City in 2012.

The budget includes funding for ten call taker positions and one senior communications officer added in 2011. Funding is also included in the Communications Center budget for position reclassifications and promotional opportunities to enhance retention efforts.

### Haz-Mat Fund

Revenue from industry fees is projected to increase as a result of reporting and ordinance changes. Funding is included in the budget for an in-kind grant match for the purchase of foam for industrial firefighting.

### Mobility & Parking Services

Revenue projections include proposed fee increases for decals, taxi citations, immobilization, and transportation related ordinance violations. The department will continue to enhance the downtown transportation network with funding allocated for additional bike racks and striping-based street reconfiguration. A total of nine vacant parking facility attendant positions are currently scheduled to be deleted because the department is now contracting garage security.

## ***Capital Projects***

The City has an unprecedented number of major capital projects underway or planned. These projects range from extending water and sewer infrastructure, to building new fire stations in the Sweetwater and Chatham Parkway areas, to providing improved recreation and community service facilities like the Cultural Arts Center, to making neighborhoods safer through traffic calming projects.

Through proactive, multi-year capital and financial planning, the City expanded its capital program. The focus is not primarily on water, sewer, and drainage systems, but also provides funding for necessary maintenance and improvements to City facilities, in addition to installing and replacing our growing technological infrastructure. The 2012-2016 Capital Plan totals \$174,545,800, including \$38,295,300 in 2012 appropriations.

## ***2012 Program Highlights***

The 2012 Proposed Service Plan will provide the necessary resources to continue the following programs and services as related to the six Strategic Priority Areas. We look forward to City Council's continued leadership and guidance.

### **Public Safety**

- Police and Fire Services will seek National accreditations and professional standards in 2012
- Replacement of a temporary Sweetwater/Bradley fire station
- Plan for new fire station in West Savannah; 30 firefighter positions funded in the last quarter of 2012
- Review and implementation of the Operational Plan for the consolidated Police and Fire Call Center
- Continue planning for the relocation of Police Headquarters, Downtown Precinct and Central Precinct

### **Health & Environment/Sustainability**

- Complete drainage improvements on Waters/Graydon/Gwinnett St., and Baldwin Circle
- Plans to implement new Stormwater Ordinance in compliance with EPD requirements which will encourage sustainable infrastructure
- Extend infrastructure into newly annexed areas
- Increase efficiency of Sanitation programs through use of automated equipment and routing systems
- Continue to encourage citizen participation in recycling and other sanitation programs to improve the environment and conserve landfill space
- Aggressively prepare for new environmental restrictions on groundwater use and wastewater treatment and discharge
- Continue efforts to mitigate the environmental effects of stormwater runoff

### **Neighborhood Vitality**

- Continue revitalization efforts along Martin Luther King, Jr. Blvd., Montgomery St., Waters Ave, and Augusta Ave.
- Increase resident participation in Operation Clean Sweep
- Improve public education and outreach efforts promoting citizen engagement
- Increase the number of trees planted and pruned
- New bike lanes and street reconfigurations city-wide
- Construct new Tatemville Wall
- Construct two signs for City entry-ways

### **Economic Growth/Poverty Reduction/International Relations/Continuum of Care**

- Focus on providing incentives to develop and support small business
- Continue aggressive affordable housing and repair programs
- Expand collaborative efforts to increase education assistance and other vital community initiatives
- Continue youth and adult services, affording job and life skills, education and training programs offered at the Moses Jackson Advancement Center and Step Up Savannah
- Place greater emphasis in small-business development and support

### **Culture & Recreation**

- Evaluate the impact of existing service delivery levels to unincorporated areas and non-City residents
- Evaluate pending environmental challenges in maintaining parks and squares while considering alternative resources to reduce waste disposal in landfills
- Maintain aging public buildings in compliance with environmental and regulatory guidelines
- Install a columbarium at Bonaventure Cemetery and make additional improvements to other cemeteries fostering tourism and recreation
- Continue the planning and design of a new arena, and make much-needed improvements and renovations to the existing Civic Center
- Staff support of Savannah International Committee

### **High Performing Government/Fiscal Stability**

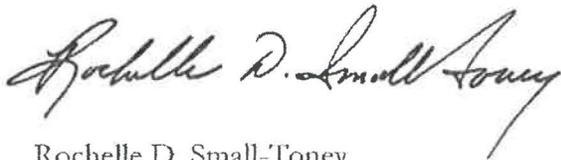
- Continue implementation of the efficient and user-friendly Enterprise Resource Planning system replacing the existing outdated human resources and budgeting systems
- Continue implementation of Revenue software systems for Utility Billing and Business Licenses allowing online inquiry and bill payment enhancements while improving customer services
- Enhance citizen engagement through social media i.e. Podcast, Facebook, YouTube, and

- Twitter and increase functionality of City website
- Offer several new employee benefit packages
- Continue Phase III of Project DeRenne
- Implement fleet efficiencies in off-duty Police practices
- Continue production of over 200 SGTV programs

### *Conclusion*

I extend sincere thank you to each of you for your leadership. Our goal has been to proactively address today's economic challenges as an opportunity to build a fiscally stronger and more focused organization. The *2012 Service Program and Budget* builds upon our successes of the past and looks to provide for the future needs of our citizens. It provides the financial and operating plan to expand critical services and infrastructure to our citizens and businesses while maintaining the City's healthy financial position. I look forward to reviewing this budget with you to ensure we continue to make progress in meeting your priorities, preparing for future challenges, and maintaining our strong financial position.

Respectfully submitted,



Rochelle D. Small-Toney  
City Manager

## Budget Overview

# COUNCIL STRATEGIC PRIORITIES



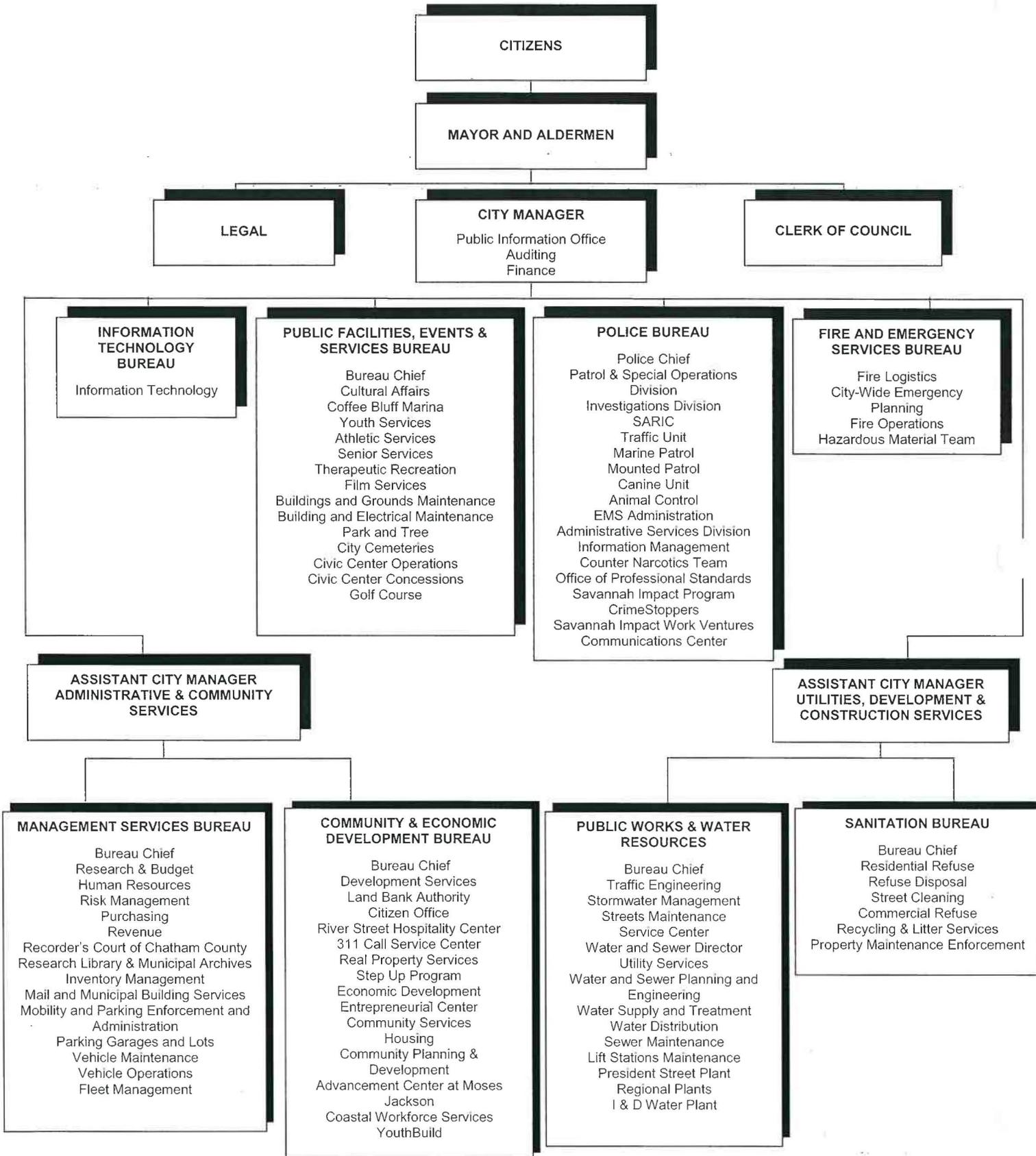
## VISION STATEMENT

“Savannah will be a safe, environmentally healthy and economically thriving community for all its citizens.”

	<p>Culture &amp; Recreation</p>	<p>I want to live in a community that provides recreational and cultural opportunities that keep my mind and body active and that recognizes the needs of all citizens</p>
	<p>Economic Growth</p>	<p>I want to live in a city that encourages &amp; supports appropriate economic growth that creates jobs, expands city revenue and improves neighborhoods and commercial corridors</p>
	<p>Health &amp; Environment</p>	<p>I want to live in a community that promotes health through good infrastructure (e.g., water, sewer) while preserving the environment for future generations</p>
	<p>High Performing Government</p>	<p>I want a fiscally responsible, accessible and responsive government that maximizes use of public resources for services I need</p>
	<p>Neighborhood Vitality</p>	<p>I want to live in a city of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community</p>
	<p>Poverty Reduction</p>	<p>I want to live in a community that reduces poverty by empowering motivated people to become economically self-sufficient</p>
	<p>Public Safety</p>	<p>I want to be safe and feel safe from crime, fire and other hazards anywhere in the community</p>

Look for the symbols above throughout the document to identify which Council Priority each department's primary services support.

# CITY OF SAVANNAH ORGANIZATION CHART



# READER'S GUIDE



**CITY MANAGER'S MESSAGE** describes financial challenges facing the City, progress made in achieving Council priorities and service delivery focus in 2012, and major changes in the budget from a year ago.

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

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

**OPERATING BUDGET** is organized and presented by fund and then by bureau. Each fund typically begins with a bureau mission statement, trends and issues, followed by a bureau summary of expenditures by type and by department, primary services, goals, objectives and performance measures for each department, and departmental expenditures by type.

The funds include:

- **GENERAL FUND** – Accounts for all revenues and expenditures which are not accounted for in specific purpose funds.
- **PUBLIC SAFETY COMMUNICATIONS FUND** – Accounts for collection of enhanced emergency telephone services fees (E-911) from telephone, wireless, and Voice over Internet Protocol (VoIP) from subscribers whose billing address is in Savannah and is used to support law enforcement dispatching.
- **HAZARDOUS MATERIAL TEAM FUND** – Accounts for revenues that come from area facilities which manufacture, use or store hazardous materials and is used to protect life, property, and the environment from intentional or accidental release of hazardous materials manufactured, used, and stored in the City of Savannah and Chatham County.
- **SANITATION FUND** – Accounts for revenues collected and used to provide the following services: residential and commercial collection, refuse disposal, street sweeping, recycling and litter services, collection/disposal of construction and demolition waste, and property maintenance enforcement.
- **CIVIC CENTER FUND** – Accounts for revenues collected to provide a venue for a variety of cultural, business, social, and sporting events.
- **WATER FUND** – Accounts for revenues collected to produce safe potable water to meet the needs of the Savannah community and other surrounding areas.
- **SEWER FUND** – Accounts for revenues collected to safely pump and treat wastewater to protect the quality of life for Savannah residents.
- **INDUSTRIAL & DOMESTIC (I&D) WATER FUND** – Accounts for revenues collected to provide treated water that meets quality and quantity demands of industrial users.
- **MOBILITY & PARKING SERVICES FUND** – Accounts for revenues collected to operate the City's parking management program that consists of on-street parking, off-street parking, and parking garages.

- **COMMUNITY DEVELOPMENT FUND** – Accounts for revenues derived primarily from the Community Development Block Grant and other federal and state grants and used to address Savannah’s distressed neighborhoods.
- **GRANT FUND** – Accounts for revenues received from federal and state sources and used for a designated purpose.
- **INTERNAL SERVICES FUND** – Accounts for the financing of goods and services provided by one department to other departments on a cost reimbursement basis.

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

**OTHER FUNDS** presents the Risk Management Fund, the Computer Purchase Fund, the Vehicle Purchase Fund, the Golf Course Fund, the Hotel/Motel Tax Fund, and the Auto Rental Tax Fund.

**APPENDIX** includes Social Services Contributions, Cultural Contributions, Outside Agencies, Authorized Positions Detail for 2010-2012, 2009-2012 Expenditure Table, a Glossary of Key Terms, a List of Acronyms, and an Index.

# SAVANNAH AT A GLANCE



## HISTORY

- The city of Savannah, Georgia, the largest city and the county seat of Chatham County, Georgia, was established in 1733 and was the first colonial and state capital of Georgia.
- Savannah is known as America's first planned city and attracts millions of visitors who enjoy the city's architecture and historic structures.
- Savannah's City Hall was designed and built by local architect Hyman Witcover in 1904.
- Today, Savannah's downtown area is one of the largest National Historic Landmark Districts in the United States (designated in 1966).

## GOVERNMENT

- Savannah's City government adopted a council/manager form of government in 1954.
- This organizational plan places legislative responsibility for municipal government in a City Council and gives administrative or executive authority to the City Manager.
- The Council, which consists of the Mayor and eight Aldermen, levies taxes, enacts ordinances, and adopts the annual budget as well as performing other legislative functions.
- Six Aldermen are elected by district and two are elected Citywide for four-year terms, as is the Mayor.
- Chatham County government consists of eight Commissioners and a County Manager.
- There are seven other small municipalities in Chatham County – Bloomingdale, Garden City, Pooler, Port Wentworth, Thunderbolt, Tybee Island, and Vernonburg.



## POPULATION

### Area Population Trends

	2009	2010
<b>Savannah</b>	147,791	136,286
<b>Chatham County</b>	264,240	265,128
<b>Savannah MSA<sup>1</sup></b>	329,329	347,611

Source: US Census, Metropolitan Planning Commission, Savannah Area Chamber of Commerce

### Savannah MSA Population by Age for 2009

Age Range	Percentage of Population
0-19	27.7%
20-34	23.6%
35-54	26.4%
55-74	17.3%
75-Older	5.0%

Source: U.S. Census Bureau, American Community Survey 2009

## Savannah MSA Race/Ethnicity for 2009

Race/Ethnicity	Savannah MSA
White	62.8%
African-American	34.9%
Hispanic	3.2%
Other	3.8%

Source: Savannah Area Chamber of Commerce

(US Census, American FactFinder, ACS Demographic and Housing Estimates: 2009)

## Household Income for Savannah MSA

Median Household Income -	Number of Households	2008 Estimate (%)
<b>\$45,021</b>		
Under \$35,000	50,281	39.2%
\$35,000 to 49,999	18,692	14.6%
\$50,000 to 74,999	24,898	19.5%
\$75,000 - Above	34,055	29.7%

Source: SEDA (U.S. Census Bureau, ACS 2008. Income is in 2009 inflation-adjusted dollars)

## GEOGRAPHY AND CLIMATE

- Savannah is situated at the mouth of the Savannah River, which forms the border between Georgia and South Carolina.
- Savannah is approximately 250 miles southeast of Atlanta, Georgia, 140 miles north of Jacksonville, Florida and 110 miles southwest of Charleston, South Carolina.
- On average, Savannah experiences 4 weeks where temperatures approach freezing (32 degrees or below) and 2 months where temperatures are often in the 90s.



## ECONOMY

Savannah has a remarkable balance of diversity of trades and industries. In the manufacturing arena, no one industry dominates. There are over 40 companies employing 150 or more people. Among these are 18 Fortune 500 companies and 18 international companies. Fifteen (15) of Savannah's major employers (100+ employees) have chosen to locate their corporate headquarters here.

## Employment by Sector in Savannah MSA

Industry	Employment	% of Total Workforce
Trade, Transportation and Utilities	28,758	26.3%
Education and Health Services	20,888	19.1%
Leisure and Hospitality	18,060	16.5%
Manufacturing	11,589	10.6%
Public Administration	9,278	8.5%
Professional and Business Services	5,655	5.2%
Construction	4,918	4.5%
Financial Activities	4,735	4.3%
Other Services	3,742	3.4%
Information	1,441	1.3%
Natural Resources, Mining, and Agriculture	74	0.06%
Unclassified	205	0.2%
<b>Total</b>	<b>109,332</b>	<b>100.0%</b>

Source: Georgia Department of Labor, Georgia Area Labor Profile June 2011

Savannah MSA Major Employers

Employers	Product/Service/Other	Number of Employees
Gulfstream Aerospace Corporation	Jet aircraft/aerospace equip.	6,000
Ft. Stewart/Hunter Army Airfield	Civilian personnel on bases	5,109
Memorial Health University Medical Center	Hospital	4,643
Savannah-Chatham County Board of Education	Public schools	4,093
St. Joseph's/Candler Health System	Hospital	3,304
Wal-Mart	Retail	2,935
City of Savannah	Government	2,500
Momentum Resources II, Inc.	Employment services	1,703
Savannah College of Art & Design	Education	1,500
Chatham County	Government	1,500

Source: SEDA/Savannah Area Chamber of Commerce- 12/2008 - 2010

City of Savannah Major Taxpayers

Taxpayer	Type of Business	2011 Assessed Valuation	Percentage of Total Assessed Valuation
Gulfstream	Aircraft Manufacturer	\$608,323,868	4.91%
Southern Energy	LNG Provider	\$226,984,669	1.72%
International Paper	Paper Manufacturer	\$158,667,863	1.20%
Georgia Power	Electric Utility	\$112,631,888	0.85%
Colonial Oil	Oil/Gas Distributor	\$81,723,788	0.62%
Weyerhaeuser	Paper Manufacturer	\$76,438,466	0.58%
Imperial Savannah	Sugar Manufacturer	\$62,468,210	0.47%
WalMart	General Retail	\$57,133,174	0.43%
Home Depot	Home Improvements	\$47,522,505	0.36%
Arizona Chemical	Pine Chemical Producer	\$47,323,409	0.36%

Source: Chatham County Board of Assessors, 2011

<sup>1</sup> Savannah Metropolitan Statistical Area Includes Chatham, Effingham, and Bryan Counties

**TRANSPORTATION**

- U.S. 17, 17A, 80 and GA 21 are important highways with I-95 as the major north/south interstate from New England to Miami.
- These highways and I-16, the major east/west interstate, are just 10 miles from Savannah's Historic District.

**QUALITY OF LIFE**

- A mild climate and abundant outdoor resources enrich the quality of life for Savannah residents.
- Guests are captivated by the City's charm, the richness of heritage and all the activities the City offers.
- With Savannah's numerous performing arts and area attractions, residents and visitors alike enjoy the best life has to offer in Savannah.

---

## Annual Events

---

Martin Luther King, Jr. Parade	January
Black Heritage Festival	February
Savannah Irish Festival	February
Savannah Book Festival	February
1 <sup>st</sup> Saturday on the River	March through December
Annual Tour of Homes and Gardens	March
St. Patrick's Day	March
Savannah Music Festival	March through April
North of Gaston Street Tour of Homes and Gardens	April
Savannah College of Art and Design International Festival	April
Savannah College of Art and Design Sidewalk Art Festival	April
Savannah Scottish Games	May
River Street Fireworks	July
Jewish Food Festival	October
Oktoberfest	October
Savannah Film and Video Festival	October
Savannah Greek Festival	October
Blues & BBQ Festival	November
Savannah Seafood Festival	November
Festival of Trees and Lights	December
Holiday Tour of Homes	December

---

## HONORS AND AWARDS

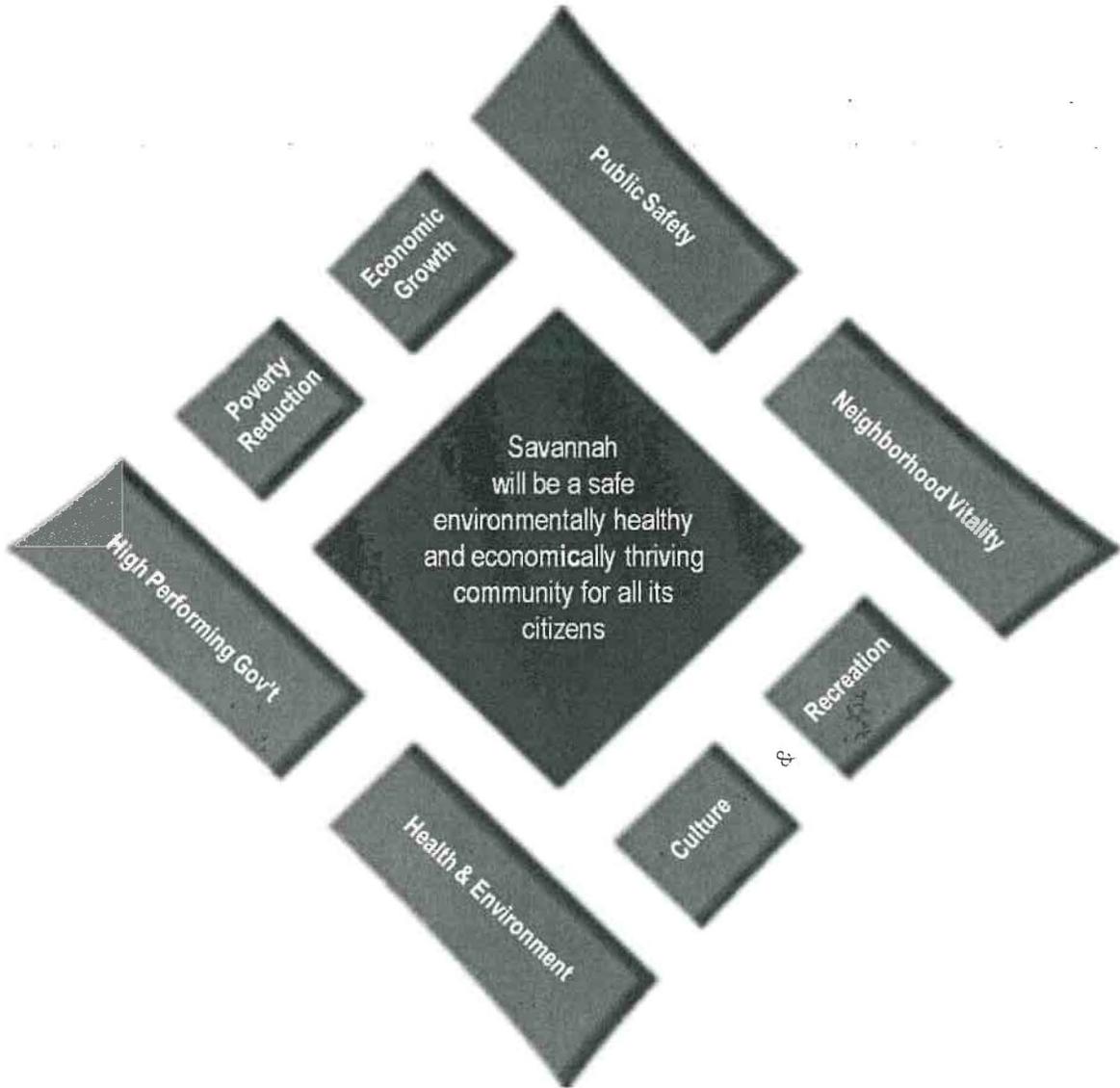
---

- "Ranked Among Top 10 Cities in the U.S. and Canada" - *Travel + Leisure Magazine*, July 2009
- "America's Most Mannerly City" - *Charleston School of Protocol and Etiquette*, June 2009
- "Top 10 Trips to Reboot Your Life" - *Out Magazine*, May 2009
- "Top 25 City for the Arts"- *American Style Magazine*, April 2009
- "50 Best Romantic Getaways" - *Travel + Leisure's Magazine*, May 2009
- "Ranked #2 Best Southern City by Southern Living Readers" - *Southern Living Magazine*, January 2009
- "Ranked a Top 10 American Travel Destination" - *Condé Nast Traveler*, August 2008
- "Ranked Among Top 10 Cities in the U.S. and Canada" - *Travel + Leisure Magazine*, July 2008
- "Winner, 2008 Gold Service Award" - *Meetings & Conventions Magazine*, July 2008
- "50 Great Things to America" - *The Daily Telegraph London*, March 2008
- "Top 10 Destinations to Boost your Love" - *Cosmopolitan Magazine*, February 2008

Inquiries regarding the Proposed 2012 annual budget for the City of Savannah or requests for mailing should be directed to:

City of Savannah  
Research and Budget Department  
P.O. Box 1027  
Savannah, Georgia 31402  
(912) 651-6490

This document is also available on the internet at [www.savannahga.gov](http://www.savannahga.gov).



Public Safety

Economic Growth

Poverty Reduction

Savannah will be a safe environmentally healthy and economically thriving community for all its citizens

Neighborhood Vitality

Recreation

Culture

Health & Environment

High Performing Gov't

# FINANCIAL STRUCTURE



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

---

## FUND STRUCTURE

### GOVERNMENTAL FUNDS

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

- **General Fund:** The General Fund provides for general purpose governmental services such as Police, Fire and Emergency Services, and Streets Maintenance. The revenues and activities that are not required by law or administrative decision must be accounted for in a special fund. The General Fund has a greater number of revenue sources, and therefore is used to finance many more activities than any other fund.
- **Special Revenue Funds:** Special Revenue Funds account for the proceeds of specific revenue sources, with the exception of special assessments, expendable trusts, or major capital projects. These funds are legally restricted to expenditures for specified purposes. The Community Development Fund, Hazardous Material Team Fund, Public Safety Communications Fund, Property Acquisition Fund, Grant Fund, Hotel/Motel Tax Fund, Auto Rental Tax Fund, OPEB Reserve Fund, Confiscated Assets Fund, and Economic Development Fund are considered special revenue funds.
- **Debt Service Fund:** The Debt Service Fund accounts for the accumulation of resources for, and the payment of, general long-term liability principal, interest, and related costs.
- **Capital Improvement Projects Fund:** The Capital Improvement Projects Fund accounts for financial resources which are utilized for the acquisition, renovation, maintenance or construction of major capital facilities and infrastructure.

### PROPRIETARY FUNDS

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

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

The following Enterprise Funds are maintained by the City:

- Water and Sewer Fund
- Industrial and Domestic Water Fund
- Golf Course Fund
- Civic Center Fund
- Mobility and Parking Services Fund
- Sanitation Fund

**Internal Service Funds:** Frequently referred to as revolving funds, internal service funds are used to account for the financing of goods and services provided by one department or agency of a government to other departments or agencies on a cost-reimbursement basis. Departments within the City's Internal Services Fund include Information Technology and Vehicle Maintenance. The Risk Management Fund is also an internal service fund. These departments, in addition, can supply services to outside agencies for a fee.

---

## ACCOUNTING BASIS

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

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

The City also reports various Fiduciary Funds which do not adopt budgets. These funds are accounted for on an accounting basis consistent with the fund's measurement focus. The Pension Trust Fund and the Old Pension Trust Fund are accounted for on the accrual basis. The Recorder's Court Fund, Retiree Benefits Fund, and the Flexible Benefits Plan Fund are reported on the modified accrual basis of accounting.

---

## BUDGETARY BASIS

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

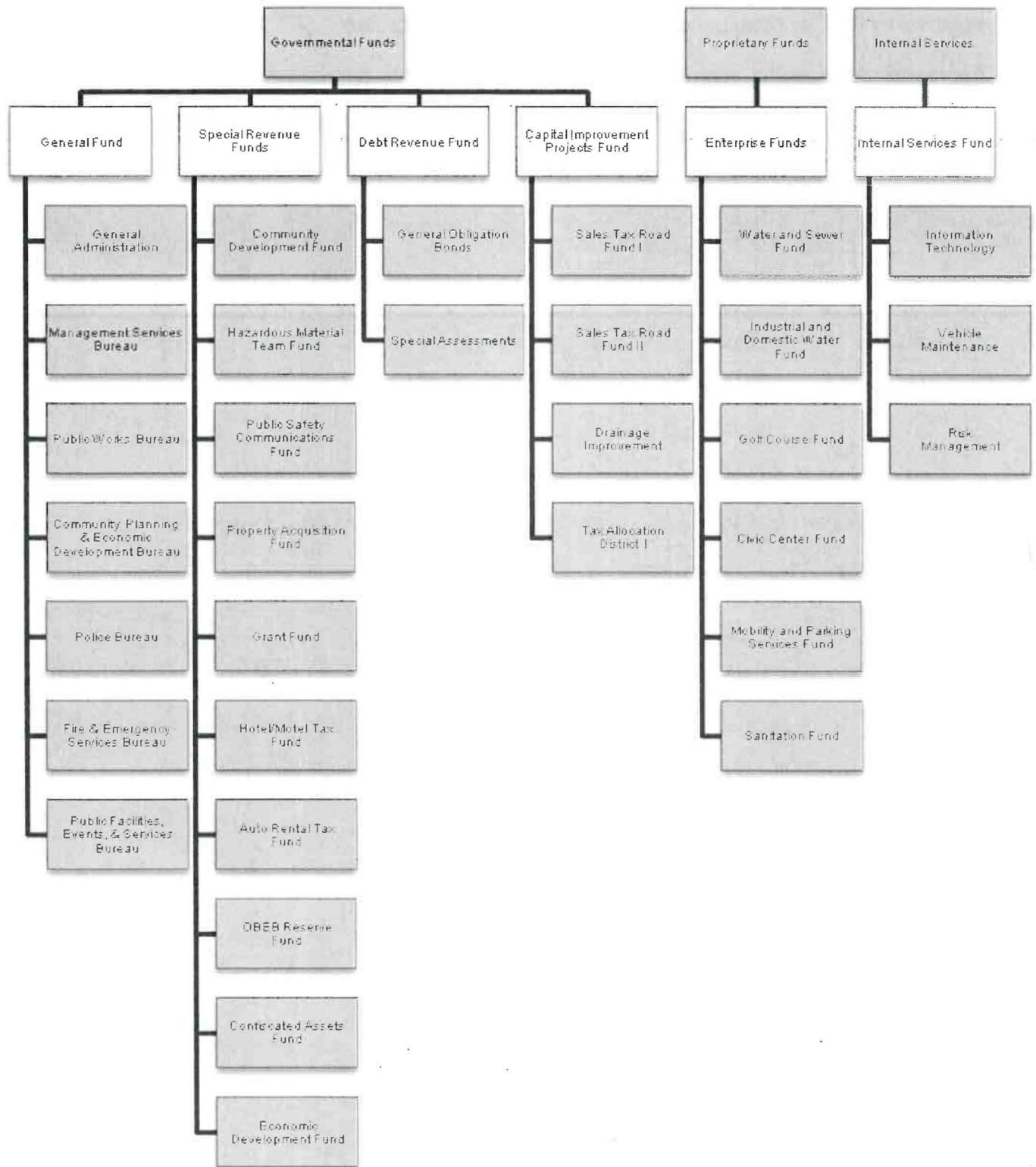
Budgets for Proprietary Funds, including Enterprise Funds and the Internal Services Fund, are developed for planning purposes and are not consistent with GAAP. The major differences used for budgeting Proprietary Funds are as follows:

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

The legal level of control at which expenditures may not exceed the budget is the bureau. Bureaus represent the major departments of the City. Any change in the appropriation level above the legal level of control must be approved by City Council. Changes below the legal level of control require approval by the City Manager or the Research & Budget Director.

Appropriations lapse at year-end with the exception of any appropriations for capital projects and grant funds where appropriations are carried forward until such time as the project is completed.

# BUDGETARY FUND STRUCTURE



# BUDGET PROCESS



## OVERVIEW

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

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

## POLICIES & PROCESS

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

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

Major priorities approved by City Council that government services should address are used to develop the budget. These priorities were developed to reflect citizen views.

- **CULTURE AND RECREATION** – To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognizes the needs of all citizens
- **ECONOMIC GROWTH** – To provide citizens a City that encourages and supports appropriate economic growth that creates jobs, expands City revenue and improves neighborhoods and commercial corridors
- **HEALTH & ENVIRONMENT** – To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations
- **HIGH PERFORMING GOVERNMENT** – To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need
- **NEIGHBORHOOD VITALITY** – To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community

- **POVERTY REDUCTION** – To provide citizens a community that reduces poverty by empowering motivated people to become economically self-sufficient
- **PUBLIC SAFETY** – To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

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

## **BUDGET POLICIES**

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

### **Operating Budget Policies**

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

- All funds are required to balance. As such, total anticipated revenues must equal the sum of budgeted expenditures for each fund in order for the budget to be considered balanced. Revenues are derived from four sources: current revenue charges; increases in existing revenue charges; new revenue sources; and unallocated reserves carried forward from prior years.
- All requests for allocations are considered in conjunction with measurable performance criteria and the Strategic Priority they primarily support. Expenditures are approved or rejected on the basis of planned levels of performance. Therefore, it is necessary for each activity within a fund to prepare a performance plan consisting of workload, efficiency and effectiveness measures.
- Expenditure budgets for enterprise operations (i.e., Water, Sewer, I&D Water, Sanitation, Mobility & Parking Services, Civic Center, and Golf Course) must be funded either exclusively or primarily by user fee revenues. Self-sufficiency remains a long range objective for these funds.
- Allocations from the General Fund are based on a long-range financial plan which includes an unallocated fund reserve. In 2010, the unallocated fund reserve totaled \$21.8 million. This reserve protects the City against catastrophic revenue losses and major emergency expenditures, as well as contributes to the City's favorable bond rating.
- In addition to the unallocated fund reserve, a proactive approach was taken by creating a Sales Tax Stabilization Fund to reserve sales tax revenue above the historical trend line in good years to be used in years when sales tax revenue comes in below the trend line. This allows the City to avoid dipping into its reserves.

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

- Each year, an amount up to the excess that actual sales tax receipts exceed the projected sales tax revenue will be set aside in the Sales Tax Stabilization Fund.
- Additions to the Sales Tax Stabilization Fund will continue until such time as the balance in the fund equals 25% of the Budget Policies budgeted revenue for sales taxes. The 2012 sales tax revenue budget is \$39,950,000, thus the maximum growth target is currently \$9,987,500.
- Funds will be withdrawn from the Sales Tax Stabilization Fund in an amount up to the deficiency, if any, between actual sales tax receipts and the revenue for sales tax included in

the originally adopted General Fund budget or updated sales tax revenue projection at year end, if necessary. The Sales Tax Stabilization Fund may also be used to fund expenses related to major emergencies or natural disasters.

- Ongoing expenses are never funded by a nonrecurring or one-time revenue source. Future and current funding sources are identified for all new programs, services, and expansions.

### **Capital Expenditure Policies**

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

- A five-year program for capital infrastructure improvements is updated annually. The program identifies anticipated funding sources.
- Capital projects financed through the issuance of bonds will be financed for a period not to exceed the useful "life" of the project.
- The City will coordinate the development of the capital budget with the development of the operating budget. Future operating costs associated with new capital projects will be forecast and included in the operating budget forecasts.
- The City will preserve its assets at a level adequate to protect the capital investment and minimize future maintenance and replacement costs.
- The City will establish an appropriate distribution of bonded debt and cash financing in the funding of capital projects.

### **Revenue Policies**

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

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

- Revenues will be projected conservatively in order that actual revenues at the fund level will consistently equal or exceed budgeted revenues.

### **Financial Accounting Policies**

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

The internal audit function is the responsibility of the Auditing Department which is organized separately from, and operates independently of, the Finance Department. The Auditing Director is accountable to the City Manager. The department operates a full program of routine and special internal audits.

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

**Budgeting Controls:** The City also maintains budgetary controls to ensure compliance with legal provisions. The Research and Budget Department monitors expenses and revenues, adjusts line item budgets as needed, and prepares reports for the City Manager.

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

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

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

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

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

**Collateralization:** Collateralization is used to:

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

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

The fund also accounts for a concentrated cash account from which all disbursements are made and all receipts are deposited.

## **Debt Policies**

The City of Savannah is authorized to issue general obligation bonds equivalent to 10% of assessed taxable values within the City. Bonded indebtedness is well within this limit. To maintain this favorable position and the current AA bond rating, the following debt policies are in place:

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

## **BUDGET PROCESS**

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

### **Budget Preparation**

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

1. The Research and Budget Department prepares the *Financial Trend Indicators Report* which identifies positive and negative financial trends impacting the City. A *Five-Year Financial Plan* is also prepared. These reports are presented to the Council, and used as the financial framework for budget preparation.
2. A *Five-Year Capital Plan* is prepared and presented to Council. The first year of the plan is incorporated into the *Service Program and Budget*.
3. The Research and Budget Department, with direction and guidance from the City Manager, develops base budget expenditure levels for departments and City-wide revenue projections for the current and upcoming fiscal year. Departments prepare data on performance measures and service levels for inclusion in the budget document, and they submit service improvement requests to enhance a current activity, establish an activity, and/or obtain equipment associated with an activity. These requests are reviewed and changes made as necessary to present a balanced budget to the City Manager.
4. Efficiency Teams comprised of seven to ten employees from across the City meet to review and recommend strategies to achieve cost savings by adopting efficient and effective processes and/or

programs. In preparation for the 2012 Budget, Efficiency Teams reviewed the Vehicle Take-Home Policy, Fleet Management, Worker's Compensation, and Technology. Efficiency Team recommendations are presented to the City Manager and taken into consideration during budget deliberations.

5. The City Manager meets with each of the eight bureau directors to review proposed performance data and expenditures for the upcoming year and makes any necessary changes. The changes are then used to prepare the City Manager's budget recommendations to Council.

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

### **Budget Execution**

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

### **Budget Amendment**

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

---

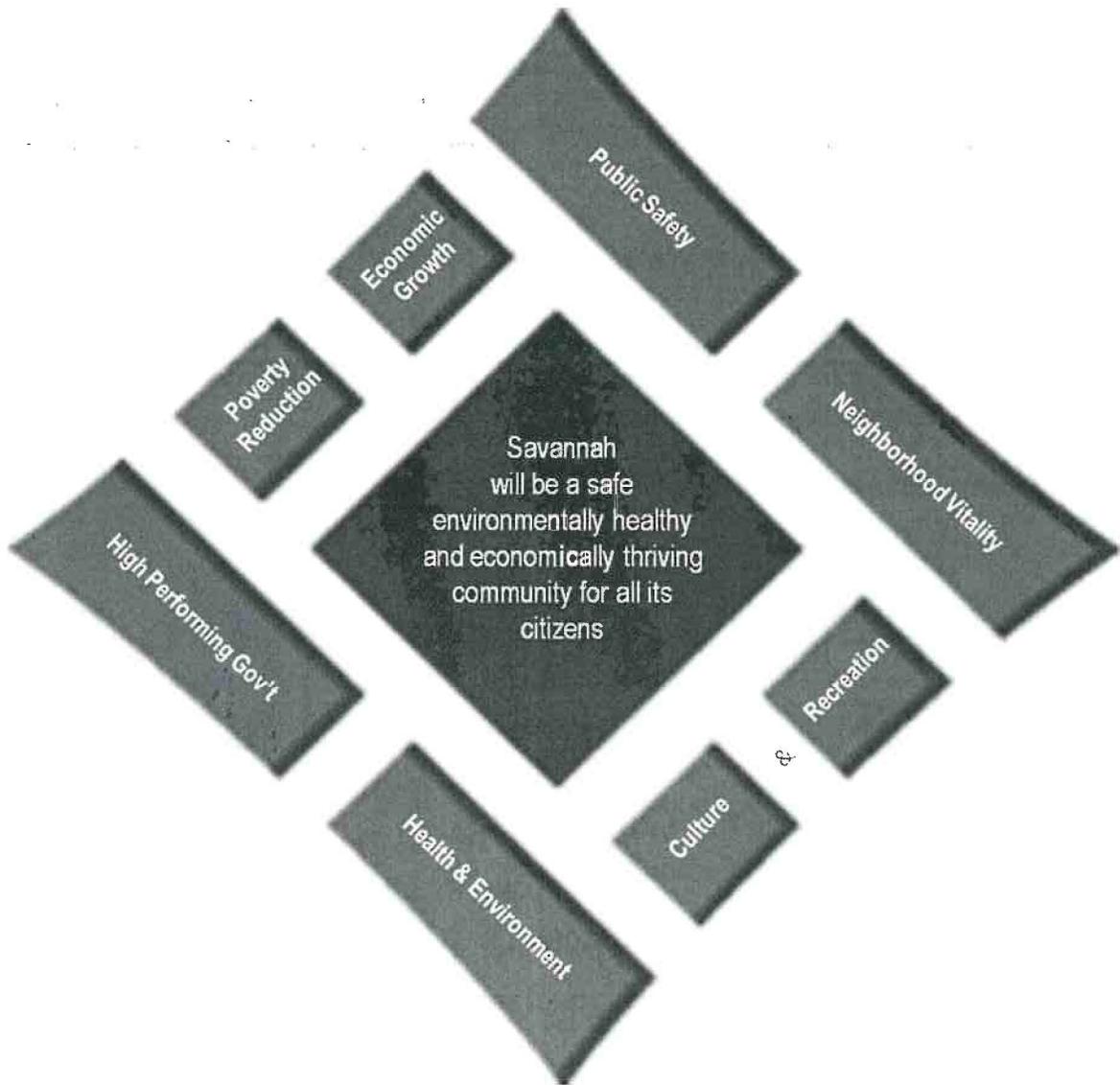
## **BUDGET PREPARATION SCHEDULE**

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

# BUDGET PREPARATION SCHEDULE



ACTIVITY	DATE
Operating Budget Kick-Off <i>Attend Bureau Chiefs Meeting</i> <i>Provide Kick-Off materials and handouts to Department Contacts</i>	April 4, 2011
Budget Training <i>Information Sessions with City Staff</i> <i>Department Budget requests submitted</i>	April 18 - June 3, 2011
Capital Plan Review Committee Work Sessions	April 18 and 25, 2011
Discussions with Department/Bureau Representatives <i>Personnel Requests</i> <i>Capital Plan Requests</i> <i>Operating Budget Requests</i>	April – July 2011
Capital Plan Review Committee Work Sessions by Bureau	May – July 2011
Social Services Applications Submitted	May 15, 2011
Department and Bureau Details Submitted <i>Bureau Mission Statements, Trends and Issues</i> <i>Department Priority Goal Statements, Objectives and Performance Measures</i> <i>2011 Projected Expenditures and Revenues</i> <i>2012 Base Budget Expenditure and Revenue Requests</i>	May 30, 2011
External Partners Submit Funding Requests	June 15, 2011
Proposed Capital Plan Presented to Bureau Chiefs	August 1, 2011
Capital Plan Recommendations Made to City Manager	August 8, 2011
Efficiency Teams Submit Recommendations for Cost Savings	August 30, 2011
Council Retreat <i>2011 Financial Update</i> <i>2012 Budget</i> <i>2012-2016 Capital Improvement Plan</i>	September 1, 2011
Budget Meetings with City Manager	September 2011
2012 Preliminary Budget Available	November 7, 2011
Council Budget Retreat and Public Hearing	November 14-16, 2011
Budget Adopted	December 15, 2011



Financial  
Policies & Structure

# FINANCIAL OUTLOOK



## NATIONAL, STATEWIDE, AND LOCAL ECONOMIC OUTLOOK

The **U.S. national economy** showed continued growth in 2011, albeit at a slower pace than most economists had previously expected. Year end estimates of growth in real Gross Domestic Product (GDP) now hover in the 2.0 to 2.5% range, slowing from around the 3.0% year to year growth seen in 2010. Many global factors had a negative impact on the domestic economy in 2011, including a severe earthquake in Japan, continued unrest in major oil producing regions, and debt crises in several countries within the European Union. At home, 9.0% unemployment and a weak housing market continued to be barriers to a more robust pace of economic growth. In 2012, the picture looks much the same as 2011, with economists predicting GDP growth of less than 2.5% and unemployment remaining in the 8.5% to 9.0% range.

The **Georgia economy** remained worse off than that of the U.S. in 2011 mainly due to the state's heavy reliance on the real estate, construction, and construction products industries. The Georgia unemployment rate remained above 10.0%, and the state's level of economic growth continued to sputter, remaining at 2.0% or below. Existing home sales, mainly of foreclosed or distressed properties, began to pick up slightly in late 2011; this trend could signal the beginning of a turnaround in the housing market, which Georgia desperately needs. The state's outlook for 2012, unfortunately, looks very similar to 2011. Analysts predict Georgia's economy to grow at a marginally better rate, possibly 2.1 to 2.3%; however, this rate will still not be fast enough to have significant impact on unemployment.

The **Savannah economy** continued to outperform the state of Georgia in 2011. The tourism industry experienced strong growth, and activity at the Port of Savannah continued at record high levels throughout the year. Unemployment in Savannah remained below the Georgia rate, but above the national rate, in the 9.0 to 9.5% range. Sluggish home sales and construction continue to be the biggest drag on economic growth in the Savannah area. The outlook in 2012 is for continued modest improvement. Savannah's diverse mix of industries, including tourism, the port, education, and the military, have allowed it to weather the economic struggles of the last few years better than other municipalities.

## FINANCIAL FOUNDATION PRINCIPLES

Because the economic environment can change quickly and have lasting effects, a snapshot of the City's financial future accomplishes two important goals. It allows identification of challenges early and provides information to the Mayor and Council for policy setting to address potential problems proactively. Each year the *Financial Trend Indicators Report* is updated for the most recent five year period. The trend analysis considers thirty four demographic and financial trends for the City of Savannah. The *Five-Year Financial Forecast* is also updated using a five year planning period that looks ahead to project future needs.

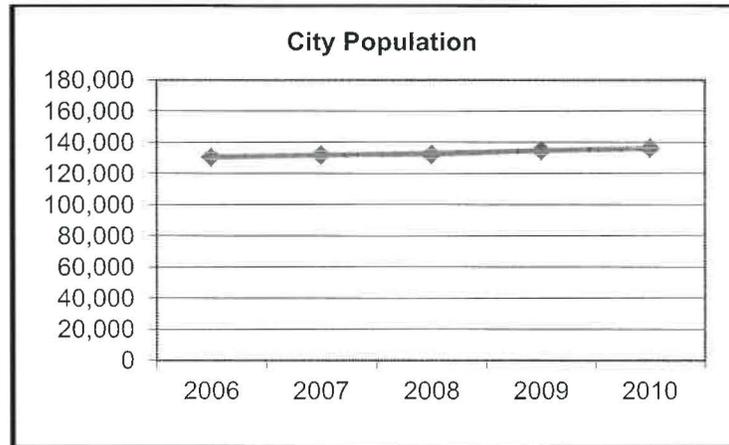
The overall goal of financial planning by the City of Savannah is to establish and maintain effective management of the City's financial resources. This continues to be accomplished through the use of financial policies and processes that guide decision-making.

## FINANCIAL TREND INDICATORS

Adoption of policies that will stimulate economic growth, enhance attractiveness of the City, and address quality of life issues is an integral part of the financial planning process. Key trend indicators that impact the City's ability to make improvements are described as follows:

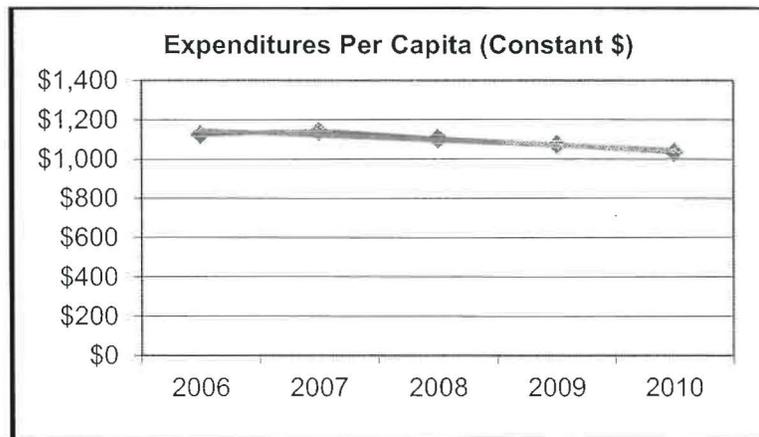
### CITY POPULATION

Population change can affect governmental revenues and service demand, especially rapid changes in population. The City of Savannah population according to the 2010 Census was 136,286, which represented a growth of 3.63%, or 4,776, above the 2000 Census population of 131,510. The trend during the five year period 2006 - 2010 reflects a slow and steady population increase.



### EXPENDITURES PER CAPITA

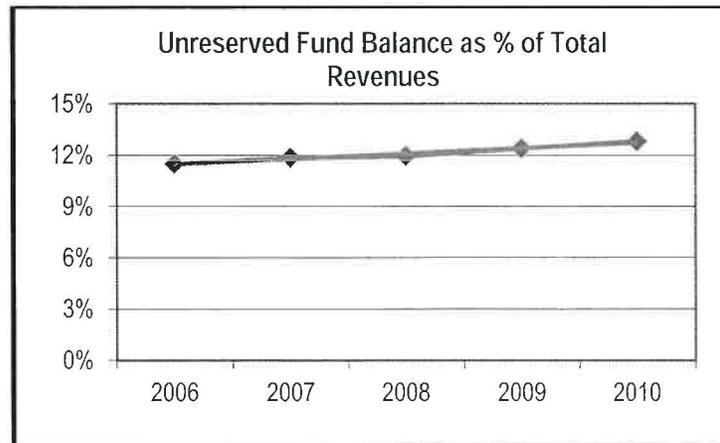
The quality of services provided to meet the needs of City of Savannah residents and businesses is a top priority. Changes in expenditures per capita can occur as needs and demand for services change and can be influenced by economic conditions. Per capita cost on a constant dollar basis was \$1,124 in 2006 and decreased to \$1,033 in 2010. Expenditures per capita declined due to the impact of the economic recession on revenue and measures taken to reduce expenditures.



## UNRESERVED FUND BALANCE

The amount of the City's fund balance or reserves provides an indication of the ability to withstand financial emergencies. The Government Finance Officers Association (GFOA) recommends, at a minimum, that governments maintain an unrestricted fund balance in their General Fund of no less than two months of regular General Fund operating revenues or expenditures. Based on the City's General Fund revenue of \$170,754,270 in 2010, two months would equal \$28,459,045 or 16.67%. The unreserved fund balance for the General Fund at the end of 2010 was \$21,836,519 or 12.8% of total General Fund revenue for that year. The City's unreserved fund balance has been around 12% as a percentage of General Fund revenue since 2006.

In addition to the unreserved, undesignated fund balance in the General Fund, the City also maintains a Sales Tax Stabilization reserve. These reserves are funded from higher than anticipated sales tax revenue and are used to fund unbudgeted sales tax revenue deficits if needed. For more information on the Sales Tax Stabilization Fund, refer to the Sales Tax section below.



## FIVE YEAR PLAN FORECAST

### GENERAL FUND

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

### PROPERTY TAXES

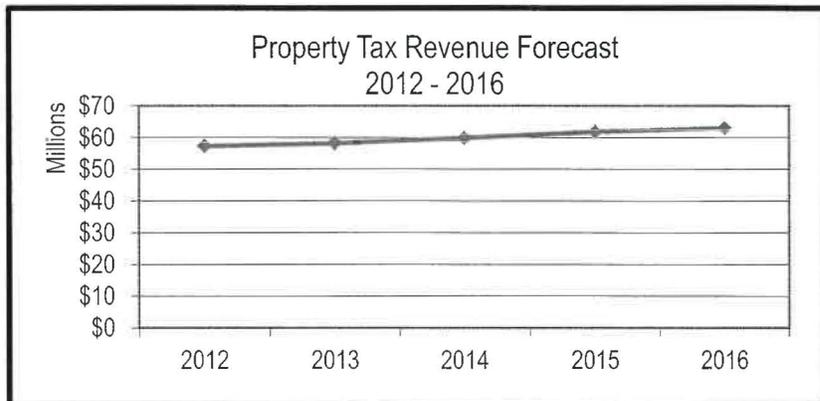
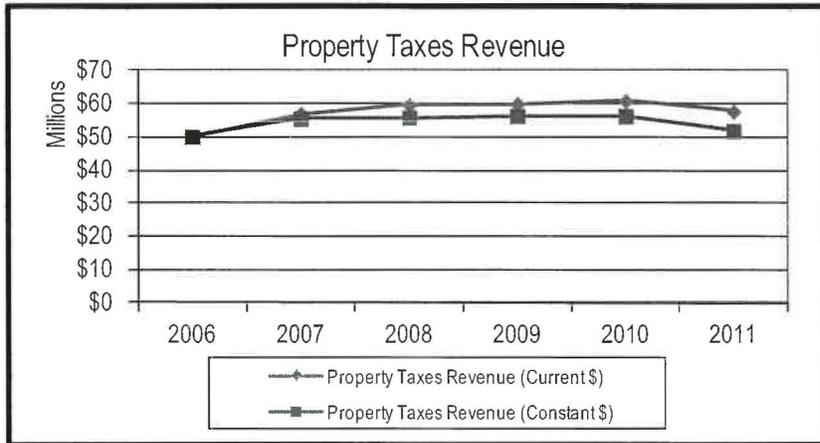
Property taxes are the single most significant source of revenue for the City and make up about 35% of the City's General Fund revenue.

The City's millage rate was gradually reduced from a high of 17.46 mills in 1996 to 12.5 mills in 2007. It remained at 12.5 mills in 2008 and 2009. The state legislature declared a moratorium on all increases in the assessed value of property beginning in January 2009 and continuing until January 2011. The millage rate was raised to 13 mills in 2010 to help offset the decline in the property tax digest of almost 5.0%. For the 2011 Budget, the millage rate was returned to 12.5, despite a further 4.79% reduction in the tax digest; the millage rate is budgeted to remain at 12.5 mills for 2012 as well. Adjustments to the millage rate will continue to be reviewed each year in consideration of the City's

ability to remain financially sound as well as competitive in attracting new residents and retaining current businesses.

The five year forecast for property taxes revenue is based on a millage rate of 12.5 mills. While some new growth and development is included in the projections, there are no major annexations planned. Revenue is anticipated to rise as the housing market recovers from the current status and the state moratorium on increases in assessed value is lifted.

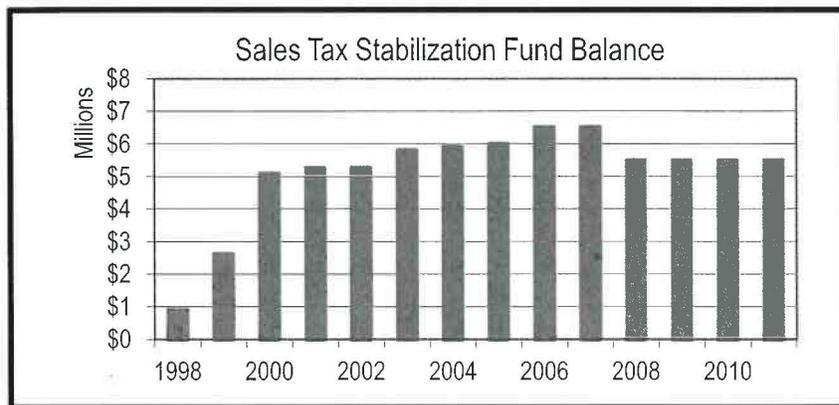
Property tax revenue over a six year period in current and constant dollars is shown in the graph below. The amount for 2011 is the forecast amount. Also shown is the five year forecast for property tax revenue.



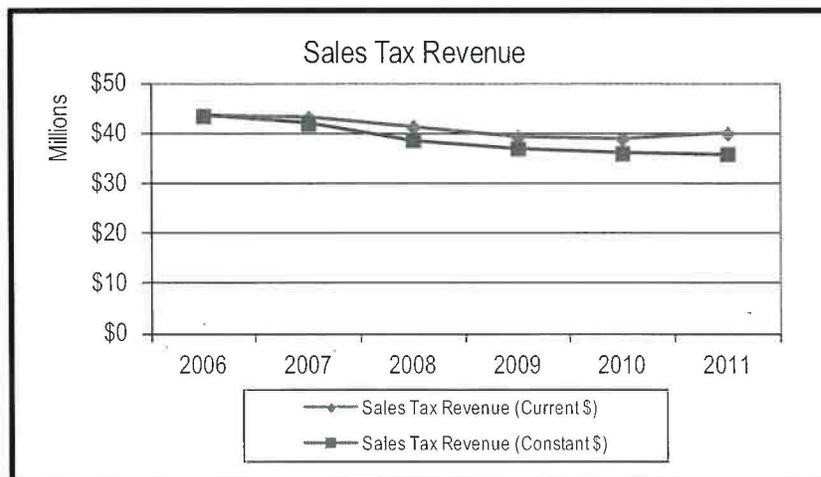
## SALES TAX

The General Fund's second major revenue source is sales tax. In Savannah, a 7% sales tax is levied. Of this amount, 4% goes directly to the state, 1% goes to Chatham County as the Special Purpose Local Option Sales Tax (SPLOST), 1% goes to the Savannah-Chatham County Public School System as the Education Special Purpose Local Option Sales Tax (ESPLOST), and 1% is shared between Chatham County, Savannah, and the seven other municipalities in the County as the Local Option Sales Tax (LOST). The percentage of the one-cent LOST the City of Savannah currently receives is 67.21%. This percentage is in effect through 2012, consistent with the distribution agreement which expires thereafter.

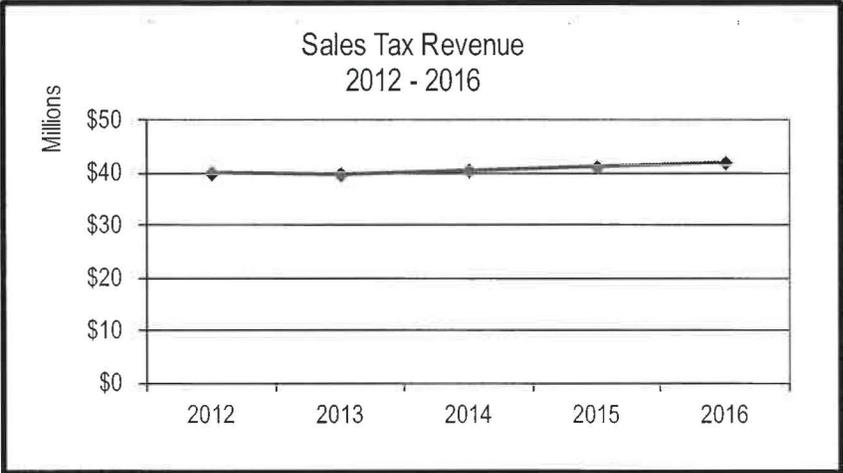
In previous years, the amount of sales tax revenue received above the trend line was transferred to the Sales Tax Stabilization Fund to guard against a recession, as this tax is highly elastic and directly impacted by performance of the economy. These funds are available for use in years when revenue is below the trend line. There was a draw from this Fund in 2008 (accounted for as a decreased contribution to CIP), but the balance has remained unchanged since then. As of the end of 2011, the Sales Tax Stabilization Fund totaled \$5,501,000.



Sales tax revenue over a six year period in current and constant dollars is shown in the graph which follows. The amount for 2011 is the forecast amount.



The five year forecast assumes the City of Savannah's distribution percentage will decline in 2013 based on population growth in other areas of the County. However, the negotiations are influenced by factors in addition to population (such as daytime population) and it is difficult to predict the outcome and new distribution percentages. The forecast does include modest growth as economic conditions are expected to improve and consumer confidence rise. Pre-recession growth rates are not anticipated, as it has been predicted people will practice more controlled spending along with higher savings rates.



**USER FEES**

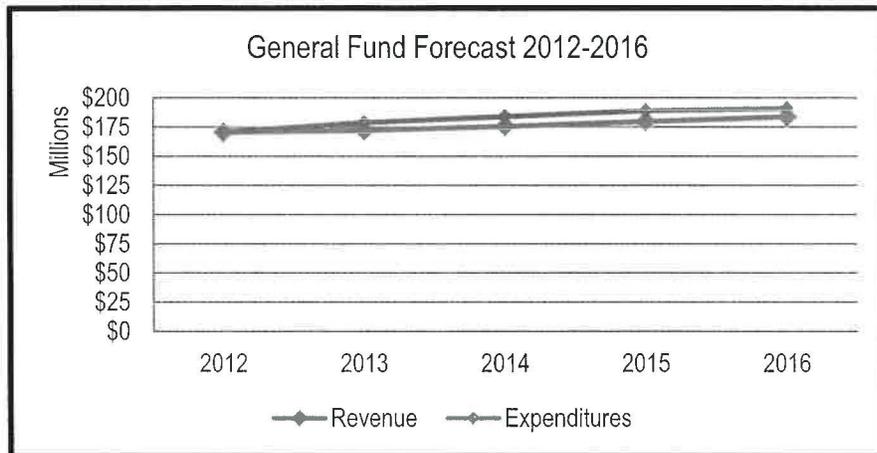
User fees are charged for specific services such as leisure activities and development services. User fees are projected to generate about 15% of General Fund revenue in 2012. The largest user fee is the reimbursement from Chatham County for police services provided to the unincorporated area. This fee is a result of the City and County police merger in 2005.

## FIVE YEAR PLAN FORECAST

General Fund revenue for 2012 and 2013 is projected to decline slightly due to Property and Sales Tax issues as described above; the 2014-2016 period should see growth resuming in these sources, and the General Fund overall. Other revenue sources such as hotel/motel tax, business tax, development fees, and interest earned are projected to show improvement over the entire forecast period. A small amount is also included each year for potential fee increases.

Due to an expected decrease in revenue in 2012, expenditures are expected to be held to 2011 levels in most cases. Beginning In 2013, expenditure growth is expected. In most areas spending increases are expected to be very limited as a result of low inflation and a small degree of growth in discretionary spending. However, an area that is projected to impact spending growth is salaries and wages. A minor increase in personnel costs has been forecast for 2012-2016. Also included are adjustments for benefits such as worker's compensation and retiree medical and pension; capital infrastructure spending, which is projected to gradually increase, reaching \$5 million by 2015; and subsidies necessary to support Sanitation services.

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



## **WATER AND SEWER FUND FORECAST**

Revenues generated from water and sewer fees are used to plan, operate and maintain water lines, sanitary sewer lines, manholes, well sites, a surface water treatment plant, sanitary sewer lift stations, and wastewater treatment plants. The water and sewer sanitary system serves metered customers in Savannah and surrounding areas. Because the capital requirements of the water and sewer utility are very large, a multi-year approach for financial planning is essential. Careful financial planning is also required because of the system's reliance on the public capital markets for borrowing and the need to remain competitive with system's bond covenants.

### **FUTURE RATE PROJECTION**

A financial plan is used to manage water and sewer rates. Key considerations for keeping rates low include:

- Planning for major capital needs as far in advance as possible
- Developing site-specific connection fees so that "growth" pays its own way
- Reviewing and making needed annual rate adjustments
- Using a five year financial planning period to project future needs

Water and sewer rates are projected five years into the future. Rate increases are projected to be necessary to fund anticipated increases in operation and maintenance of the system, and to fund the Water and Sewer System 2012 – 2016 five year capital improvement and maintenance plan. The projected monthly dollar and percent increase in combined water and sewer bills for three different usage levels is shown below.

The rates forecast in this projection for 2012 have been increased and result in an average monthly increase for the median customer of \$1.50; the rates for 2013-2016 will increase by the same amount to help deal with new regulations and needed capital improvements. Although rate increases are forecast, the annual changes are comparatively modest and the system's rates compare favorably with the rates of other similar cities. The following page shows a table of future Water/Sewer rate projections.

## WATER AND SEWER FUTURE RATE PROJECTION TABLE

Year	Monthly Increase in Combined Bill			Percentage Increase in Combined Bill		
	15CCF*	25CCF	35CCF	15CCF*	25CCF	35CCF
1999 (actual)	\$0.00	\$0.25	\$0.50	0.00%	0.83%	1.26%
2000 (actual)	0.45	0.75	1.05	2.20%	2.48%	2.62%
2001 (actual)	0.60	1.00	1.40	2.87%	3.23%	3.41%
2002 (actual)	0.45	0.75	1.05	2.09%	2.35%	2.47%
2003 (actual)	0.60	1.00	1.40	2.74%	3.06%	3.22%
2004 (actual)	0.90	1.50	2.10	3.99%	4.45%	4.67%
2005 (actual)	0.90	1.50	2.10	3.84%	4.26%	4.47%
2006 (actual)	1.20	2.00	2.80	4.93%	5.45%	5.70%
2007 (actual)	1.65	2.75	3.85	6.46%	7.10%	7.41%
2008 (actual)	1.95	3.25	4.55	7.17%	7.84%	8.16%
2009 (actual)	2.25	3.75	5.25	7.72%	8.38%	8.70%
2010 (actual)	1.65	2.75	3.85	5.26%	5.67%	5.87%
2011 (actual)	0.75	1.25	1.75	2.27%	2.44%	2.52%
<b>2012</b>	<b>1.50</b>	<b>2.50</b>	<b>3.50</b>	<b>4.44%</b>	<b>4.76%</b>	<b>4.92%</b>
<b>2013</b>	<b>1.50</b>	<b>2.50</b>	<b>3.50</b>	<b>4.25%</b>	<b>4.55%</b>	<b>4.69%</b>
<b>2014</b>	<b>1.50</b>	<b>2.50</b>	<b>3.50</b>	<b>4.08%</b>	<b>4.35%</b>	<b>4.48%</b>
<b>2015</b>	<b>1.50</b>	<b>2.50</b>	<b>3.50</b>	<b>3.92%</b>	<b>4.17%</b>	<b>4.29%</b>
<b>2016</b>	<b>1.50</b>	<b>2.50</b>	<b>3.50</b>	<b>3.77%</b>	<b>4.00%</b>	<b>4.11%</b>
Average (last 5 years)	<b>\$1.50</b>	<b>\$2.50</b>	<b>\$3.50</b>	<b>4.09%</b>	<b>4.37%</b>	<b>4.49%</b>

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

### RESTRICTIONS ON GROUNDWATER WITHDRAWALS WILL REQUIRE INCREASED RELIANCE ON SURFACE WATER

It is anticipated that the EPD will further restrict the City's withdrawals from the floridan aquifer. In past years, typically less than 700 MG of surface water was purchased by the groundwater system to supplement its needs. For 2011, it is projected that 2,200 MG gallons will be purchased; and for 2012 it is assumed that 2,300 MG will be needed at a cost of \$1,745,000. Purchases of this volume of water from the surface water system will create upward pressure on the expenses on the groundwater system. The State of Georgia is engaged in discussions with South Carolina which may result in even greater curtailment of ground water withdrawals; this in turn will require even more purchases of water from the I&D system and create more pressure on system expenses in the future.

### CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program is updated annually. The plan has been updated for the period 2012-2016. The proposed plan totals \$174,545,000, of which \$31,026,000 is allotted for water projects and \$71,670,000 is for sewer projects. In addition to these projects, an I & D capital project plan totaling \$5,296,000 will be funded by inter-fund loans between the Water and Sewer Fund and the I&D Fund.

### PLANNED BORROWING

The capital funding plan includes two future borrowings; one being a \$10,000,000 bond issue in the year 2012, and the other a \$20,000,000 bond in 2014. The feasibility of these two bond issues is dependent on implementation of the recommended rate increases.

## SERVICE IMPROVEMENTS

The projection assumes no significant service improvements will be implemented in 2012 or future years.

---

## SANITATION FUND FORECAST

### LANDFILL CAPACITY

The waste-to-energy incineration process at the Resource Recovery Facility that had been used for many years to reduce the amount of waste disposed of at the landfill has been discontinued. Instead, the City began to use its own landfill for routine waste disposal once again. While capacity remains in the permitted area of the landfill, actions are underway to expand the landfill in preparation to meet future needs. The expansion is estimated to have a \$17 million financial impact in 2016.

Rate planning should begin now to be ready to fund new debt that will be required for the landfill expansion project. It is projected that the expansion project will be funded by a combination of new debt in the amount of \$12,000,000 in year 2015 plus a cash balance in the Landfill Replacement Fund of \$5,000,000.

New debt service for this bond issue will be approximately \$1,000,000 annually. The plan of future rate adjustments was calculated to accomplish these objectives:

- Keep residential rates as low as possible and competitive with rates charged by private providers outside of the City;
- Provide funding for the new \$1,000,000 debt service for the landfill expansion; and
- Keep the overall Sanitation Fund subsidy/service fee required from the General Fund at the same level as in the 2011 Budget of around \$7,500,000.

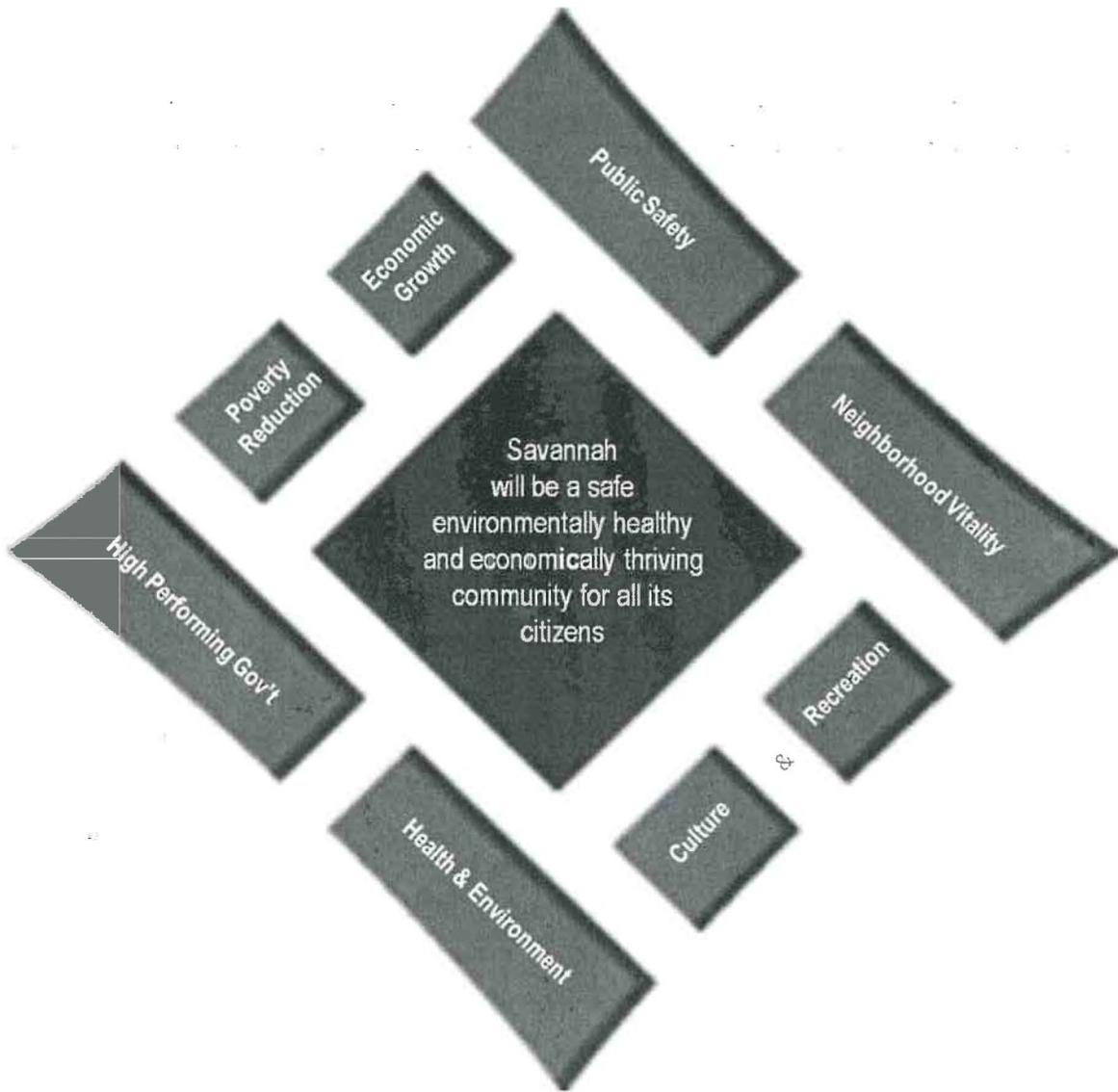
### RATE CHANGES FOR 2012

Revenue projections for 2012 assume rates for residential and commercial service are increased in 2012. The residential sanitation rate has been increased only once since 2005. It is currently \$24.50 per month. The recommended rate for 2012 is \$26.00. This rate is still less than the prevailing rates charged by private collectors in the unincorporated areas which range from \$28.75 to \$32.93 per month. And since our rate includes curbside recycling service, the true rate differential is even greater. Commercial fees were last adjusted when they were reduced in 2007. It is recommended that commercial disposal fee be increased from \$3.50/cy to \$3.65/cy (4.3%), and that commercial collection rates be raised from an average of \$3.52/cy to \$3.65/cy (3.5%).

## FUTURE RATE CHANGES

The following table shows the rates for the next several years required to achieve the three objections set forth at the beginning of this section:

Bill Code	Service	2011	2012	2012	2013	2015	2016
1001	Residential Service (Monthly)	\$24.50	\$26.00	\$27.50	\$29.00	\$30.50	\$32.00
1600	Commercial Disposal Fee (\$/cu. yd.)	\$ 3.50	\$ 3.65	\$ 3.85	\$ 4.00	\$ 4.15	\$ 4.30
	Commercial Collection Fees (\$/cu. yd.):						
1500	River Street	\$ 4.90	\$ 5.05	\$ 5.25	\$ 5.45	\$ 5.65	\$ 5.85
1501	Downtown Lanes	\$ 4.60	\$ 4.75	\$ 5.00	\$ 5.20	\$ 5.40	\$ 5.60
1502	2-15 CY	\$ 3.15	\$ 3.26	\$ 3.40	\$ 3.50	\$ 3.65	\$ 3.80
1516	16-47 CY	\$ 2.75	\$ 2.85	\$ 3.00	\$ 3.15	\$ 3.30	\$ 3.40
1548	48-95 CY	\$ 2.45	\$ 2.55	\$ 2.65	\$ 2.75	\$ 2.85	\$ 2.95
1596	96+ CY	\$ 1.90	\$ 2.00	\$ 2.10	\$ 2.20	\$ 2.30	\$ 2.40



# ALL FUNDS SUMMARY



City-wide projected revenues total \$325,084,403 for 2012. This is a 0.7% decrease below the 2011 projected amount. The decline is primarily due to less revenue anticipated from grant sources. Impacting revenues in 2012 are proposed rate changes, as well as new fees, for certain services. The table below provides a summary of 2010 actual, 2011 projected, and 2012 proposed revenues.

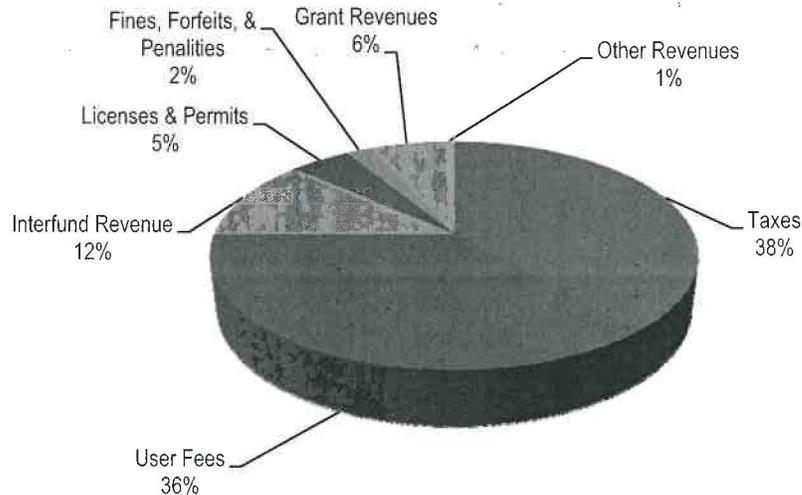
<b>REVENUE</b>	<b>2010 Actual</b>	<b>2011 Projected</b>	<b>2012 Proposed</b>	<b>% Change 2011-2012</b>
Taxes	\$ 127,171,978	\$ 125,192,325	\$ 124,943,225	-0.2
User Fees	112,769,280	112,330,584	118,572,833	5.6
Interfund Revenue	35,456,696	37,038,101	37,886,847	2.3
Licenses & Permits	14,878,063	15,328,500	15,571,850	1.6
Fines, Forfeits, & Penalties	6,653,136	7,107,017	6,589,600	-7.3
Grant Revenues	27,764,584	26,677,472	18,557,808	-30.4
Interest Earned	276,488	201,947	276,000	36.7
Other Revenues	<u>3,712,674</u>	<u>3,371,185</u>	<u>2,686,240</u>	<u>-20.3</u>
<b>TOTAL REVENUE</b>	<b>\$ 328,682,899</b>	<b>\$ 327,247,131</b>	<b>\$ 325,084,403</b>	<b>-0.7</b>

After adjusting for transfers between funds, total proposed expenditures for 2012 are \$282,941,054 or 1.2% below the 2011 projected budget. The largest decreases are in the Community Development Fund and Grant Fund, both of which felt the effect of spending constraints from the Federal level. Core services are being maintained to meet Council priorities and some non-core services are being reduced or eliminated.

<b>EXPENDITURES</b>	<b>2010 Actual</b>	<b>2011 Projected</b>	<b>2012 Proposed</b>	<b>% Change 2011-2012</b>
Personal Services	\$ 153,013,264	\$ 146,391,703	\$ 152,185,879	4.0
Outside Services	34,865,598	37,583,659	35,977,053	-4.3
Commodities	15,698,530	17,654,774	17,578,202	-0.4
Interfund Services	26,559,095	30,377,178	31,711,037	4.4
Capital Outlay	5,660,103	9,283,744	8,187,686	-11.8
Debt Service	17,245,043	17,065,486	15,902,178	-6.8
Interfund Transfers	56,702,870	41,309,467	40,199,608	-2.7
Other Expenses	<u>29,121,764</u>	<u>22,803,883</u>	<u>23,342,760</u>	<u>2.4</u>
<b>SUBTOTAL</b>	<b>\$ 338,866,267</b>	<b>\$ 322,469,894</b>	<b>\$ 325,084,403</b>	<b>0.8</b>
<b>Contribution to Fund Balance</b>	<b>\$ 0</b>	<b>\$ 4,777,237</b>	<b>\$ 0</b>	<b>-100.0</b>
<b>SUBTOTAL</b>	<b>\$ 338,866,267</b>	<b>\$ 327,247,131</b>	<b>\$ 325,084,403</b>	<b>-0.7</b>
Less Interfund Transfers	\$ (38,984,004)	\$ (40,824,305)	\$ (42,143,349)	3.2
<b>TOTAL EXPENDITURES</b>	<b>\$ 299,882,263</b>	<b>\$ 286,422,826</b>	<b>\$ 282,941,054</b>	<b>-1.2</b>

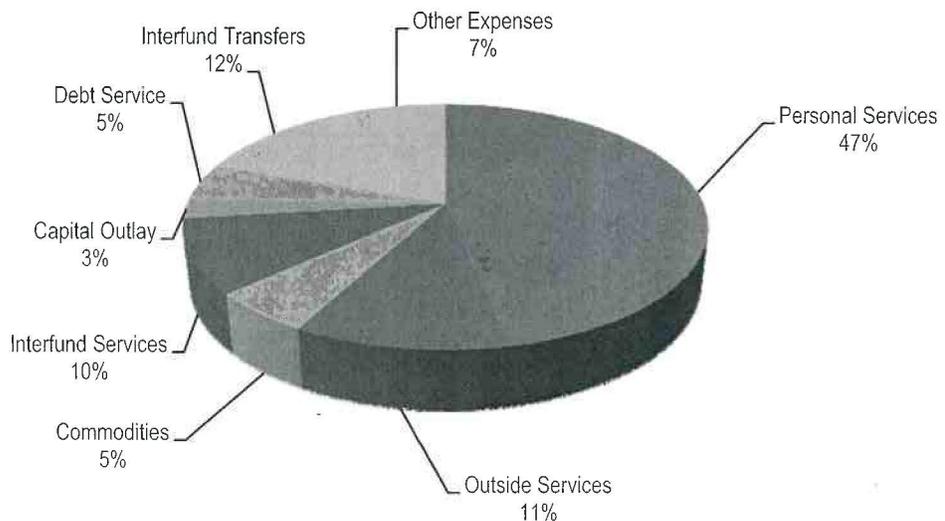
## ALL FUNDS REVENUE

The graph below presents a breakdown, by category, of total revenues for 2012. **Taxes** include property, sales and other taxes. **User Fees** are made up of the following: Leisure Services Fees, Development related Fees, Fees for Other Services – General Fund, E911 Fees, Haz-Mat Services, Water Services, Sewer Services, I & D Water Services, Sanitation Services, Parking Services, Civic Center Services and Golf Course Lease. **Interfund Revenues** include Internal Services, Interfund Services and General Fund Contributions.



## ALL FUNDS EXPENDITURES

The graph below presents total expenditures by major code for 2012 after adjusting for transfers between funds. Of the total funds budgeted, Personal Services is the largest expenditure category. This category will support wages and an enhanced comprehensive benefits program. Funding for Outside Services, Commodities, and Capital Outlay will be used to provide direct services to citizens.



## CITY-WIDE REVENUE DETAIL

The table below compares 2010 actual revenues with 2011 projected revenues and 2012 proposed budget revenues.

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<u>Taxes</u>				
Property Taxes	\$ 60,977,432	\$ 57,750,351	\$ 57,300,935	-0.8
Sales Tax	38,934,660	39,996,000	40,000,000	0.0
Other Taxes	<u>27,259,886</u>	<u>27,445,974</u>	<u>27,642,290</u>	<u>0.7</u>
Subtotal	\$ 127,171,978	\$ 125,192,325	\$ 124,943,225	-0.2
<u>User Fees</u>				
Leisure Services Fees	\$ 808,210	\$ 725,695	\$ 750,295	3.4
Inspection Fees	1,673,764	1,525,700	1,702,957	11.6
Fees for Other Services - General Fund	20,933,091	21,649,120	22,827,240	5.4
E911 Fees	5,118,789	4,800,000	4,850,000	1.0
Haz-Mat Services	160,210	154,460	200,000	29.5
Water Services	19,781,948	19,234,403	20,714,727	7.7
Sewer Services	31,376,492	30,868,235	33,209,056	7.6
I & D Services	7,936,768	8,347,753	8,451,206	1.2
Sanitation Services	15,527,315	15,190,242	16,036,000	5.6
Mobility and Parking Services	7,980,482	8,274,030	8,288,830	0.2
Civic Center Services	1,410,515	1,464,258	1,439,287	-1.7
Golf Course Lease	<u>61,695</u>	<u>96,688</u>	<u>103,235</u>	<u>6.8</u>
Subtotal	\$ 112,769,280	\$ 112,330,584	\$ 118,572,833	5.6
<u>Interfund Revenues</u>				
Internal Service Charges	\$ 19,601,458	\$ 23,167,639	\$ 23,670,681	2.2
Interfund Services	9,935,886	10,055,621	10,634,047	5.8
General Fund Contribution	<u>5,919,352</u>	<u>3,814,841</u>	<u>3,582,119</u>	<u>-6.1</u>
Subtotal	\$ 35,456,696	\$ 37,038,101	\$ 37,886,847	2.3
Licenses & Permits	\$ 14,878,063	\$ 15,328,500	\$ 15,571,850	1.6
Fines, Forfeits, & Penalties	\$ 6,653,136	\$ 7,107,017	\$ 6,589,600	-7.3
Grant Revenues	\$ 27,764,584	\$ 26,677,472	\$ 18,557,808	-30.4
Interest Earned	\$ 276,488	\$ 201,947	\$ 276,000	36.7
Other Revenues	\$ 3,712,674	\$ 3,371,185	\$ 2,686,240	-20.3
<b>TOTAL</b>	<b>\$ 328,682,899</b>	<b>\$ 327,247,131</b>	<b>\$ 325,084,403</b>	<b>-0.7</b>

## CITY-WIDE REVENUE CHANGES



City revenue sources are divided into the following categories with major changes highlighted below:

- **Taxes** represent 38% of City revenue and include property taxes, sales tax, and other taxes such as alcohol taxes and the hotel/motel tax. The 2012 budget is balanced with a millage rate of 12.5 mills, which is the same as the 2011 adopted rate.
- **User Fees** are received for specific services provided by the City and represent 36% of revenue. More than half of user fee revenue is generated by Water, Sewer, and Sanitation services. Rate changes, as well as some new fees, are proposed for certain services including park and square events, development services, fire services, mobility and parking services, sanitation services, and water and sewer charges in 2012.
- **Interfund Revenues** are funds transferred to one City fund from another City fund. This includes funds transferred to the Internal Services Fund for the provision of computer and vehicle services, funds transferred for the provision of other services such as sanitation disposal, and General Fund contributions to subsidized funds. Total General Fund contributions to other funds are projected to decrease 2012.
- **Licenses & Permits** revenue is derived from such sources as alcoholic beverage licenses and utility franchise fees. The most significant revenue source in this category is electric franchise fees, which accounts for more than half of Licenses & Permits revenue.
- **Fines, Forfeits, & Penalties** consists primarily of Recorder's Court fines and parking citations. Also included in this category are execution fees and interest related to delinquent tax collections, which are anticipated to decline in 2012.
- **Grant Revenues** are derived primarily from federal and state grants. Most grant revenues are accounted for in the Community Development and Grant Funds. In 2012, city-wide grant revenues are projected to decline significantly as less funding is anticipated related to Homeland Security and from the Department of Justice.
- **Interest Earned** revenue comes from City investments. Accrued interest is distributed to funds participating in the City's Investment Fund Pool based on their average equity balance for the month.
- **Other Revenues** consist of items such as miscellaneous revenue and payment in lieu of taxes. The decrease in this revenue category in 2012 is primarily related to sales revenue in the Vehicle Purchase Fund.

## REVENUE CHANGES

The proposed budget maintains the majority of fees for City services at the 2011 level. Rate changes, as well as some new fees, are recommended for Development Services, Fire & Emergency Services, Park & Square events, Mobility & Parking Services, Sanitation, and Water & Sewer. The budget is balanced with the revenue changes described below.

**General Fund.** Proposed fee changes for Development Services and Savannah Fire & Emergency Services are as follows:

<b>Development Services Fees</b>	<b>Current</b>	<b>Proposed</b>
After-Hours Building Inspections	\$37.50/hour, 1 hour minimum	\$50/hour, 3 hour minimum
Mechanical Inspection Fee	\$30 minimum	\$40 minimum
ZBA Application Fee	\$60 Residential, \$175 Commercial	\$120 Residential, \$350 Commercial
Work Without a Site Permit	Double permit fee	Greater of \$500 or double permit fee
Work Without a Building Permit	Greater of \$100 or double permit fee	Greater of \$500 or double permit fee
Zoning Confirmation Letter Fee	None	\$50.00
Sign Inspection Fee	\$30 minimum	\$40 minimum
Water Sampling Fee	None	\$30/first 2 samples, \$100/additional
Site Plan Review Fee	\$100/acre	\$500/acre; \$125 minimum, \$12,000 maximum
Revised Site Plan Review Fee	None	\$100/sheet
Resubmittal Fee	None	\$200.00
Plat Review Fee	\$85/lot	\$120/lot
Subdivision Construction Plan Review Fee	\$25/lot	\$50/lot
Plumbing Inspection Fee	\$30 minimum	\$40 minimum
Plan Review Fee	\$25.00	\$40.00
Fence and Wall Inspection Fee	\$30 minimum	\$40 minimum
Extra Site Inspection Fee	None	\$50 first inspection, \$100/extra inspection
Electrical Inspection Fee	\$30 minimum	\$40 minimum

<b>Development Services Fees</b>	<b>Current</b>	<b>Proposed</b>
Extra Building Inspection Fee	\$30 first inspection, \$50 additional	\$50 first inspection, \$100 additional
Change Name on Certificate of Occupancy Fee	None	\$50.00
All-Inclusive Permit Fee	\$30 minimum	\$40 minimum
After Hours Site Inspection Fee	None	\$50/hour, 3 hour minimum
Billboard Sign Application	None	\$250.00

<b>Fire Service Fees</b>	<b>Current</b>	<b>Proposed</b>
Fire Protection Systems Inspection Fee	\$32 minimum	\$40 minimum
Lack of Required Permit	Greater of \$100 or double permit fee	Greater of \$500 or double permit fee
After Hours Inspection Fee	\$37.50/hour, 1 hour minimum	1.5 times hourly inspector rate, 4 hour minimum
Extra Inspection Fee	\$30 first inspection, \$50 additional	\$50 for each reinspection
Fireworks Permit Fee	\$32	\$100
New Underground Tank Installation per Tank Inspection	\$30	\$40
Leak Detection System Installation per Tank Inspection	\$25	\$40
New Integral Piping System Installation per Inspection	\$35	\$40
Inspection of Repair or Retrofitting of an Underground Tank	\$25	\$40
Inspection of Removal Operation of Pollutant per Inspection	\$30	\$40
Commercial Burn Permit Fee	\$50	\$100
Bonfire Permit Fee	None	\$50
Preventable Fire Alarm Activation Fee	None	\$250
Firefighter Fee	None	1.5 times hourly firefighter rate, 4 hour minimum
Fire Safety Training Fee	None	FEMA rate

<b>Park and Square Fees</b>	<b>Current</b>	<b>Proposed</b>
Special Events	\$225/3 hour block	\$250/3 hour block
Non-Resident Fee	\$125	\$150

<b>Police Fees</b>	<b>Current</b>	<b>Proposed</b>
Off Duty Officer Administrative Fee	None	\$1/hour
Off Duty Officer Vehicle Fee	None	\$6/hour

**Mobility & Parking Services Fund.** Proposed fee changes for Mobility & Parking Services are identified below:

<b>Mobility &amp; Parking Services Fees</b>	<b>Current</b>	<b>Proposed</b>
Decals-General-Prorated Quarterly 1 <sup>st</sup> Quarter	\$120	\$160
Decals-General-Prorated Quarterly 2 <sup>nd</sup> Quarter	\$90	\$160
Decals-General-Prorated Quarterly 3 <sup>rd</sup> Quarter	\$60	\$80
Decals-General-Prorated Quarterly 4 <sup>th</sup> Quarter	\$30	\$40
Decals-Tour Bus	\$75	\$250
Transportation Related Ordinance Violation	\$25	\$50
Taxi Citations - 1 <sup>st</sup> Offense	\$50	\$100
Taxi Citations - 1 <sup>st</sup> Offense	\$100	\$250
Taxi Citations - 1 <sup>st</sup> Offense	\$500	\$750
Taxi Citations – 2 <sup>nd</sup> Offense	\$100	\$250
Taxi Citations – 2 <sup>nd</sup> Offense	\$300	\$500
Taxi Citations – 2 <sup>nd</sup> Offense	\$500	\$1,000
Second Residential Decals	\$75	\$175
Student Residential Decals	\$125	\$175
Immobilization (Boot Removal)	\$40	\$60

**Sanitation Fund.** Proposed fee changes for Sanitation Services are as follows:

<b>Sanitation Service Fees</b>	<b>Current</b>	<b>Proposed</b>
Yard Waste Special Collection	\$7 minimum and \$25 for unscheduled pick-up	\$25 plus \$7/15 minutes
Special Collection for Non-Residential and Commercial Apartments	\$61/pick-up	\$250/pick-up
Commercial Pick Up Fee	None	\$100/load
Carts Left at Curb Citation	None	\$25/occurrence
Rental Property Clean Out Removal	None	\$150/load
Recycling Cart Contamination Fee	None	\$15/violation
Sweeper Parking Citation	\$12	\$15

**Water and Sewer Fund.** The proposed base charges for water and sewer service in 2012 are unchanged from 2011. Only the consumption charges are proposed to increase. The impact of the proposed 2012 increase on the combined monthly water and sewer bill for the median inside City customer (who uses about 15 CCFs bi-monthly) is as follows:

	<b>2012 over 2011</b>
Monthly Increase in Combined Water & Sewer Bill	\$1.50
Percentage Increase	4.44%

The increases are necessary to fund anticipated increases in the operation and maintenance cost of the system, and to fund water and sewer systems capital improvement/capital maintenance plan. The current 2011 and proposed 2012 water and sewer rate schedules are as follows:

<b>Water Rates</b>	<b>Current</b>	<b>Proposed</b>
Water, Inside City		
Base Charge (bi-monthly)	\$11.06	\$11.06
Consumption Charges (per CCF):		
First 15 CCFs bi-monthly	\$0.78	\$0.82
Over 15 CCFs	\$0.96	\$1.00
Water, Outside City:		
Base Charge (bi-monthly)	\$16.59	\$16.59
Consumption Charges (per CCF):		
First 15 CCFs bi-monthly	\$1.17	\$1.23
Over 15 CCFs	\$1.44	\$1.50

<b>Sewer Rates</b>	<b>Current</b>	<b>Proposed</b>
Sewer, Inside City:		
Base Charge (bi-monthly)	\$8.80	\$8.80
Consumption Charges (per CCF):		
First 15 CCFs bi-monthly	\$2.40	\$2.58
Over 15 CCFs	\$2.78	\$2.94
Sewer, Outside City:		
Base Charge (bi-monthly)	\$13.20	\$13.20
Consumption Charges (per CCF):		
First 15 CCFs bi-monthly	\$3.60	\$3.84
Over 15 CCFs	\$4.17	\$4.41

The fee for recovery of capital costs for reclaimed water distribution is assumed to be continued at a rate of **\$600 per ECU**. Implementation of this fee assumed that EPD will allow the City to not require the installation of purple pipe in new subdivisions. The fee is paid in lieu of such installation. It is assumed that the fee will be levied on all new connectors to the water and sewer system within the City. The fee was successfully implemented on January 1, 2010 on all new connectors to the water and sewer system within the City.

In addition to the fee changes outlined above, the following Sewer fee increases are proposed for 2012:

<b>Sewer Fees</b>	<b>Current</b>	<b>Proposed</b>
Televising Footage	\$.85/ft	\$1.00/ft
Fat Oil and Grease (FOG) Permit	\$25.00	\$50.00

# WHAT DOES A PROPERTY OWNER PAY?

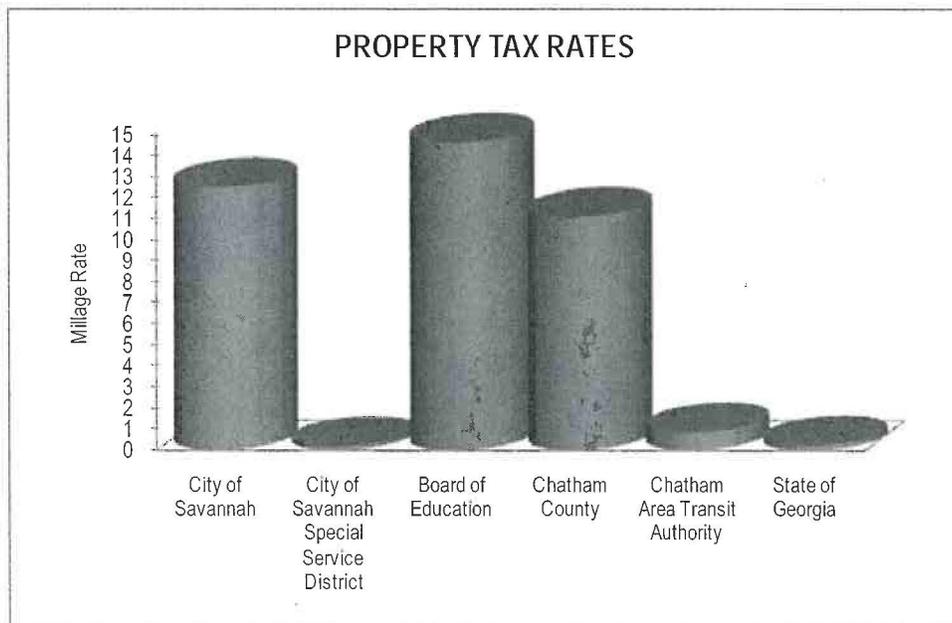


The tax rate, or millage, is set annually by the governing authority of the taxing jurisdiction. A tax rate of one mill represents a tax of one dollar per \$1,000 of assessed value. Property in Georgia is assessed at 40% of the fair market value unless otherwise specified by law. The 2012 budget is balanced with a City of Savannah millage rate of 12.5 mills, which is the same as the 2011 adopted millage rate.

For example, the assessed value of a house that is worth \$100,000 is \$40,000. In the City of Savannah where the millage rate is 12.5 mills, the property tax on the house would be \$500. This is \$12.50 for every \$1,000 of assessed value (or \$12.50 multiplied by 40).

Fair Market Value	Assessed Value	Millage	City Property Tax
\$100,000	x 40% = \$40,000	\$12.50 per \$1,000	\$500

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).



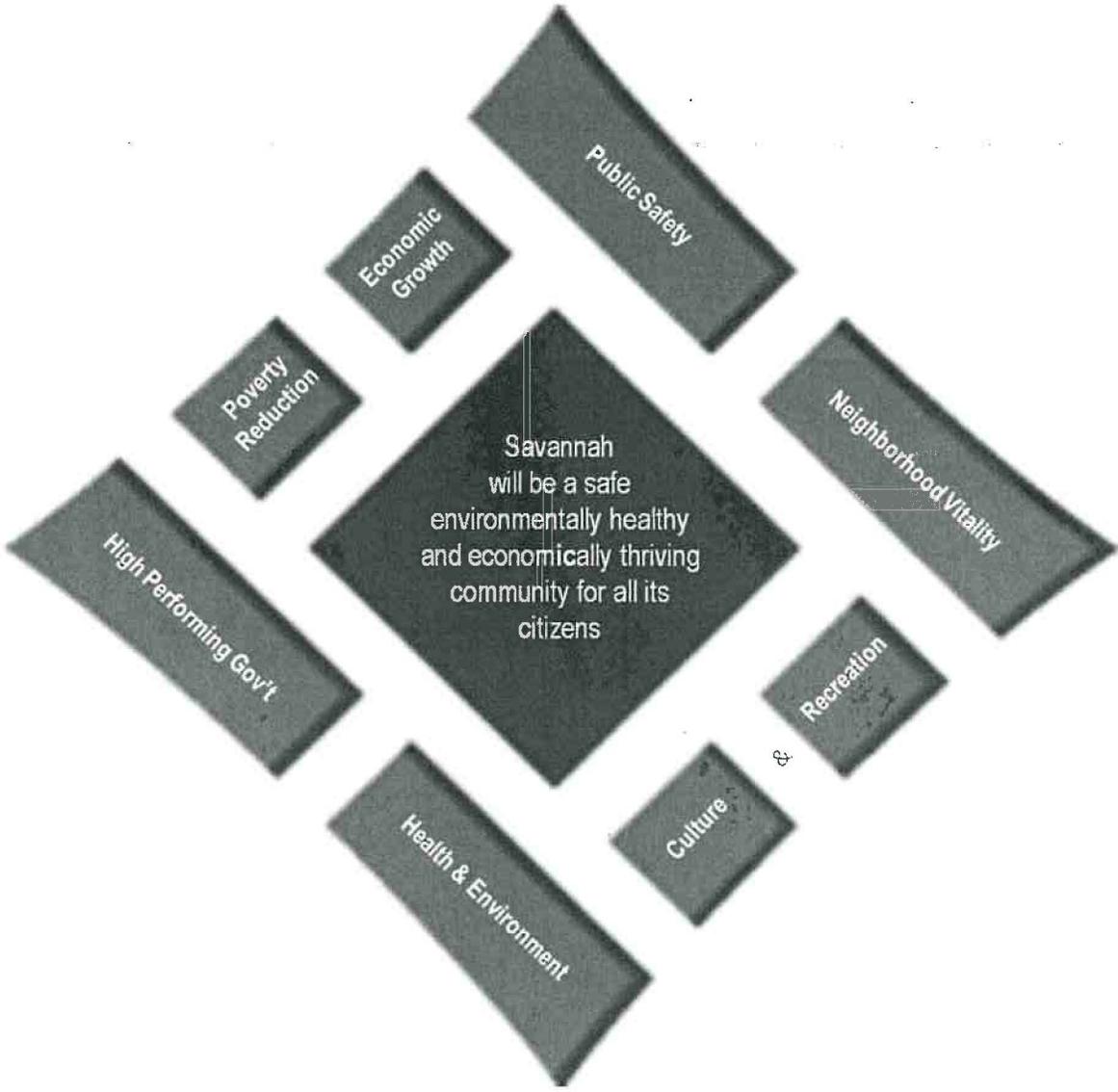
**CITY OF SAVANNAH, GEORGIA**  
**PROPERTY TAX RATES - DIRECT AND ALL OVERLAPPING<sup>1</sup> GOVERNMENTS**  
**2001 - 2010**

(PER \$1,000 OF ASSESSED VALUE)

Year	City	City Special District <sup>2</sup>	Schools	County	Chatham Area Transit Authority	State	Total
2002	13.300	-	17.550	10.367	.820	.250	45.767
2003	13.300	.200	17.770	10.367	.820	.250	46.187
2004	13.100	.200	17.600	10.367	.820	.250	45.817
2005	12.900	.200	17.277	10.037	.820	.250	45.959
2006	12.700	.200	15.817	10.837	.820	.250	44.099
2007	12.500	.200	13.795	10.537	.820	.250	41.577
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

<sup>1</sup> Overlapping rates are those of local and county governments 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 rates for the special districts apply only to the proportion of the government's property owners whose property is located within the geographic boundaries of the special district).

<sup>2</sup> 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.



## CITY-WIDE EXPENDITURE DETAIL



Changes in the budget from a year ago are shown in the table below.

	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Budget</u>	<u>% Change</u> <u>2010-2011</u>
General Fund	\$ 170,294,841	\$ 169,865,041	\$ 170,440,017	0.3
<u>Special Revenue Funds</u>				
Hazardous Material Team	\$ 455,180	\$ 447,623	\$ 522,770	16.8
Grant	10,591,682	11,835,278	4,799,672	-59.4
Community Development	18,904,017	15,660,744	14,522,709	-7.3
Public Safety				
Communications	4,962,792	5,272,064	5,757,981	9.2
Hotel Motel Tax	<u>5,546,480</u>	<u>5,862,510</u>	<u>5,959,674</u>	<u>1.7</u>
Subtotal	\$ 40,460,150	\$ 39,078,219	\$ 31,562,806	-19.2
<u>Enterprise Funds</u>				
Sanitation	\$ 23,670,765	\$ 24,211,220	\$ 24,832,496	2.6
Civic Center	3,490,950	3,679,539	3,536,832	-3.9
Water	22,355,533	22,013,007	23,406,424	6.3
Sewer	31,555,018	31,097,685	33,449,056	7.6
I & D Water	7,964,860	8,492,070	8,595,523	1.2
Mobility and Parking				
Services	23,813,644	11,316,687	11,489,719	1.5
Golf Course	<u>102,846</u>	<u>97,360</u>	<u>103,235</u>	<u>6.0</u>
Subtotal	\$ 112,953,616	\$ 100,907,568	\$ 105,413,285	4.5
<u>Internal Services Funds</u>				
Internal Services	\$ 9,832,538	\$ 10,055,621	\$ 10,634,047	5.8
Computer Purchase	649,443	576,240	354,819	-38.4
Vehicle Purchase	<u>4,675,679</u>	<u>6,764,442</u>	<u>6,679,429</u>	<u>-1.3</u>
Subtotal	\$ 15,157,660	\$ 17,396,303	\$ 17,668,295	1.6
Total	\$ 338,866,267	\$ 327,247,131	\$ 325,084,403	-0.7
Less Interfund Transfers	\$ (38,984,004)	\$ (40,824,305)	\$ (42,143,349)	3.2
TOTAL	\$ 299,882,263	\$ 286,422,826	\$ 282,941,054	-1.2

## CITY-WIDE EXPENDITURE CHANGES



Expenditures for the 2012 budget decrease slightly from the previous year. City-wide expenditures total \$282,941,054 or 1.2% below 2011 projected expenditures after adjusting for interfund transfers. The largest decreases are in the Community Development Fund and Grant Fund, both of which felt the effect of spending constraints from the Federal level. City expenditures are divided into eight major categories with changes in each highlighted below:

- **Personal Services** represent 47% of City expenditures and are comprised primarily of funding for salaries and wages for employees and a comprehensive benefits program for employees and their dependents. This category increases \$5,790,592 or 4.0% above 2011 projected expenditures due to personnel and benefit changes. Some of the major changes are described as follows.

This proposed budget continues the comprehensive medical benefits plan to employees and their dependents with an employer contribution of \$13,322,305, which is \$419,005 below the 2011 projected contribution. Total health plan costs per employee, including fixed costs, are slightly down from last year. If this trend continues, 2012 will be the 3<sup>rd</sup> year in a row with a negative trend. Total costs per employee are \$5,347 which is well below the government norm. There is no proposed premium rate increase for active employees in 2012. This will be the 3<sup>rd</sup> year in a row in which the premiums for active employees remain unchanged.

The 2012 budget also includes an allocation of \$6,630,000 in recognition of the City's cost of post retirement medical benefits for employees.

Based on the tenth actuarial study that reflects the pension changes adopted by City Council as of January 1, 2001, the recommended minimum pension contribution for 2011 compared to the past nine years is as follows:

- 2003	\$3,509,400
- 2004	\$3,901,400
- 2005	\$4,849,800
- 2006	\$5,628,454
- 2007	\$6,305,394
- 2008	\$6,422,959
- 2009	\$7,015,798
- 2010	\$7,922,994
- 2011	\$7,964,466
- 2012	\$8,854,493

The increase in the 2012 contribution compared to the contribution in 2011 is due to the following:

- Investment yield less than actuarial assumption
- Effect of change in administrative expense assumption
- Net effect of other changes
- **Outside Services** are for services the City receives primarily from outside companies and represent 13% of expenditures. Utilities make up the largest share of expenditures in this category at \$12,995,264. While expenditures for other contractual services and temporary labor decrease, funding for electricity, technical purchased services, and data processing equipment maintenance increase. Overall, funding for services in this category decreases \$1,646,412 or 3.7% below 2011 projected expenditures.
- **Commodities** are items of expenditures which, after use, are consumed or show material change in physical condition and are generally of limited value. This category represents 6% of

total expenditures. The major changes include decreases in planned purchases of small fixed assets and operating supplies and materials. This expenditure category decreases \$97,728 or 0.5% below 2011 projected expenditures.

- **Interfund Services** represents services provided to City departments on a cost reimbursement basis. This expenditure category represents 10% of the operating budget. The largest costs are for services provided by the General Fund to other funds, computer services, and vehicle maintenance services. This category increases \$1,333,859 or 4.4% primarily due to an increase in insurance by Risk Management, vehicle charges to maintain the City fleet, services by Sanitation to the General Fund, and services by the General Fund to other funds.
- **Capital Outlay** includes items costing more than \$5,000 each and having a use life of more than one year. This category represents 0.4% of expenditures. The decrease of \$925,927 or 44.3% in this expenditure category is based on reduced spending in 2012.
- **Debt Service** is for payments of principal and interest to lenders or creditors on outstanding debt. This area decreases \$1,163,308 or 6.8% below 2011 projected expenditures based on debt service requirements.
- **Interfund Transfers** are amounts transferred from one fund to another, primarily for work or services provided such as subsidies to the Civic Center Fund (\$726,324), Hazardous Material Team Fund (\$267,770), Public Safety Communications Fund (\$907,981), and the Community Development Fund (\$1,241,671). An allocation of \$1,251,504 is included in 2012 for transfer to the Tax Allocation District Fund 1. An allocation of \$3,989,800 is included to continue funding for General Fund capital projects. Expenditures in this category represent 12% of the total budget and decrease \$1,115,444 or 2.7% below 2011 projected expenditures.
- **Other Expenses** are primarily for payments and contributions to other City funds, public agencies, and private/non-profit agencies which sell services to or receive a contribution from the City. Planned funding increases \$538,877 or 2.4% above 2011 projected expenditures primarily due to increased vehicle depreciation and a higher amount reserved for contingencies.

## CITY-WIDE EXPENDITURES BY BUREAU



The table below is organized by bureau and compares the 2011 adopted budget to the 2012 proposed budget.

<u>Department/Activity</u>	<u>2011 Adopted</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<b>General Administration</b>			
Mayor and Aldermen	\$ 553,973	\$ 566,918	2.3
Clerk of Council	269,303	262,322	-2.6
City Manager's Office	656,096	630,172	-4.0
Public Information Office	551,071	549,752	-0.2
Auditing <sup>1</sup>	0	655,917	100.0
Finance <sup>1</sup>	0	1,179,341	100.0
Legal	541,692	559,405	3.3
<b>Subtotal</b>	<b>\$ 2,572,135</b>	<b>\$ 4,403,827</b>	<b>71.2</b>
ACM, Administrative & Community Services <sup>2</sup>	\$ 0	\$ 206,029	100.0
<b>Management Services Bureau</b>			
Management Services Bureau Chief	\$ 404,860	\$ 347,067	-14.3
Research and Budget	707,078	705,673	-0.2
Human Resources	1,517,370	1,494,802	-1.5
Auditing <sup>1</sup>	655,009	0	-100.0
Finance <sup>1</sup>	1,144,770	0	-100.0
Purchasing	517,360	616,135	19.1
Revenue	1,572,680	1,523,696	-3.1
Recorder's Court of Chatham County	2,178,702	2,210,659	1.5
Research Library and Municipal Archives	237,511	240,407	1.2
Utility Services	1,786,779	1,682,307	-5.8
Mobility and Parking Administration and Enforcement	3,435,026	3,431,817	-0.1
Parking Garages and Lots	5,153,786	5,153,843	0.0
Parking Interdepartmental	2,278,195	2,904,059	27.5
Vehicle Maintenance	5,196,805	5,262,686	1.3
Information Technology <sup>3</sup>	5,204,644	0	-100.0
Inventory Management	330,059	332,082	0.6
Mail and Municipal Building Services	768,688	770,791	0.3
Risk Administration	734,886	702,823	-4.4
<b>Subtotal</b>	<b>\$ 33,824,208</b>	<b>\$ 27,378,847</b>	<b>-19.1</b>
<b>Community and Economic Development Bureau</b>			
Community and Economic Development Bureau Chief	\$ 845,646	\$ 677,228	-19.9
Development Services	3,956,677	3,865,840	-2.3
Community Services	385,183	379,374	-1.5
Land Bank Authority	0	0	0.0
Citizen Office	887,995	1,111,570	25.2
River Street Hospitality Center	122,165	131,275	7.5
311 Call Service Center	258,812	233,524	-9.8
Real Property Services	401,550	426,157	6.1

<u>Department/Activity</u>	<u>2011 Adopted</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Step-Up Program	92,887	345,400	271.8
Economic Development	667,431	559,396	-16.2
Entrepreneurial Center	273,241	280,365	2.6
Small Business Assistance Corporation	80,000	80,000	0.0
Advancement Center at Moses Jackson	306,659	278,851	-9.1
Micro-Business Development	41,551	42,377	2.0
Community Planning and Development	934,019	860,889	-7.8
Housing	1,412,693	1,342,983	-4.9
Coastal Workforce Services	3,707,310	3,636,659	-1.9
<b>Subtotal</b>	<b>\$ 14,373,819</b>	<b>\$ 14,251,888</b>	<b>-0.8</b>
<b>Information Technology Bureau<sup>3</sup></b>	<b>\$ 0</b>	<b>\$ 5,371,361</b>	<b>0.0</b>
<b>Fire and Emergency Services Bureau</b>			
Fire Logistics	\$ 2,913,696	\$ 5,238,948	79.8
City-Wide Emergency Planning	168,339	132,323	-21.4
Fire Operations	21,403,071	19,389,889	-9.4
Hazardous Material Team Fund	439,570	522,770	18.9
<b>Subtotal</b>	<b>\$ 24,924,676</b>	<b>\$ 25,283,930</b>	<b>1.4</b>
<b>Police</b>			
Police Chief	\$ 1,611,122	\$ 1,573,507	-2.3
Patrol and Special Operations Division	30,987,604	33,286,564	7.4
Investigations Division	8,079,221	8,122,443	0.5
SARIC (Savannah Area Regional Intelligence Center)	1,573,432	1,432,554	-9.0
Traffic Unit	1,810,626	1,929,792	6.6
Marine Patrol	625,584	764,367	22.2
Mounted Patrol	541,584	554,398	2.4
Canine Unit	505,315	516,381	2.2
Animal Control	847,256	937,141	10.6
EMS Administration	91,354	93,788	2.7
Administrative Services Division	3,034,027	2,726,250	-10.1
Information Management	1,946,035	2,054,032	5.5
Counter Narcotics Team	3,126,784	3,076,818	-1.6
OPS (Office of Professional Standards)	2,188,333	2,100,001	-4.0
Savannah Impact Program	1,341,410	1,364,115	1.7
CrimeStoppers	231,072	226,790	-1.9
Savannah Impact Work Ventures	342,820	310,946	-9.3
Communications Center	5,250,291	5,757,981	9.7
<b>Subtotal</b>	<b>\$ 64,133,870</b>	<b>\$ 66,827,868</b>	<b>4.2</b>
<b>Public Facilities, Events and Services Bureau</b>			
Public Facilities, Events and Services Director	\$ 623,692	\$ 628,710	0.8
Cultural Affairs	763,722	766,702	0.4
Youth Services	3,490,548	3,674,874	5.3
Athletic Services	1,202,164	1,124,759	-6.4

<u>Department/Activity</u>	<u>2011 Adopted</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Senior Services	1,871,579	1,924,877	2.8
Therapeutics Recreation	269,848	226,001	-16.2
Film Services	200,176	229,969	14.9
Buildings and Grounds Maintenance	3,530,299	3,611,386	2.3
Building and Electrical Maintenance	1,570,481	1,550,949	-1.2
Park and Tree	4,614,783	4,655,997	0.9
City Cemeteries	1,817,669	1,680,030	-7.6
Civic Center Operations	3,144,858	3,193,915	1.6
Civic Center Concessions	289,697	342,917	18.4
Golf Course Fund	103,235	103,235	0.0
<b>Subtotal</b>	<b>\$ 23,492,751</b>	<b>\$ 23,714,321</b>	<b>0.9</b>
ACM Utilities, Development & Construction Services <sup>2</sup>	\$ 0	\$ 214,829	100.0
<b>Public Works &amp; Water Resources Bureau</b>			
Water Resource Bureau Director	\$ 476,064	\$ 398,949	-16.2
Traffic Engineering	6,042,007	6,286,128	4.0
Stormwater Management	5,717,541	5,534,804	-3.2
Streets Maintenance	4,920,969	4,975,309	1.1
Service Center	244,135	307,401	25.9
Water and Sewer Director	711,525	672,152	-5.5
Water and Sewer Planning and Engineering	1,207,463	1,212,056	0.4
Water Supply and Treatment	5,848,394	5,526,014	-5.5
Water Distribution	4,302,958	4,379,854	1.8
Water Interdepartmental	8,573,318	9,719,212	13.4
Sewer Maintenance	3,443,808	3,490,686	1.4
Lift Stations Maintenance	4,618,868	4,661,312	0.9
President Street Plant	7,125,390	6,676,288	-6.3
Regional Plants	2,929,761	2,889,060	-1.4
Sewer Interdepartmental	13,176,521	15,731,710	19.4
I&D Water Fund	9,209,167	8,595,523	-6.7
<b>Subtotal</b>	<b>\$ 78,547,889</b>	<b>\$ 81,056,458</b>	<b>3.2</b>
<b>Sanitation Bureau</b>			
Sanitation Director	\$ 689,133	\$ 620,518	-10.0
Residential Refuse	7,091,876	7,518,461	6.0
Refuse Disposal	5,720,881	5,702,824	-0.3
Street Cleaning	2,057,690	2,109,618	2.5
Commercial Refuse	1,538,713	1,588,507	3.2
Recycling and Litter Services	2,379,091	2,368,191	-0.5
Sanitation Interdepartmental	2,321,892	2,625,244	13.1
Property Maintenance Enforcement	2,469,691	2,299,133	-6.9
<b>Subtotal</b>	<b>\$ 24,268,967</b>	<b>\$ 24,832,496</b>	<b>2.3</b>
<b>TOTAL BUREAU EXPENDITURES</b>	<b>\$ 266,138,315</b>	<b>\$ 273,541,854</b>	<b>2.8</b>

1 Auditing and Finance were moved from Management Services to General Administration for 2012.

2 The Assistant City Manager (ACM) of Administrative and Community Services and the ACM of Utilities, Development & Construction Services are newly created positions for 2012.

3 Information Technology was moved from Management Services into its own bureau for 2012.

# COUNCIL PRIORITIES EXPENDITURES BY DEPARTMENT



Strategic Priority/Bureau	Department	2012 Proposed
<b>Culture &amp; Recreation</b>		
	Public Facilities, Events, & Services	
	Director	\$ 628,710
	Cultural Affairs	766,702
	Youth Services	3,674,874
	Athletic Services	1,124,759
	Senior Services	1,924,877
	Therapeutics Recreation	226,001
	Film Services	229,969
	Buildings & Grounds Maintenance	3,611,386
	City Cemeteries	1,680,030
	Golf Course	103,235
	Civic Center Operations	3,193,915
	Civic Center Concessions	342,917
	<b>Subtotal</b>	<b>\$ 17,507,375</b>
<b>Economic Growth</b>		
	River Street Hospitality Center	\$ 131,275
	Entrepreneurial Center	280,365
	SBAC	80,000
	Economic Development	599,396
	<b>Subtotal</b>	<b>\$ 1,051,036</b>
<b>Health &amp; Environment</b>		
	Sanitation Director	\$ 620,518
	Residential Refuse	7,518,461
	Refuse Disposal	5,702,824
	Street Cleaning	2,109,618
	Commercial Refuse	1,588,507
	Recycling & Litter Services	2,368,191
	W&S Planning & Engineering	1,212,056
	Water Supply & Treatment	5,526,014
	Water Distribution	4,379,854
	Water & Sewer Director	672,152
	ACM Utilities, Development & Construction Services	214,829
	Sewer Maintenance	3,490,686
	Lift Stations Maintenance	4,661,312
	President Street Plant	6,676,288
	Regional Plants	2,889,060
	I&D Water Plant	8,595,523
	<b>Subtotal</b>	<b>\$ 58,225,893</b>
<b>High Performing Government</b>		
	Mayor & Aldermen	\$ 566,918
	Clerk of Council	262,322
	City Manager	630,172
	Legal	559,405
	Public Information Office	549,752

<b>Strategic Priority/Bureau</b>	<b>Department</b>	<b>2012 Proposed</b>
	Auditing	655,917
	ACM Administrative & Community Services	206,029
	Finance	1,179,341
	Management Services Bureau Chief	347,067
	Research and Budget	705,673
	Human Resources	1,494,802
	Purchasing	616,135
	Revenue	1,523,696
	Research Library	240,407
	Inventory Management	332,082
	Mail/Municipal Services	770,791
	Risk Management	702,823
	Public Works & Water Resources Director	398,949
	ACM Community & Economic Development	677,228
	311 Call Service Center	233,524
	Building & Electrical Maintenance	1,550,949
	Coastal Workforce Services	3,636,659
	Utility Services	1,682,307
	Mobility & Parking Admin./Enforcement	3,431,817
	Parking Garages & Lots	5,153,843
	Vehicle Maintenance	5,262,686
	Information Technology	5,371,361
	<b>Subtotal</b>	<b>\$ 38,742,655</b>
<b>Neighborhood Vitality</b>		
	Development Services	\$ 3,865,840
	Community Services	379,374
	Citizen Office	1,111,570
	Real Property Services	426,157
	Park & Tree	4,655,997
	Community Planning & Development	860,889
	Housing	1,342,983
	Property Maintenance Enforcement	2,299,133
	<b>Subtotal</b>	<b>\$ 14,941,943</b>
<b>Poverty Reduction</b>		
	Step-UP Program	\$ 345,400
	Advancement Center at Moses Jackson	278,851
	Micro-Business Development	42,377
	<b>Subtotal</b>	<b>\$ 666,628</b>
<b>Public Safety</b>		
	Recorder's Court	\$ 2,210,659
	Traffic Engineering	6,286,128
	Stormwater Management	5,534,804
	Streets Maintenance	4,975,309
	Police Chief	1,573,507
	Patrol & Special Operations Division	33,286,564
	Investigations Division	8,122,443
	SARIC (Savannah Area Regional Intelligence Center)	1,432,554
	Traffic Unit	1,929,792

<b>Strategic Priority/Bureau</b>	<b>Department</b>	<b>2012 Proposed</b>
	Marine Patrol	764,367
	Mounted Patrol	554,398
	Canine Unit	516,381
	Animal Control	937,141
	EMS Administration	93,788
	Administrative Services Division	2,726,250
	Information Management	2,054,032
	Counter Narcotics Team	3,076,818
	OPS (Office of Professional Standards)	2,100,001
	Savannah Impact	1,364,115
	CrimeStoppers	226,790
	Savannah Impact Work Ventures	310,946
	Communications Center	5,757,981
	Fire Logistics	5,238,948
	City-Wide Emergency Planning	132,323
	Fire Operations	19,389,889
	Hazardous Material Team	522,770
	<b>Subtotal</b>	<b>\$ 111,118,698</b>
<b>GRAND TOTAL</b>		<b>\$ 242,254,228</b>



# 2010-2012 PERMANENT AUTHORIZED POSITIONS

<u>Department/Activity</u>	<u>2010</u> <u>Permanent</u>	<u>2011</u> <u>Permanent<sup>1</sup></u>	<u>2012</u> <u>Permanent<sup>2</sup></u>	<u>Change</u> <u>2011-2012</u>
<b>General Administration</b>				
Mayor and Aldermen	12.00	12.00	12.00	0.00
Clerk of Council	3.00	3.00	3.00	0.00
City Manager	6.00	5.00	5.00	0.00
Public Information Office	7.00	6.00	6.00	0.00
Auditing <sup>3</sup>	0.00	7.00	7.00	0.00
Finance <sup>3</sup>	0.00	13.00	13.00	0.00
Legal	3.00	3.00	3.00	0.00
Film Services <sup>4</sup>	5.00	0.00	0.00	0.00
Citizen Office <sup>4</sup>	4.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>40.00</b>	<b>49.00</b>	<b>49.00</b>	<b>0.00</b>
<b>ACM Administrative &amp; Community Services<sup>5</sup></b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Management Services<sup>6</sup></b>				
Management Services Bureau Chief <sup>6</sup>	3.00	3.00	3.00	0.00
Research & Budget	8.00	9.00	9.00	0.00
Human Resources	19.00	18.00	18.00	0.00
Auditing <sup>3</sup>	8.00	0.00	0.00	0.00
Finance <sup>3</sup>	14.00	0.00	0.00	0.00
Purchasing	7.00	6.00	8.00	2.00
Revenue	22.00	22.00	20.00	-2.00
Recorder's Court of Chatham County	27.50	27.00	27.00	0.00
Research Library & Municipal Archives	2.00	2.00	2.00	0.00
Inventory Management	5.00	5.00	5.00	0.00
Mail and Municipal Bldg Services	0.60	0.60	0.60	0.00
Risk Administration	9.00	5.00	5.00	0.00
River Street Hospitality Center <sup>7</sup>	2.25	0.00	0.00	0.00
311 Call Service Center <sup>7</sup>	6.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>133.35</b>	<b>97.60</b>	<b>97.60</b>	<b>0.00</b>
<b>Public Works &amp; Water Resources<sup>8</sup></b>				
Public Works & Water Resources Bureau Chief <sup>8</sup>	4.00	4.00	4.00	0.00
Traffic Engineering	31.00	29.00	29.00	0.00
Stormwater Management	59.00	59.00	59.00	0.00
Streets Maintenance	49.00	48.00	48.00	0.00
<b>Subtotal</b>	<b>143.00</b>	<b>140.00</b>	<b>140.00</b>	<b>0.00</b>
<b>Community &amp; Economic Development<sup>9</sup></b>				
Community & Economic Development Bureau Chief <sup>9</sup>	6.00	7.00	7.00	0.00
Development Services	58.00	50.00	50.00	0.00
Community Services	3.00	3.00	3.00	0.00
Property Maintenance Enforcement <sup>10</sup>	33.00	0.00	0.00	0.00
Citizen Office <sup>4</sup>	0.00	19.00	19.00	0.00
River Street Hospitality Center <sup>7</sup>	0.00	2.25	2.25	0.00
311 Call Service Center <sup>7</sup>	0.00	3.00	3.00	0.00

<u>Department/Activity</u>	<u>2010 Permanent</u>	<u>2011 Permanent<sup>1</sup></u>	<u>2012 Permanent<sup>2</sup></u>	<u>Change 2011-2012</u>
Real Property Services	5.00	5.00	5.00	0.00
Step Up Program	0.00	0.00	0.00	0.00
Economic Development	7.00	7.00	5.00	-2.00
<b>Subtotal</b>	<b>112.00</b>	<b>96.25</b>	<b>94.25</b>	<b>-2.00</b>
<b>Police</b>				
Police Chief	13.00	13.00	14.00	1.00
Patrol	414.00	423.00	423.00	0.00
Criminal Investigations	100.00	103.00	103.00	0.00
Special Operations	21.00	18.00	18.00	0.00
Traffic Unit	21.00	20.00	20.00	0.00
School Crossing Guards <sup>11</sup>	10.64	0.00	0.00	0.00
Marine Patrol	8.00	8.00	8.00	0.00
Mounted Patrol	7.00	7.00	7.00	0.00
Canine Unit	6.00	6.00	6.00	0.00
Animal Control	13.00	13.00	13.00	0.00
EMS Administration	1.00	1.00	1.00	0.00
Support Services	29.00	17.00	17.00	0.00
Information Management	33.00	32.00	32.00	0.00
Counter Narcotics Team	35.00	35.00	35.00	0.00
Professional Standards and Training	21.00	22.00	22.00	0.00
Savannah Impact Program	15.00	15.00	15.00	0.00
CrimeStoppers	3.00	3.00	3.00	0.00
Savannah Impact Work Ventures	2.00	2.00	2.00	0.00
<b>Subtotal</b>	<b>752.64</b>	<b>738.00</b>	<b>739.00</b>	<b>1.00</b>
<b>Fire and Emergency Services</b>				
Fire Logistics	21.00	23.00	23.00	0.00
City-wide Emergency Planning	2.00	2.00	1.00	-1.00
Fire Operations	299.00	301.00	301.00	0.00
<b>Subtotal</b>	<b>322.00</b>	<b>326.00</b>	<b>325.00</b>	<b>-1.00</b>
<b>Public Facilities, Events &amp; Services Bureau<sup>12</sup></b>				
Public Facilities, Events & Services Bureau Chief <sup>12</sup>	7.00	7.00	8.00	1.00
Athletics <sup>13</sup>	15.38	0.00	0.00	0.00
Cultural Affairs	10.00	8.00	8.00	0.00
Youth Services	66.02	58.86	58.86	0.00
Adult Services	0.00	12.88	12.88	0.00
Senior Services	27.13	26.76	26.76	0.00
Therapeutic Recreation	4.20	4.20	4.20	0.00
Film Services <sup>4</sup>	0.00	2.00	2.00	0.00
Buildings and Grounds Maintenance	49.56	42.00	42.00	0.00
Building and Electrical Maintenance	20.00	18.00	18.00	0.00
Park and Tree	66.00	56.00	56.00	0.00
City Cemeteries	26.63	23.63	23.63	0.00
<b>Subtotal</b>	<b>291.91</b>	<b>259.32</b>	<b>260.32</b>	<b>1.00</b>
<b>Total General Fund</b>	<b>1,794.90</b>	<b>1,706.17</b>	<b>1,706.17</b>	<b>0.00</b>
<b>Hazardous Material Team Fund</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>

<u>Department/Activity</u>	<u>2010 Permanent</u>	<u>2011 Permanent<sup>1</sup></u>	<u>2012 Permanent<sup>2</sup></u>	<u>Change 2011-2012</u>
<b>Grant Fund</b>				
Coastal Workforce Services	0.00	0.00	0.00	0.00
Youthbuild	1.00	1.00	1.00	0.00
Justice Assistance - Police	0.00	0.00	0.00	0.00
HEAT	0.00	0.00	0.00	0.00
Summer Lunch	0.00	0.00	0.00	0.00
Cities of Service	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>
<b>Community Development Fund</b>				
Community Planning and Development	11.00	11.00	11.00	0.00
Housing	17.00	17.00	16.00	-1.00
Advancement Center at Moses Jackson	5.00	4.00	4.00	0.00
Micro-Business Development	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>33.00</b>	<b>32.00</b>	<b>31.00</b>	<b>-1.00</b>
<b>Public Safety Communications Fund</b>				
Police Communications	0.00	0.00	0.00	0.00
Fire Communications	0.00	0.00	0.00	0.00
Communications Center	90.00	106.00	106.00	0.00
<b>Subtotal</b>	<b>90.00</b>	<b>106.00</b>	<b>106.00</b>	<b>0.00</b>
<b>Sanitation Fund</b>				
Sanitation Director	14.00	7.00	7.00	0.00
Residential Refuse	115.00	111.00	111.00	0.00
Refuse Disposal	16.00	14.00	14.00	0.00
Street Cleaning	21.50	18.50	18.50	0.00
Commercial Refuse	14.00	13.00	13.00	0.00
Recycling & Litter Services	41.50	31.50	32.00	0.50
Property Maintenance Enforcement <sup>10</sup>	0.00	30.00	30.00	0.00
<b>Subtotal</b>	<b>222.00</b>	<b>225.00</b>	<b>225.50</b>	<b>0.50</b>
<b>Water Fund</b>				
ACM Utilities, Development, & Construction Services <sup>5</sup>	0.00	0.00	1.00	1.00
Water and Sewer Director	7.00	7.00	7.00	0.00
Water and Sewer Planning and Engineering	17.00	17.00	17.00	0.00
Water Supply and Treatment	26.00	26.00	26.00	0.00
Water Distribution	49.00	54.00	54.00	0.00
Utility Services	26.00	23.00	23.00	0.00
<b>Subtotal</b>	<b>125.00</b>	<b>127.00</b>	<b>128.00</b>	<b>1.00</b>
<b>Sewer Fund</b>				
Sewer Maintenance	31.00	31.00	31.00	0.00
Lift Stations Maintenance	29.00	29.00	29.00	0.00
President Street Plant	62.00	62.00	62.00	0.00
Regional Plants	14.00	14.00	14.00	0.00
<b>Subtotal</b>	<b>136.00</b>	<b>136.00</b>	<b>136.00</b>	<b>0.00</b>
<b>I&amp;D Water Fund</b>	<b>38.00</b>	<b>38.00</b>	<b>38.00</b>	<b>0.00</b>
<b>Civic Center Fund</b>	<b>24.00</b>	<b>22.00</b>	<b>22.00</b>	<b>0.00</b>

<u>Department/Activity</u>	<u>2010 Permanent</u>	<u>2011 Permanent<sup>1</sup></u>	<u>2012 Permanent<sup>2</sup></u>	<u>Change 2011-2012</u>
<b>Mobility and Parking Services Fund</b>				
Mobility and Parking Enforcement and Administration	38.50	36.50	37.50	1.00
Parking Garages and Lots	40.65	40.65	33.80	-6.85
<b>Subtotal</b>	<b>79.15</b>	<b>77.15</b>	<b>71.30</b>	<b>-5.85</b>
<b>Internal Services Fund</b>				
Vehicle Maintenance	36.00	36.00	36.00	0.00
Fleet Management	5.00	5.00	5.00	0.00
Information Technology	34.00	36.00	36.00	0.00
<b>Subtotal</b>	<b>75.00</b>	<b>77.00</b>	<b>77.00</b>	<b>0.00</b>
<b>TOTAL CITYWIDE</b>	<b>2,622.05</b>	<b>2,551.32</b>	<b>2,545.97</b>	<b>-5.35</b>

1 Numbers in this column represent full time equivalent positions (FTEs) as of June 30, 2011.

2 Numbers in this column represent FTEs as of October 25, 2011.

3 In 3<sup>rd</sup> Quarter 2011, Auditing and Finance moved from the Management Services Bureau to General Administration.

4 In 2011, Film Services moved from General Administration to the Bureau of Public Facilities, Events & Services, and the Citizen Office moved to the Bureau of Community and Economic Development.

5 In 2011, two new Assistant City Manager (ACM) positions were created: ACM of Administrative & Community Services (General Fund) and ACM of Utilities, Development & Construction Services (Water Fund).

6 In 2011, the Management & Financial Services Bureau was renamed the Management Services Bureau and the ACM of Management & Financial Services was renamed the Management Services Bureau Chief.

7 In 2011, River Street Hospitality Center and 311 Call Service Center moved into the Bureau of Community & Economic Development.

8 In 2011, the Public Works Bureau was renamed Public Works & Water Resources Bureau and the Public Works Director was renamed Public Works & Water Resources Bureau Chief.

9 In 2011, the Bureau of Public Development was renamed the Community & Economic Development Bureau and the ACM of Public Development was renamed the Community & Economic Development Bureau Chief.

10 In 2011, Property Maintenance Enforcement moved to Sanitation.

11 School Crossing Guards was transferred to the Board of Education in 2011.

12 In 2011, the Leisure Services Bureau was renamed the Bureau of Public Facilities, Events, & Services (PFES), and the Leisure Services Director was renamed PFES Bureau Chief.

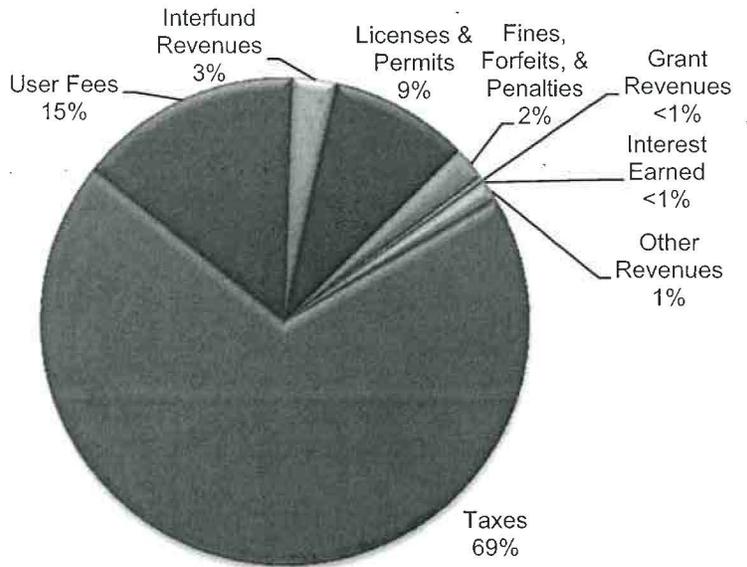
13 In 2010, expenditures for Athletics moved to Athletic Services.



# GENERAL FUND

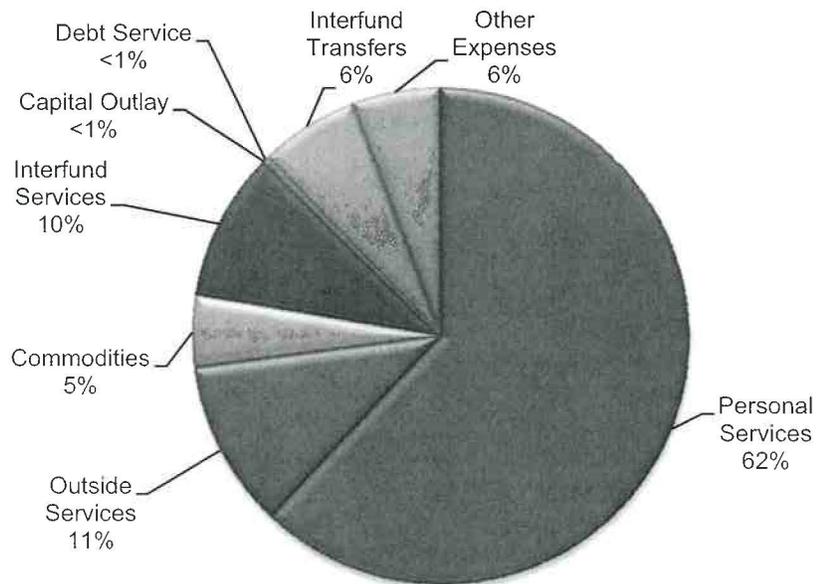
## Where the Money Comes From

Taxes	\$117,750,830
User Fees	25,280,492
Interfund Revenues	5,012,745
Licenses & Permits	15,571,850
Fines, Forfeits, & Penalties	3,801,000
Grant Revenues	616,400
Interest Earned	108,000
Other Revenues	2,298,700
<b>Total</b>	<b>\$170,440,017</b>



## Where the Money Goes

Personal Services	105,671,651
Outside Services	18,623,731
Commodities	7,980,466
Interfund Services	16,752,177
Capital Outlay	126,500
Debt Service	412,466
Interfund Transfers	11,192,118
Other Expenses	9,680,908
<b>Total</b>	<b>170,440,017</b>



**REVENUES BY SOURCE**

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<b>Taxes</b>				
<b>Property Taxes</b>				
Real Property Tax (Current)	\$ 44,527,552	\$ 40,502,842	\$ 40,502,842	0.0
Personal Property Tax (Current)	5,326,842	5,799,367	5,736,554	-1.1
Real Property Tax (Delinquent)	5,164,692	5,646,589	5,366,602	-5.0
Personal Property Tax (Delinquent)	520,445	487,112	569,315	16.9
Mobile Home Tax	26,874	25,000	22,188	-11.2
Industrial Area Tax	560,277	433,893	422,017	-2.7
Vehicle Tax	2,893,385	2,689,123	2,664,750	-0.9
Intangible Tax	852,167	840,000	840,000	0.0
Public Utility Tax	1,075,812	1,293,563	1,163,917	-10.0
Railroad Equipment Tax	21,939	23,862	3,750	-84.3
Ferry SSD Tax	7,447	9,000	9,000	0.0
Subtotal	\$ 60,977,432	\$ 57,750,351	\$ 57,300,935	-0.8
<b>Sales Tax</b>				
Sales Tax	\$ 38,934,660	\$ 39,996,000	\$ 40,000,000	0.0
Subtotal	\$ 38,934,660	\$ 39,996,000	\$ 40,000,000	0.0
<b>Other Taxes</b>				
Beer Tax	\$ 1,929,244	\$ 1,920,000	\$ 1,920,000	0.0
Liquor Tax	349,877	350,000	350,000	0.0
Wine Tax	434,182	450,000	455,000	1.1
Mixed Drink Tax	902,721	900,000	900,000	0.0
Insurance Premium Tax	7,158,822	6,200,000	6,200,000	0.0
Business Tax	3,337,068	3,700,000	3,718,500	0.5
Bank License Tax	270,705	359,184	320,000	-10.9
Transfer from Hotel/Motel Tax Fund	5,825,788	6,177,395	6,283,395	1.7
Transfer from Auto Rental Tax Fund	306,423	303,000	303,000	0.0
Subtotal	\$ 20,514,830	\$ 20,359,579	\$ 20,449,895	0.4
Total General Fund Taxes	\$ 120,426,922	\$ 118,105,930	\$ 117,750,830	-0.3
<b>User Fees</b>				
<b>Leisure Services Fees</b>				
Paulson Complex Concessions	\$ 18,302	\$ 17,500	\$ 17,500	0.0
Grayson Stadium	22,917	25,000	25,000	0.0
Tennis Fees	111,727	93,150	93,150	0.0
Athletic Fees	48,720	28,480	28,480	0.0
Softball Fees	36,806	28,600	28,600	0.0
Athletic Tournament Fees	17,531	16,300	16,300	0.0
Softball Tournament Fees	33,975	12,615	12,615	0.0
Cultural Arts	122,496	113,550	137,650	21.2
Neighborhood Centers	167,534	160,000	160,000	0.0
Golden Age Centers	17,825	20,000	17,000	-15.0
Adult Day Care	64,331	56,000	56,000	0.0
After-School Program	4,003	4,500	4,500	0.0
Park & Square Event Fees	128,145	140,000	143,500	2.5
Coffee Bluff Marina	13,898	10,000	10,000	0.0
Subtotal	\$ 808,210	\$ 725,695	\$ 750,295	3.4

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<b>Inspection Fees</b>				
Inspection Administrative Fees	\$ 1,779	\$ 1,700	\$ 1,700	0.0
Sign Inspection Fees	10,500	11,000	10,188	-7.4
Zoning Hearing Fees	12,225	13,000	49,900	283.8
Building Inspection Fees	1,342,310	1,193,000	1,201,044	0.7
Electrical Inspection Fees	48,640	51,000	41,036	-19.5
Plumbing Inspection Fees	19,864	12,000	12,444	3.7
Existing Building Inspection Fees	11,015	7,000	7,000	0.0
Traffic Engineering Fees	44,949	44,000	44,000	0.0
Private Development Fees	136,141	150,000	290,357	93.6
Fuel Storage Tank Inspection Fees	0	0	250	0.0
Mechanical Inspection Fees	37,440	34,000	31,038	-8.7
Fire Inspection Fees	8,901	9,000	14,000	55.6
Subtotal	\$ 1,673,764	\$ 1,525,700	\$ 1,702,957	11.6
<b>Fees for Other Services</b>				
Chatham County Police Reimbursement	\$ 17,958,432	\$ 18,845,143	\$ 19,810,053	5.1
Cemetery Tours and Special Event Fees	15,825	15,000	15,000	0.0
Burial Fees	298,278	280,000	280,000	0.0
Cemetery Lot Sales	116,172	120,000	120,000	0.0
Electricity Generator Fees	976	500	500	0.0
Public Information Fees	40	150	100	-33.3
Fell Street Box - County Share	15,022	28,885	15,000	-48.1
Hotel Occupancy Fees	1,148,959	1,150,000	1,173,000	2.0
Alarm Registration	162,175	160,000	160,000	0.0
Police False Alarm Fees	44,500	20,000	50,000	150.0
Off-Duty Police Fees	0	0	150,000	0.0
Accident Reporting Fees	13,060	62,785	64,000	1.9
Fire Protection Fees	133,078	143,000	145,000	1.4
Building Demolition Fees	37,927	35,000	30,000	-14.3
Building Boarding-Up Fees	108,346	35,000	35,000	0.0
Fire Incident Report Fees	1,944	900	900	0.0
Preservation Fees	694,561	663,887	677,087	2.0
Fire Equipment User Fees	8,913	1,695	2,000	18.0
Apparatus Recovery - Fire	363	15	100	566.7
Equipment Replacement - Fire	1,023	160	0	-100.0
Bonfire Permit Fees	0	0	1,000	0.0
Preventable Fire Alarm Activation Fees	0	0	5,000	0.0
Firefighter Fees	0	0	1,500	0.0
Fire Safety Training Fees	0	0	5,000	0.0
Tour Bus Rents	32,300	30,000	30,000	0.0
Motor Coach Fees	23,550	22,000	22,000	0.0
Lot Clearing Fees	117,647	35,000	35,000	0.0
Subtotal	\$ 20,933,091	\$ 21,649,120	\$ 22,827,240	5.4
Total General Fund User Fees	\$ 23,415,065	\$ 23,900,515	\$ 25,280,492	5.8

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<b><u>Interfund Revenues</u></b>				
Services to Haz-Mat Fund	\$ 22,196	\$ 20,059	\$ 14,184	-29.3
Services to Coastal Workforce	62,499	62,499	62,499	0.0
Services to Community				
Development Fund	486,238	439,948	440,870	0.2
Services to Sanitation Fund	779,522	823,884	858,272	4.2
Services to Water & Sewer				
Funds	2,257,567	2,433,380	2,222,391	-8.7
Services to I & D Water Fund	165,185	181,453	184,604	1.7
Services to Civic Center Fund	95,765	100,938	102,726	1.8
Services to Parking Fund	517,545	521,278	488,535	-6.3
Services to Internal Services				
Fund	628,294	692,895	638,664	-7.8
Subtotal	\$ 5,014,811	\$ 5,276,334	\$ 5,012,745	-5.0
<b><u>Licenses &amp; Permits</u></b>				
Business Application/Transfer				
Fees	\$ 28,740	\$ 28,000	\$ 28,000	0.0
Telecom Franchise Fee	3,742	3,150	3,000	-4.8
Water & Sewer Franchise Fees	2,190,034	2,306,000	2,478,000	7.5
Electric Franchise Fees	8,022,814	8,400,000	8,526,000	1.5
Telephone Franchise Fees	715,621	640,000	600,000	-6.3
Gas Franchise Fees	626,476	640,000	640,000	0.0
Cable Franchise Fees	1,376,279	1,380,000	1,380,000	0.0
Parking Franchise Fees	94,296	91,850	91,850	0.0
Insurance Business Licenses	102,797	109,500	100,000	-8.7
Alcoholic Beverage Licenses	1,521,661	1,525,000	1,525,000	0.0
Professional Licenses	195,603	205,000	200,000	-2.4
Subtotal	\$ 14,878,063	\$ 15,328,500	\$ 15,571,850	1.6
<b><u>Fine, Forfeits &amp; Penalties</u></b>				
Recorder's Court Fines	\$ 2,525,658	\$ 2,600,000	\$ 2,600,000	0.0
Recorder's Court NSF Fee	1,407	1,000	1,000	0.0
Red Light Camera Fines	562,867	600,000	600,000	0.0
Execution Fees	442,777	475,000	300,000	-36.8
Interest on Delinquent Taxes	417,599	675,000	300,000	-55.6
Subtotal	\$ 3,950,308	\$ 4,351,000	\$ 3,801,000	-12.6
<b><u>Grant Revenues</u></b>				
State Grant/Elderly	\$ 75,907	\$ 55,000	\$ 55,000	0.0
State Grant/CRDC	184,335	175,000	175,000	0.0
Cultural Affairs Grants	20,083	30,000	30,000	0.0
State Grant - III-B	11,423	11,000	11,000	0.0
Poverty Reduction Initiative	94,001	176,138	345,400	96.1
WIA Reimbursement for				
Savannah Impact	137,202	88,000	0	-100.0
Recycling Grant	55,218	0	0	0.0
Subtotal	\$ 578,169	\$ 535,138	\$ 616,400	15.2
<b><u>Interest Earned</u></b>				
General Investments	\$ 97,160	\$ 85,500	\$ 96,000	12.3
Cemetery	17,765	11,300	12,000	6.2
Subtotal	\$ 114,925	\$ 96,800	\$ 108,000	11.6

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<b><u>Other Revenues</u></b>				
Recorder's Court - County Share	\$ 318,000	\$ 318,000	\$ 318,000	0.0
Miscellaneous Rents	403,021	420,000	420,000	0.0
Tower Rental Fees	158,378	150,000	150,000	0.0
Advertising Fees	1,140	1,200	1,200	0.0
Damage Claims Revenue	1,250	22,000	7,000	-68.2
Outside Fire Training Fees	0	1,375	0	-100.0
Sale of Land and Property	13,462	20,000	20,000	0.0
Miscellaneous Revenue	387,298	280,215	329,000	17.4
Miscellaneous Accounts Receivable Uncollected Reserve	(140,612)	(140,000)	(140,000)	0.0
Payment in Lieu of Taxes	1,093,282	1,078,000	1,078,000	0.0
CrimeStoppers Reimbursement	110,069	92,034	89,500	-2.8
Witness Fees Reimbursement	30,720	28,000	26,000	-7.1
Subtotal	\$ 2,376,008	\$ 2,270,824	\$ 2,298,700	1.2
TOTAL	\$ 170,754,271	\$ 169,865,041	\$ 170,440,017	0.3

#### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 107,981,660	\$ 101,728,128	\$ 105,671,651	3.9
Outside Services	17,561,765	18,996,130	18,623,731	-2.0
Commodities	6,775,591	7,758,480	7,980,466	2.9
Interfund Services	12,736,520	15,932,023	16,752,177	5.1
Capital Outlay	136,853	119,739	126,500	5.6
Debt Service	412,466	412,466	412,466	0.0
Interfund Transfers	13,866,154	10,323,327	11,192,118	8.4
Other Expenses	10,823,833	9,817,511	9,680,908	-1.4
Contribution to Fund Balance	\$ 0	\$ 4,777,237	\$ 0	-100.0
TOTAL	\$ 170,294,841	\$ 169,865,041	\$ 170,440,017	0.3

#### EXPENDITURES BY DEPARTMENT

<u>Department</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<b><u>General Administration</u></b>				
Mayor and Aldermen	\$ 569,587	\$ 543,559	\$ 566,918	4.3
Clerk of Council	230,789	259,502	262,322	1.1
City Manager's Office	689,237	630,234	630,172	0.0
Public Information Office	579,955	550,320	549,752	-0.1
Auditing <sup>1</sup>	0	0	655,917	100.0
Legal	539,391	539,456	559,405	3.7
Tourism and Film Services <sup>2</sup>	436,650	0	0	0.0
Citizen Office <sup>2</sup>	308,733	0	0	0.0
Finance <sup>3</sup>	0	1,137,763	1,179,341	3.7
Subtotal	\$ 3,354,342	\$ 3,660,834	\$ 4,403,827	20.3

<u>Department</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<b>ACM Administrative &amp; Community Services<sup>4</sup></b>	\$ 0	\$ 0	\$ 206,029	100.0
<b>Management Services</b>				
Management Services Bureau Chief	\$ 366,059	\$ 180,197	\$ 347,067	92.6
Research and Budget	619,814	582,221	705,673	21.2
Human Resources	1,649,254	1,375,258	1,494,802	8.7
Auditing <sup>1</sup>	753,073	627,477	0	0.0
Finance <sup>3</sup>	1,100,255	0	0	0.0
Purchasing	552,216	452,403	616,135	36.2
Revenue	1,478,203	1,444,816	1,523,696	5.5
Recorder's Court of Chatham County	2,193,702	2,148,487	2,210,659	2.9
Research Library & Municipal Archives	232,181	176,677	240,407	36.1
Central Services Director	63	0	0	0.0
Inventory Management	299,880	328,285	332,082	1.2
Mail and Municipal Building Services	668,046	768,812	770,791	0.3
Risk Administration	958,865	717,320	702,823	-2.0
River Street Hospitality Center <sup>5</sup>	149,056	0	0	0.0
311 Call Service Center <sup>5</sup>	282,359	0	0	0.0
Subtotal	\$ 11,303,026	\$ 8,801,953	\$ 8,944,135	1.6
<b>Public Works</b>				
Water Resource Bureau Director	\$ 410,061	\$ 410,967	\$ 398,949	-2.9
Park and Tree	0	0	0	0.0
Traffic Engineering	5,884,666	6,188,712	6,286,128	1.6
Stormwater Management	5,106,490	5,111,658	5,534,804	8.3
Streets Maintenance	4,351,529	5,324,474	4,975,309	-6.6
City Cemeteries	(1,608)	0	0	0.0
Service Center	290,787	309,304	307,401	-0.6
Subtotal	\$ 16,041,925	\$ 17,345,115	\$ 17,502,591	0.9
<b>Community and Economic Development Bureau</b>				
Community and Economic Development Bureau Chief	\$ 883,326	\$ 583,482	\$ 677,228	16.1
Development Services	4,259,107	3,946,472	3,865,840	-2.0
Community Services	346,966	396,035	379,374	-4.2
Property Maintenance Enforcement <sup>6</sup>	2,496,729	0	0	0.0
Land Bank Authority	1,855	0	0	
Citizen Office <sup>2</sup>	0	856,324	1,111,570	29.8
River Street Hospitality Center <sup>5</sup>	0	124,313	131,275	5.6
311 Call Service Center <sup>5</sup>	0	249,861	233,524	-6.5
Real Property Services	436,357	429,972	426,157	-0.9
Step-Up Program	94,698	176,138	345,400	96.1
Economic Development	736,020	643,357	559,396	-13.1
Entrepreneurial Center	287,600	271,604	280,365	3.2

<u>Department</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Small Business Assistance Corporation	95,500	80,000	80,000	0.0
Subtotal	\$ 9,638,156	\$ 7,757,558	\$ 8,090,129	4.3
<b>Police</b>				
Police Chief	\$ 1,329,559	\$ 1,332,490	\$ 1,573,507	18.1
Patrol and Special Operations Division	30,608,402	31,884,281	33,286,564	4.4
Investigations Division	7,702,834	7,835,996	8,122,443	3.7
SARIC (Savannah Area Regional Intelligence Center)	1,476,136	1,331,838	1,432,554	7.6
Traffic Unit	1,863,951	1,893,548	1,929,792	1.9
School Crossing Guards <sup>7</sup>	276,220	0	0	0.0
Marine Patrol	683,880	688,233	764,367	11.1
Mounted Patrol	499,023	526,955	554,398	5.2
Canine Unit	491,900	497,402	516,381	3.8
Animal Control	842,031	919,272	937,141	1.9
EMS Administration	86,995	91,268	93,788	2.8
Administrative Services Division	3,253,562	2,728,293	2,726,250	-0.1
Information Management	1,896,986	1,832,912	2,054,032	12.1
Counter Narcotics Team	3,024,879	2,978,689	3,076,818	3.3
OPS (Office of Professional Standards)	1,861,357	2,136,836	2,100,001	-1.7
Savannah Impact Program	1,335,749	1,310,837	1,364,115	4.1
CrimeStoppers	222,411	227,937	226,790	-0.5
Savannah Impact Work Ventures	233,522	315,769	310,946	-1.5
Subtotal	\$ 57,689,397	\$ 58,532,556	\$ 61,069,887	4.3
<b>Fire and Emergency Services</b>				
Fire Logistics	\$ 2,124,179	\$ 5,333,253	\$ 5,238,948	-1.8
City-Wide Emergency Planning	91,293	259,526	132,323	-49.0
Fire Operations	22,197,318	18,470,999	19,389,889	5.0
Subtotal	\$ 24,412,790	\$ 24,063,778	\$ 24,761,160	2.9
<b>Public Facilities, Events and Services Bureau</b>				
Public Facilities, Events and Services Bureau Chief	\$ 606,830	\$ 662,367	\$ 628,710	3.6
Athletics <sup>8</sup>	(5,917)	0	0	0.0
Recreation Services <sup>8</sup>	(19,484)	0	0	0.0
Adult Day Care <sup>8</sup>	(451)	0	0	0.0
Golden Age <sup>8</sup>	(1,103)	0	0	0.0
Cultural Affairs	828,070	667,599	766,702	-7.4
Coffee Bluff Marina	(254)	0	0	0.0
Youth Services	4,023,091	3,517,941	3,674,874	-8.7
Adult Services	946,935	1,143,374	1,124,759	18.8
Senior Services	2,039,693	1,775,422	1,924,877	-5.6
Therapeutics Recreation	239,117	267,681	226,001	-5.5
Film Services <sup>2</sup>	0	205,102	229,969	0.0
Buildings and Grounds Maintenance	3,880,148	3,397,079	3,611,386	-6.9
Building and Electrical Maintenance	1,522,504	1,487,618	1,550,949	1.9
Park and Tree	4,893,088	4,604,631	4,655,997	-4.8

<b>Department</b>	<b>2010 Actual</b>	<b>2011 Projected</b>	<b>2012 Proposed</b>	<b>% Change 2011-2012</b>
Building Design and Construction	86	0	0	-100.0
City Cemeteries	<u>1,844,962</u>	<u>1,722,817</u>	<u>1,680,030</u>	<u>-8.9</u>
Subtotal	\$ 20,797,315	\$ 19,451,631	\$ 20,074,254	3.2
<b>Interdepartmental</b>				
Roundhouse/Battlefield Park	\$ 49,945	\$ 0	\$ 0	0.0
Savannah History Museum	840,130	714,757	718,391	0.5
Tourism Support Planning	1,400	0	0	0.0
Water Ferry Transportation	7,447	7,447	0	-100.0
Mobility Management	1,327,027	1,150,000	1,173,000	2.0
Civic Center Promotion	725	0	0	0.0
July 4th Fireworks	<u>7,500</u>	<u>2,000</u>	<u>7,500</u>	<u>275.0</u>
Subtotal	\$ 2,234,173	\$ 1,874,204	\$ 1,898,891	1.3
<b>Planning and Development</b>				
Metropolitan Planning Commission	\$ 1,319,955	\$ 1,295,479	\$ 1,295,479	0.0
Land Bank Authority	154,448	160,651	163,220	1.6
Savannah Development and Renewal Authority	<u>627,802</u>	<u>250,786</u>	<u>0</u>	<u>-100.0</u>
Subtotal	\$ 2,102,205	\$ 1,706,916	\$ 1,458,699	-14.5
<b>Human Services</b>				
Social Services Contributions	\$ 497,713	533,900	\$ 568,900	6.6
Youth Futures Authority	<u>426,809</u>	<u>336,972</u>	<u>336,972</u>	<u>0.0</u>
Subtotal	\$ 924,521	\$ 870,872	\$ 890,872	4.0
<b>Cultural Services</b>				
Cultural Contributions	\$ 869,170	\$ 719,700	\$ 719,700	0.0
<b>City Dues/Memberships</b>				
National League of Cities	\$ 9,674	\$ 9,674	\$ 9,674	0.0
Georgia Municipal Association	31,730	38,613	32,613	-15.5
Sister Cities International	0	880	880	0.0
Georgia Chamber of Commerce	4,075	4,075	4,075	0.0
ICMA Center for Performance Measurement	8,550	5,550	5,550	0.0
Innovations Group	0	0	0	0.0
Chatham Municipal Association	0	30	30	0.0
National Black Caucus	0	400	400	0.0
US Green Building	0	500	500	0.0
Alliance for Innovation	0	0	0	0.0
ICLEI USA	1,750	1,750	1,750	0.0
Climate Communities	0	0	0	0.0
Coastal Georgia Regional Development Center	<u>175,748</u>	<u>206,585</u>	<u>68,143</u>	<u>-67.0</u>
Subtotal	\$ 194,627	\$ 268,057	\$ 123,615	-53.9
<b>Prisoner Medical Costs</b>	\$ 0	\$ 5,000	\$ 5,000	0.0

<u>Department</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<b>Transfer to Other Funds</b>				
Capital Improvement Projects Fund	\$ 4,995,939	\$ 3,308,857	\$ 3,989,800	20.6
Transfer to Debt Service	2,179,893	2,152,625	2,148,813	-0.2
Sanitation Fund	3,631,402	900,530	299,071	-66.8
Civic Center Fund	717,185	850,396	726,324	-14.6
Public Safety Communications Fund	0	472,064	907,981	92.3
Intra-Fund Transfers	317,656	606,033	318,084	-35.5
Hazardous Material Team Fund	239,152	238,163	267,770	12.4
Community Development Fund	1,131,875	1,172,655	1,241,671	5.9
Tax Allocation District Fund	546,451	626,504	1,251,504	99.8
Subtotal	\$ 13,759,554	\$ 10,327,827	\$ 11,151,018	8.0
<b>Services from Other Funds</b>				
Services by Civic Center	\$ 135,000	\$ 135,000	\$ 135,000	0.0
Services by Sanitation	3,424,342	6,881,763	7,071,624	2.8
Services by Parking	442,354	231,984	342,576	47.7
Subtotal	\$ 4,001,696	\$ 7,248,747	\$ 7,549,200	4.1
<b>Other Expenses/Contributions</b>				
Workers Compensation	\$ 465,514	\$ 0	\$ 0	0.0
Retiree Group Medical	384,525	384,525	385,525	0.3
Vacancy Adjustment	0	0	(1,363,450)	-100.0
Chatham County Jail Services Official/Administrative	1,071,656	1,300,000	1,300,000	0.0
Purchased Services	103,377	130,165	92,500	-28.9
Professional Purchased Services	135,318	75,852	270,800	257.0
Technical Purchased Services	12,285	41,300	105,000	154.2
St. Pius Resource Center	14,498	0	0	0.0
City Contributions	213,170	88,415	50,000	-43.4
West Broad Street YMCA <sup>9</sup>	50,000	0	0	0.0
Step-Up Program	220,000	210,000	210,000	0.0
Step-Up Housing Fund	0	0	150,000	0.0
The Creative Coast, Inc.	94,000	83,000	83,500	0.6
Eastside Concerned Citizens	15,000	15,000	0	-100.0
Veteran's Day	0	3,500	3,500	0.0
Savannah Day	5,000	5,000	5,000	0.0
Healthy Savannah Initiative	7,764	20,000	20,000	0.0
Council Retreat	6,260	6,000	5,000	-16.7
St. Patrick's Day Shuttle	4,231	0	0	0.0
Other	119,347	90,299	58,270	-35.5
Subtotal	\$ 2,921,944	\$ 2,453,056	\$ 1,375,645	-43.9
<b>Contingency</b>	\$ 50,000	\$ 0	\$ 200,365	100.0
Subtotal	\$ 27,057,890	\$ 25,474,379	\$ 25,388,005	-0.3
<b>Contribution to Fund Balance</b>	\$ 0	\$ 4,777,237	\$ 0	-100.0
<b>Total General Fund</b>	\$ 170,294,841	\$ 169,865,041	\$ 170,440,017	0.3

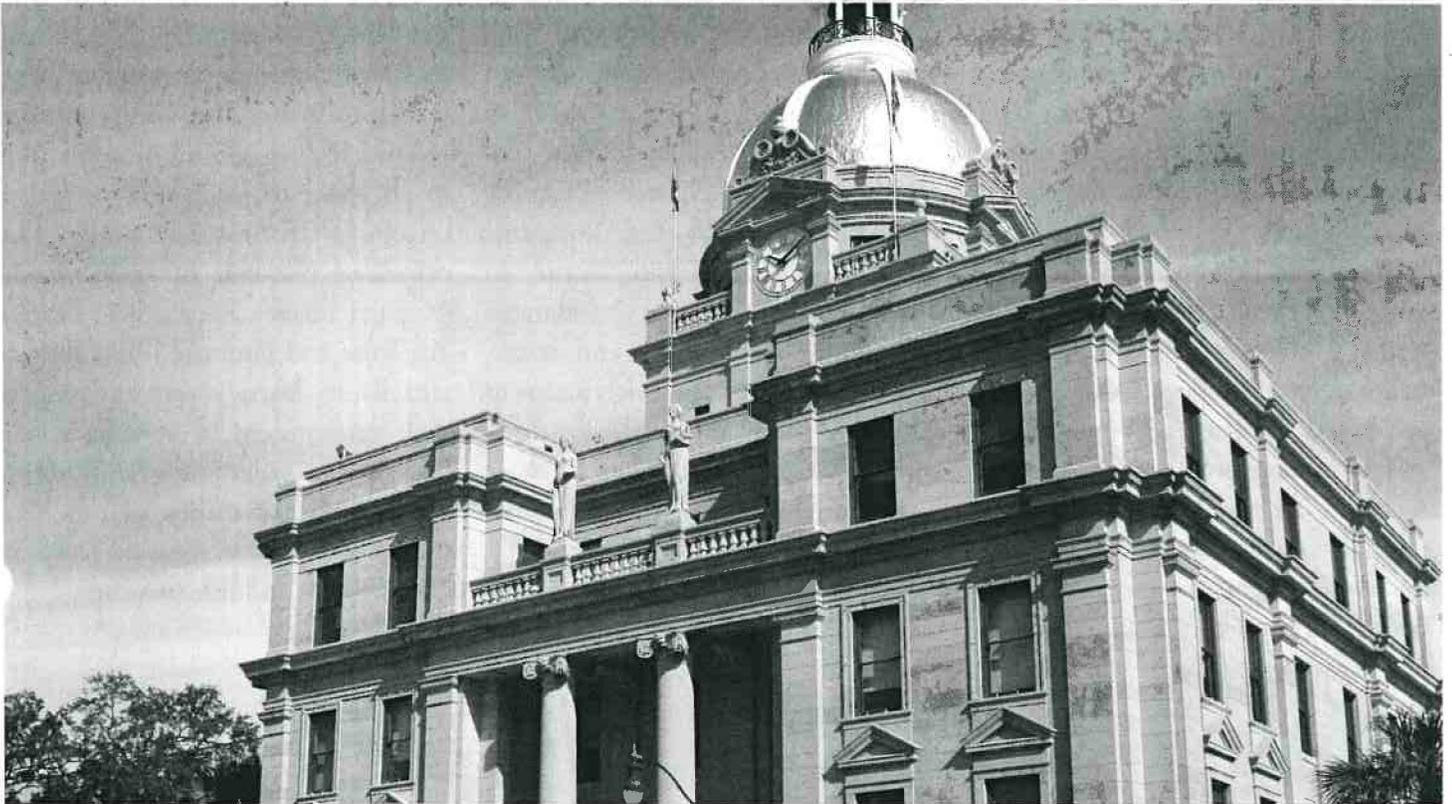
- 1 In 2012, Auditing moves from the Management Services Bureau to General Administration.*
- 2 In 2011, Film Services moved from General Administration to the Bureau of Public Facilities, Events & Services, and the Citizen Office moved to the Bureau of Community and Economic Development.*
- 3 In 2011, Finance moved from the Management Services Bureau to General Administration.*
- 4 The ACM of Administrative & Community Services is newly created for 2011.*
- 5 In 2011, River Street Hospitality Center and 311 Call Service Center moved into the Bureau of Community & Economic Development.*
- 6 In 2011, Property Maintenance Enforcement moved to Sanitation.*
- 7 School Crossing Guards was transferred to the Board of Education in 2011.*
- 8 In 2010, expenditures for Athletics, Recreation Services, Adult Day Care, and Golden Age moved to Youth Services, Athletic Services, Senior Services and Therapeutic Recreation.*
- 9 West Broad Street YMCA is receiving funding through Social Services Contributions in 2011 and 2012.*

# GENERAL ADMINISTRATION

---

## *Mission*

*The General Administration Bureau works to create a fiscally responsible, accessible and responsive government that maximizes the use of public resources for the services citizens need.*



## *departments*

MAYOR AND ALDERMEN

CLERK OF COUNCIL

CITY MANAGER

PUBLIC INFORMATION OFFICE

AUDITING

FINANCE

LEGAL

# trends and issues

The General Administration Bureau includes the City's core governance services, including City Council, the Clerk of Council, Legal Services and the City Manager's Office, as well as the City's Finance Department, Auditing Department, and Public Information Office.

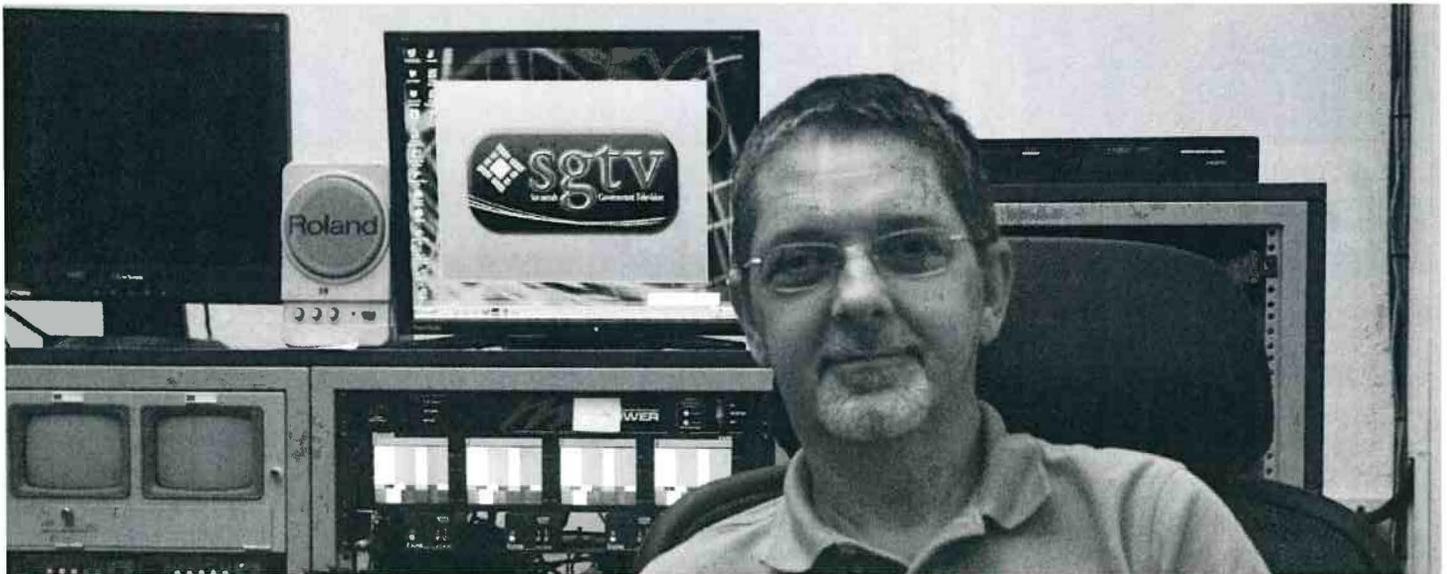
Action taken during the 2011 Budget process to reduce the size of government was successful in ensuring that Savannah weathered the worst of the economic downturn. While it will take several years for City revenues to return to pre-recession levels, several major revenue sources, such as sales and hotel/motel taxes, have stabilized and are moving in a positive direction. A major exception is property tax revenue, which is budgeted to decline for a third straight year in 2012. Because of this expectation, as well as

general uncertainty in the local, state, national and global economies, City leadership has taken a conservative approach to budgeting for service programs and capital needs while ensuring that the City fully funds its pension and debt obligations, and continues to properly maintain our infrastructure.

Complete implementation of an Enterprise Resource Planning system to replace our longtime financial software will occur in 2012, and will require a considerable time commitment. The end result, however, will be more timely access to critical financial information, which will allow City leadership to be more responsive to changing economic conditions.

The City remains on the cutting edge of citizen engagement

and communications trends. Citizen-driven processes such as Project DeRenne, Waters Avenue Revitalization and our Neighborhood Traffic Calming initiative have set the standard for how citizens can work hand-in-hand with their government to create lasting solutions to long-term problems. The City continues to diversify its communication tools in an effort to reach out to citizens on the platforms they prefer. Our expanded presence on social media – particularly Facebook, Twitter, YouTube and Podcasts – has allowed citizens to learn about and engage their government in new ways. The City is also redesigning and adding increased functionality to our Web site to allow citizens easier access to City services and information.



*We create a more open and transparent government by showing and explaining to citizens the work of their City government. By informing our citizens, we're empowering our citizens. Now that is exciting.*

Wayne Nix, Savannah Government Television Coordinator  
Public Information Office, 10 years of service

## GENERAL ADMINISTRATION



*I get great satisfaction working with numbers, and greater satisfaction knowing that my accounting helps make important City construction projects become a reality.*

Susan Odom, Accountant  
Finance, 3 years of service

### *expenditures by type*

	2010	2011	2012	% Change
Department	Actual	Projected	Proposed	2011-2012
Personal Services	\$ 2,546,138	2,703,521	3,377,802	24.9
Outside Services	619,810	648,086	657,439	1.4
Commodities	91,732	121,487	110,560	-9.0
Interfund Services	93,500	184,577	252,514	36.8
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	3,163	3,163	5,512	74.3
<b>TOTAL</b>	<b>\$ 3,354,342</b>	<b>\$ 3,660,834</b>	<b>\$ 4,403,827</b>	<b>20.3</b>

# GENERAL ADMINISTRATION

## *expenditures by department*

	2010	2011	2012	% Change
Department	Actual	Projected	Proposed	2011-2012
Mayor and Aldermen	\$ 569,587	\$ 543,559	\$ 566,918	4.3
Clerk of Council	230,789	259,502	262,322	1.1
City Manager	689,237	630,234	630,172	0.0
Public Information Office	579,955	550,320	549,752	-0.1
Auditing <sup>1</sup>	0	0	655,917	0.0
Finance <sup>2</sup>	0	1,137,763	1,179,341	3.7
Legal	539,391	539,456	559,405	3.7
Film Services <sup>3</sup>	436,650	0	0	0.0
Citizen Office <sup>3</sup>	308,733	0	0	0.0
<b>TOTAL</b>	<b>\$ 3,354,342</b>	<b>\$ 3,660,834</b>	<b>\$ 4,403,827</b>	<b>20.3</b>

<sup>1</sup> In 2012, Auditing will move from the Management Services Bureau to General Administration.

<sup>2</sup> In 2011, Finance moved from the Management Services Bureau to General Administration.

<sup>3</sup> In 2011, Film Services moved from General Administration to the Bureau of Public Facilities, Events & Services, and the Citizen Office moved to the Bureau of Community and Economic Development.



## MAYOR AND ALDERMEN

### PRIMARY SERVICES

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

### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 400,106	\$ 377,144	\$ 415,174	10.1
Outside Services	125,954	113,484	103,971	-8.4
Commodities	32,964	41,736	32,200	-22.8
Interfund Services	10,562	11,195	15,573	39.1
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 569,587</b>	<b>\$ 543,559</b>	<b>\$ 566,918</b>	<b>4.3</b>



## CLERK OF COUNCIL



### PRIMARY SERVICES

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

### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 192,256	\$ 217,104	\$ 216,231	-0.4
Outside Services	21,123	29,458	29,984	1.8
Commodities	9,816	5,276	4,300	-18.5
Interfund Services	7,595	7,664	11,807	54.1
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 230,789</b>	<b>\$ 259,502</b>	<b>\$ 262,322</b>	<b>1.1</b>



# CITY MANAGER



## PRIMARY SERVICES

The City Manager, the City's chief administrative officer, is responsible for daily operations of city government.

### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 608,589	\$ 542,401	\$ 549,670	1.3
Outside Services	54,046	55,494	52,162	-6.0
Commodities	9,749	16,135	8,760	-45.7
Interfund Services	16,854	16,204	19,580	20.8
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 689,237</b>	<b>\$ 630,234</b>	<b>\$ 630,172</b>	<b>0.0</b>



# PUBLIC INFORMATION OFFICE



## PRIMARY SERVICES

The Public Information Office is the lead marketing and external communications arm of the City of Savannah. The department coordinates public information campaigns across all bureaus, working with departments to determine the best strategies to communicate to citizens how the City is working for them. Public Information does this using printed materials such as brochures, newsletters, news releases, direct mailing pieces, the Citizen's Report, the website [www.savannahga.gov](http://www.savannahga.gov), Government Channel 8, the City's social media presence, events such as news conferences, ground breakings, ribbon cuttings, open houses, public meetings and celebrations, and media and community relations.

## GOALS AND OBJECTIVES

### Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

### Objective:

- To keep the public informed about and engaged with their local City government

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- News releases issued	205	210	210	210
- SGTv programs produced	220	216	216	216
- Public information requests processed	1,200	1,000	1,000	1,000
<b>Efficiency Measures</b>				
- Staff hours to complete monthly City Span program	---	---	169	160
- Average cost to produce an event	\$420.00	\$420.00	\$420.00	\$420.00
- Average number of days to fulfill open records requests	---	---	---	3
<b>Effectiveness Measures</b>				
- Percent of PIO survey respondents who feel their local government does a "good" or "excellent" job communicating with them	---	---	---	60.00%
- Percent of PIO survey respondents who rate SGTv "good" or "excellent"	---	---	---	60.00%
- Number of new followers on Facebook	---	---	---	1,500

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>% Change</b>
	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>2011-2012</u>
Personal Services	\$ 471,069	\$ 426,592	\$ 431,426	1.1
Outside Services	77,709	89,795	79,851	-11.1
Commodities	5,137	8,210	11,150	35.8
Interfund Services	22,877	22,560	24,162	7.1
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	3,163	3,163	3,163	0.0
<b>TOTAL</b>	<b>\$ 579,955</b>	<b>\$ 550,320</b>	<b>\$ 549,752</b>	<b>-0.1</b>



# AUDITING



## PRIMARY SERVICES

Auditing assists departmental managers in being effective and efficient in the performance of their responsibilities and ensures accountability for the appropriate expenditure of taxpayer dollars. Auditing provides these services through project selection and its active role within the City organization. The department will continue to assess the internal control systems, efficiency, and effectiveness of City operations by conducting audits and reviews which range in complexity from management advisory briefings to complex systems reviews.

## GOALS AND OBJECTIVES

### Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

### Objectives:

- To develop and follow a plan of audit engagements based on identified risks and management priorities
- To recommend procedures and controls that improve operational efficiencies

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
– Compliance audits completed	3	3	3	3
– Operational reviews completed	4	3	3	3
<b>Efficiency Measures</b>				
– Percent of project hours to total available hours	60.00%	65.00%	65.00%	65.00%
– Percent of scheduled projects completed within three months	80.00%	90.00%	90.00%	90.00%
– Percent of audit projects completed within hourly budget	71.00%	80.00%	80.00%	80.00%
<b>Effectiveness Measures</b>				
– Post audit survey results (1-5 rating)	---	---	---	3.5
– Special projects per management's request	---	---	---	100.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <b><u>2011-2012</u></b>
Personal Services	\$ 688,876	\$ 571,017	\$ 600,358	5.1
Outside Services	37,903	32,236	30,168	-6.4
Commodities	6,225	4,000	4,500	12.5
Interfund Services	20,069	20,224	20,891	3.3
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 753,073</b>	<b>\$ 627,477</b>	<b>\$ 655,917</b>	<b>100.0</b>



# FINANCE



## PRIMARY SERVICES

The Finance 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.

## GOALS AND OBJECTIVES

### Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

### Objectives:

- To prepare the City's Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting principles and thereby obtain an unqualified opinion on the financial statements from the City's independent auditor
- To provide interim financial information on a monthly basis to internal users within seven business days of month end
- To require each staff member to attend at least one training course or professional seminar during the year
- To pay all vendor invoices within 30 days of receipt
- To maintain the average daily un-invested cash balance at no more than 0.05% of the total portfolio book value
- To maintain a General Fund balance of between 7% and 12% of annual General Fund expenditures in order to maintain a favorable bond rating
- To prepare weekly and biweekly payrolls meeting all time-sensitive deadlines
- To prepare twelve monthly pension disbursements meeting all time-sensitive deadlines

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Employee paychecks prepared	95,425	95,000	95,000	95,000
- Pensioner benefit checks prepared	13,283	15,000	15,000	15,000
- Vendor checks prepared	69,028	69,100	69,100	69,100
<b>Efficiency Measures</b>				
- Cost per paycheck prepared	\$2.45	\$2.56	\$2.56	\$2.56
- Cost per benefit check prepared	\$4.54	\$4.18	\$4.18	\$4.18
- Cost per vendor check prepared	\$4.53	\$4.71	\$4.71	\$4.71

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Effectiveness Measures</b>				
- Percent of invoices paid within 30 days	84.70%	100.00%	100.00%	100.00%
- Percent of budget spent	97.90%	100.00%	100.00%	100.00%
- Percent of idle cash invested	100.00%	100.00%	100.00%	100.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>		<b>2010 Actual</b>		<b>2011 Projected</b>		<b>2012 Proposed</b>	<b>% Change 2011-2012</b>
Personal Services	\$	845,377	\$	827,110	\$	832,864	0.7
Outside Services		143,517		140,153		140,295	0.1
Commodities		50,152		48,000		48,000	0.0
Interfund Services		61,208		122,500		155,833	27.2
Capital Outlay		0		0		0	0.0
Debt Service		0		0		0	0.0
Interfund Transfers		0		0		0	0.0
Other Expenses		0		0		2,349	100.0
<b>TOTAL</b>	\$	<b>1,100,255</b>	\$	<b>1,137,763</b>	\$	<b>1,179,341</b>	<b>3.7</b>



# LEGAL



## PRIMARY SERVICES

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, attends council and other city meetings and represents the City in any courts of law or equity.

### EXPENDITURES BY TYPE

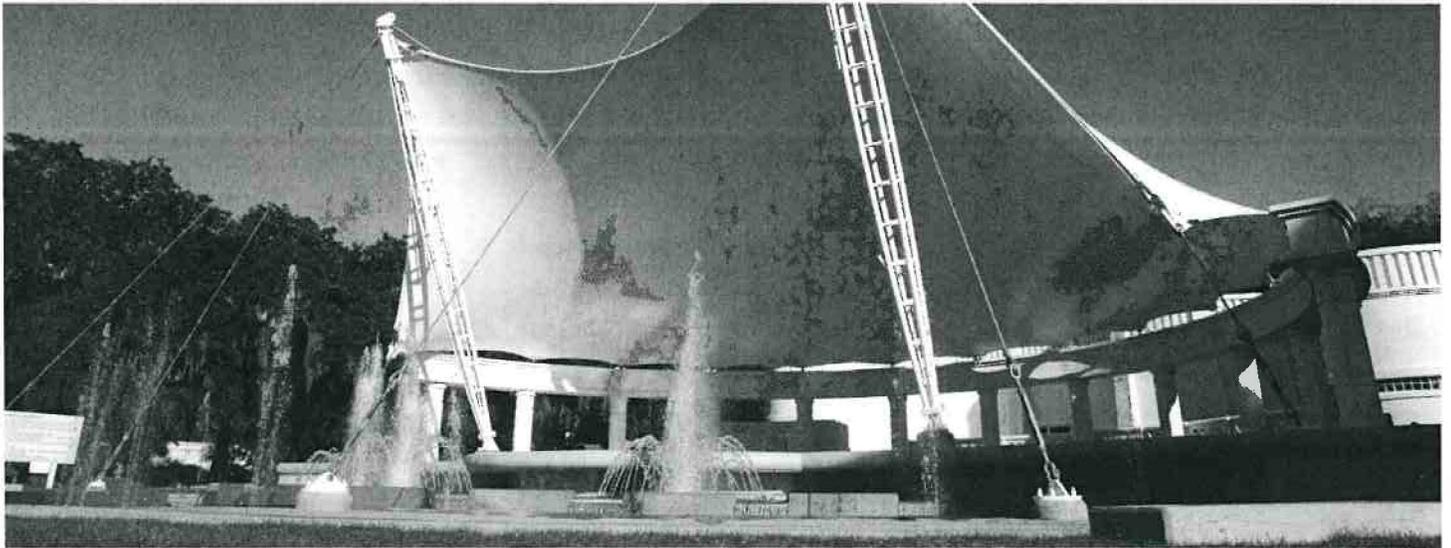
<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 314,663	\$ 313,170	\$ 332,079	6.0
Outside Services	218,011	219,702	221,008	0.6
Commodities	2,218	2,130	1,650	-22.5
Interfund Services	4,499	4,454	4,668	4.8
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 539,391</b>	<b>\$ 539,456</b>	<b>\$ 559,405</b>	<b>3.7</b>

# PUBLIC FACILITIES, EVENTS, AND SERVICES

---

## *Mission*

*To develop and provide affordable, convenient opportunities for cultural, recreational and entertainment activities that enrich the quality of life for residents of Savannah and the coastal community, and to effectively and responsibly manage capital resources in a manner that encourages participation in safe leisurely activities that enhance neighborhood development.*



## *departments*

BUREAU CHIEF'S OFFICE

CULTURAL AFFAIRS

COFFEE BLUFF MARINA

YOUTH SERVICES

ATHLETIC SERVICES

SENIOR SERVICES

THERAPEUTIC RECREATION

FILM SERVICES

BUILDINGS AND GROUNDS MAINTENANCE

BUILDING AND ELECTRICAL MAINTENANCE

PARK AND TREE

CITY CEMETERIES

CIVIC CENTER OPERATIONS (SEE CIVIC CENTER FUND)

CIVIC CENTER CONCESSIONS (SEE CIVIC CENTER FUND)

GOLF COURSE (SEE GOLF COURSE FUND UNDER OTHER FUNDS)

# PUBLIC FACILITIES, EVENTS AND SERVICES

## *trends and issues*

The Public Facilities, Events, and Services Bureau provides residents of Savannah and the entire coastal community with affordable access to quality recreational programs, performing arts projects, and well-maintained parks, buildings and open space areas.

While each department in the Bureau is diverse in its mission and operations, the accomplishments of their varied work programs ensures the success of the bureau-wide mission.

As part of a larger citywide structural reorganization, in 2011 the former Leisures Services Bureau was renamed the Bureau of Public

Facilities, Events and Services to better reflect the varied operations the Bureau offers.

The Bureau has been active in recent years increasing the number of recreation opportunities offered to residents, including the Fort at Forsyth Park, Ellis Square, the Bacon Park Tennis Complex, major renovations to Grayson Stadium and a new clubhouse at the Bacon Park Golf Course.

Issues Public Facilities, Events, and Services will address in 2012:

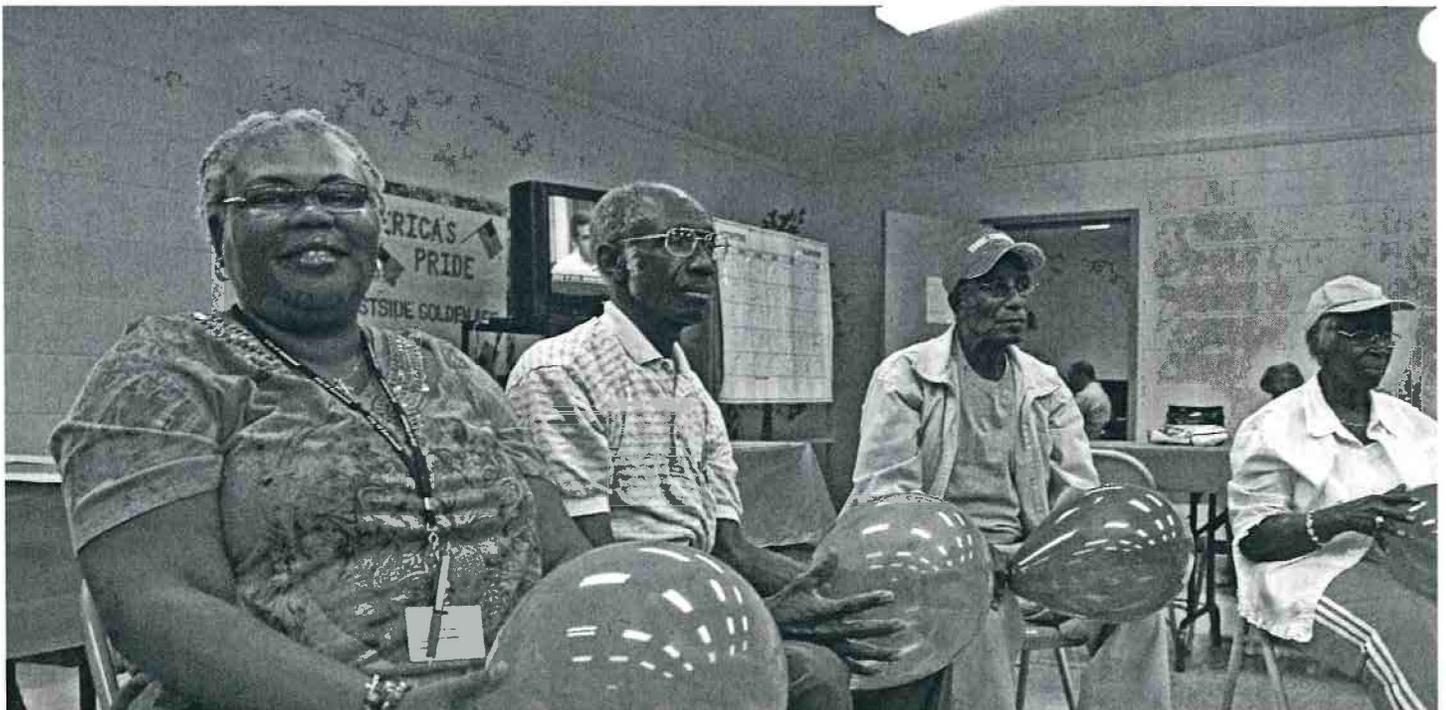
- Evaluate service delivery levels to unincorporated areas and non-City residents (Recreation Services)
- Evaluate pending environmental

challenges in maintaining parks and squares while considering alternative resources to keep the landfills low (Park & Tree)

- Maintain aging public buildings while adhering to environmental concerns and regulatory compliance issues (Buildings & Grounds)

- Maintain an aging building while awaiting pending funds for a new arena (Civic Center)

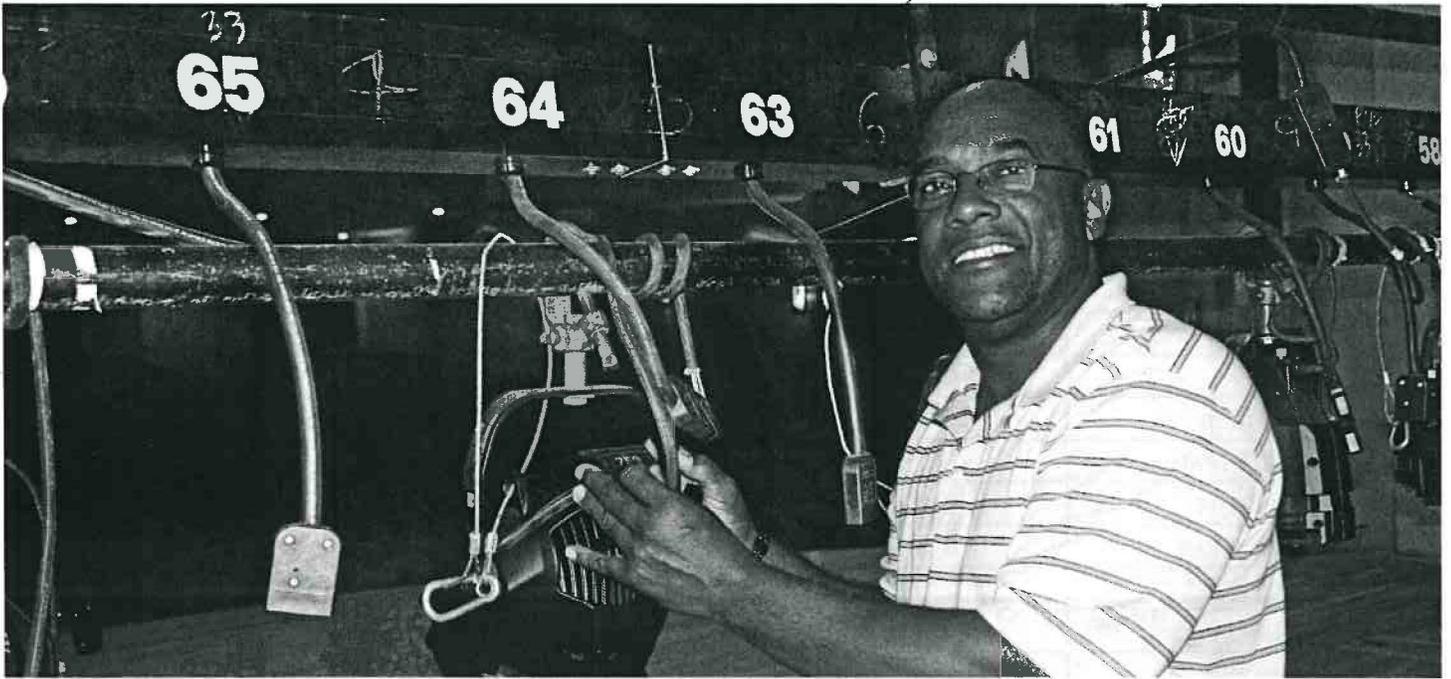
- Measure the economic and tourism impact of providing free festivals and cultural activities to non-residents (Cultural Affairs)



*Working with seniors is a passion of mine that has come full circle. I was very close with my grandmother, Carrie Whitehead. I really enjoy my time with clients. I encourage all Savannah seniors to join our program.*

Tanya M. Futch, Supervisor Eastside Golden Age Center  
Recreation Services, 15 years of service

# PUBLIC FACILITIES, EVENTS AND SERVICES



*The best part of my job is getting to meet new people who come into town with the wide variety of shows and concerts we host each year. Every day is different.*

Marc Williams, Production Manager  
Civic Center, 10 years of service

## expenditures by type

Expenditure Area	2010	2011	2012	% Change
	Actual	Projected	Proposed	2011-2012
Personal Services	\$ 14,411,330	\$ 12,983,835	\$ 13,389,667	3.1
Outside Services	2,917,290	2,938,149	3,072,865	4.6
Commodities	1,497,169	1,493,624	1,594,593	6.8
Interfund Services	1,520,333	1,556,151	1,524,493	-2.0
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	451,193	479,872	492,636	2.7
<b>TOTAL</b>	<b>\$ 20,797,315</b>	<b>\$ 19,451,631</b>	<b>\$ 20,074,254</b>	<b>3.2</b>

# PUBLIC FACILITIES, EVENTS AND SERVICES

## *expenditures by department*

	2010	2011	2012	% Change
Department	Actual	Projected	Proposed	2011-2012
Bureau Chief's Office <sup>1</sup>	\$ 606,830	\$ 662,367	\$ 628,710	-5.1
Athletics <sup>2</sup>	(5,917)	0	0	0.0
Recreation Services <sup>2</sup>	(19,484)	0	0	0.0
Adult Day Care <sup>2</sup>	(451)	0	0	0.0
Golden Age <sup>2</sup>	(1,103)	0	0	0.0
Cultural Affairs	828,070	667,599	766,702	14.8
Coffee Bluff Marina	(254)	0	0	0.0
Youth Services	4,023,091	3,517,941	3,674,874	4.5
Athletic Services	946,935	1,143,374	1,124,759	-1.6
Senior Services	2,039,693	1,775,422	1,924,877	8.4
Therapeutic Recreation	239,117	267,681	226,001	-15.6
Film Services <sup>3</sup>	0	205,102	229,969	12.1
Buildings and Grounds Maintenance	3,880,148	3,397,079	3,611,386	6.3
Building and Electrical Maintenance	1,522,504	1,487,618	1,550,949	4.3
Park and Tree	4,893,088	4,604,631	4,655,997	1.1
Building Design and Construction <sup>4</sup>	86	0	0	0.0
City Cemeteries	1,844,962	1,722,817	1,680,030	-2.5
<b>TOTAL</b>	<b>\$ 20,797,315</b>	<b>\$ 19,451,631</b>	<b>\$ 20,074,254</b>	<b>3.2</b>

<sup>1</sup> In 2011, the Leisure Services Bureau was renamed the Bureau of Public Facilities, Events, & Services (PFES), and the Leisure Services Bureau Chief was renamed PFES Bureau Chief.

<sup>2</sup> In 2010, expenditures for Athletics, Recreation Services, Adult Day Care, and Golden Age moved to four newly created departments- Youth Services, Athletic Services, Senior Services and Therapeutic Recreation.

<sup>3</sup> In 2011, Film Services moved from General Administration into the Bureau of Public Facilities, Events, & Services.

<sup>4</sup> In 2010, Building Design and Construction was combined with the Development Services Department in the Community & Economic Development Bureau.



# PUBLIC FACILITIES, EVENTS, AND SERVICES BUREAU CHIEF

## PRIMARY SERVICES

Public Facilities, Events, and Services Bureau Chief administratively assists all the departments within the bureau by formulating policies and goals that effectively meet the recreational and cultural needs of the citizens.

## GOALS AND OBJECTIVES

### Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognizes the needs of all citizens

### Objective:

- To manage resources while enforcing park codes and maintaining safe and secure parks/playgrounds

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
– Parks & facilities inspected	26	26	26	26
– Citizen-based meetings	6	6	6	6
<b>Efficiency Measures</b>				
– Cost per park and facility inspection	\$2,500	\$2,500	\$2,500	\$2,500
– Citizen concerns addressed within 3 business days	80.00%	80.00%	80.00%	80.00%
<b>Effectiveness Measures</b>				
– Percent of inspections with a good or excellent rating	90.00%	90.00%	90.00%	90.00%
– Percent of citizens satisfied with services	90.00%	90.00%	85.00%	90.00%

## EXPENDITURES BY TYPE

<u>Expenditure Area</u>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>% Change</b>
	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>2011-2012</u>
Personal Services	\$ 554,898	\$ 612,496	\$ 587,018	-4.2
Outside Services	15,284	17,552	12,687	-27.7
Commodities	13,870	12,968	9,268	-28.5
Interfund Services	18,992	15,565	15,951	2.5
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	3,786	3,786	3,786	0.0
<b>TOTAL</b>	<b>\$ 606,830</b>	<b>\$ 662,367</b>	<b>\$ 628,710</b>	<b>-5.1</b>



# CULTURAL AFFAIRS



## PRIMARY SERVICES

The Department of Cultural Affairs provides Arts Programming, to include visual and performing arts, which reaches all sectors of the community. Cultural Affairs offers Savannah's residents and visitors the opportunity to enjoy a rich and varied cultural life through the arts. It accomplishes this responsibility by directly 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. Funding priorities and contracts for services are structured to ensure that the enforcement of objectives is specific and that outcomes are tracked throughout the year.

Cultural Affairs directs and manages the scope of nearly six hundred art, cultural and heritage services purchased from eligible 501C3 organizations within the City limits. The funding categories include: Education & Access (free-of-admission arts educational programming); Cultural Tourism (programming aided to attract tourists to Savannah), and Festivals (free-of-charge heritage-based events). The Cultural Affairs Commission, with the assistance of staff, reviews proposals, develops contractual agreements, provides oversight of funds, and monitors and reports the performance outcome of funded agencies.

## GOALS AND OBJECTIVES

### Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognizes the needs of all citizens

### Objectives:

- To provide quality visual and performing arts services that are accessible and designed to reach all sectors of Savannah
- To create contracts for arts services while directing the policies, programmatic guidelines, and delivery methods for a comprehensive community-wide cultural initiative for cultural and heritage arts that are consistent with City Council priorities

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Number of fee-based services provided	50	57	53	53
- Number of non fee-based services provided	15	15	15	15
- Number of youth service agency collaborations	19	12	14	14
- Services purchased and managed	713	600	546	550
- Marketing campaigns	40	40	40	40
<b>Efficiency Measures</b>				
- Percent of fee-based services that are equal to or exceed program cost	80.00%	80.00%	80.00%	80.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
- Percent of non fee-based services that do not exceed \$8.00	100.00%	100.00%	100.00%	100.00%
- Percent of collaborations with repeat programming	80.00%	80.00%	75.00%	75.00%
- Percent of agency reports submitted on time	100.00%	100.00%	100.00%	100.00%
- Ratio of marketing expenses to participants	1:10	1:10	1:10	1:10
<b>Effectiveness Measures</b>				
- Percent of fee-based services receiving an excellent rating	90.00%	90.00%	90.00%	90.00%
- Percent of non fee-based services receiving an excellent rating	90.00%	90.00%	90.00%	90.00%
- Percent of agency collaborations receiving an excellent rating	90.00%	90.00%	90.00%	90.00%
- Percent of customer satisfaction with cultural programs	90.00%	90.00%	90.00%	90.00%
- Percent increase of attendance of cultural programs	10.00%	10.00%	8.00%	8.00%

#### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 574,318	\$ 411,385	\$ 453,957	10.3
Outside Services	191,433	193,216	241,637	25.1
Commodities	35,879	36,861	45,694	24.0
Interfund Services	21,872	21,292	20,569	-3.4
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	4,567	4,845	4,845	0.0
<b>TOTAL</b>	<b>\$ 828,070</b>	<b>\$ 667,599</b>	<b>\$ 766,702</b>	<b>14.8</b>



# COFFEE BLUFF MARINA



## PRIMARY SERVICES

Coffee Bluff Marina provides a well run and organized marina site.

## GOALS AND OBJECTIVES

### Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognizes the needs of all citizens

### Objective:

- To positively contribute to the recreational and ecological health of the Savannah community

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Wet storage of boats	15	10	10	10
- Annual visitors	8,000	8,000	8,000	8,000
<b>Efficiency Measures</b>				
- Timely operating reports	80.00%	80.00%	80.00%	90.00%
- Timely financial reports	80.00%	80.00%	80.00%	90.00%
<b>Effectiveness Measures</b>				
- Visitors satisfied with services	85.00%	85.00%	85.00%	85.00%
- Visitors satisfied with conditions	85.00%	85.00%	85.00%	85.00%



# YOUTH SERVICES



## PRIMARY SERVICES

Youth Services offers programs and services for youth to meet needs and provide positive experiences in a safe environment. It is accomplished by administering operation of centers, after-school programs, supervised playgrounds, and swimming pools. Programs offer fitness, tutorial, homework assistance, team sports, summer camps, nutrition, and cultural enrichment.

## GOALS AND OBJECTIVES

### Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognize the needs of all citizens

### Objective:

- To increase participation by 10% in 2012 by providing youth development programs for all ages at facilities in neighborhoods and communities with diverse opportunities that focus on physical fitness, education, and cultural, social, and emotional experiences

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Registered participants	11,755	11,840	11,840	13,024
- Daily attendance	2,328	1,400	2,328	2,388
<b>Efficiency Measures</b>				
- Registered participants	100.00%	100.00%	100.00%	100.00%
- Daily attendance	90.00%	90.00%	90.00%	90.00%
<b>Effectiveness Measures</b>				
- Customer satisfaction	90.00%	90.00%	90.00%	90.00%
- Satisfaction with quality of recreation opportunities	90.00%	90.00%	90.00%	90.00%

## EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 2,976,261	\$ 2,725,691	\$ 2,794,680	2.5
Outside Services	693,806	492,265	516,673	5.0
Commodities	133,018	95,520	102,420	7.2
Interfund Services	187,946	184,177	233,637	26.9
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	32,060	20,288	27,464	35.4
<b>TOTAL</b>	<b>\$ 4,023,091</b>	<b>\$ 3,517,941</b>	<b>\$ 3,674,874</b>	<b>4.5</b>



# ATHLETIC SERVICES



## PRIMARY SERVICES

Athletic Services responsibilities include youth and adult league play in baseball, basketball, cheerleading, football, softball, and tennis. Athletic facilities are also permitted for tournaments and games. Athletic Services operates after-school and summer camp activities for youth at the Blackshear Complex. In addition, cheerleading camps operate during the summer.

## GOALS AND OBJECTIVES

### Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognizes the needs of all citizens

### Objective:

- To increase youth participation by 10% in 2012 in athletic league play in physical activity and offer opportunities for residents, organizations, volunteers, and businesses to build social bonds by being involved at ball fields, gymnasiums, and tennis courts in positive, safe, and supervised activities

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Youth sports teams	208	205	205	205
- Youth participants	3,991	4,025	4,025	4,427
- Adult sports teams	80	115	65	65
<b>Efficiency Measures</b>				
- Percent youth sports teams participating	90.00%	90.00%	90.00%	90.00%
- Percent youth participants	90.00%	90.00%	90.00%	90.00%
- Percent adult teams participating	75.00%	90.00%	75.00%	75.00%
<b>Effectiveness Measures</b>				
- Customer satisfaction	90.00%	90.00%	90.00%	90.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>% Change</b>
	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>2011-2012</u>
Personal Services	\$ 708,231	\$ 619,309	\$ 656,627	6.0
Outside Services	170,435	321,529	335,370	4.3
Commodities	36,543	104,282	93,644	-10.2
Interfund Services	28,705	95,233	30,866	-67.6
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	3,021	3,021	8,252	173.2
<b>TOTAL</b>	<b>\$ 946,935</b>	<b>\$ 1,143,374</b>	<b>\$ 1,124,759</b>	<b>-1.6</b>



# SENIOR SERVICES



## PRIMARY SERVICES

Senior Services offers Adult Day Care and Golden Age Centers for Senior Citizens. Programs operate daily, Monday through Friday. Senior needs are met by participating in fitness, leisure activities, congregate lunch meals, and transportation.

## GOALS AND OBJECTIVES

### Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognizes the needs of all citizens

### Objective:

- To increase daily attendance at Golden Age Centers by 10% in 2012 by providing programs to improve fitness, health, nutrition education, socialization, and cultural enrichment

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Golden Age participants	961	920	961	975
- Golden Age daily attendance	473	638	555	611
- Adult Day Care participants	55	55	55	55
- Adult Day Care attendance	50	38	48	38
<b>Efficiency Measures</b>				
- Registered participants	100.00%	100.00%	100.00%	100.00%
- Grant funds received	100.00%	100.00%	100.00%	100.00%
<b>Effectiveness Measures</b>				
- Customer satisfaction	90.00%	90.00%	90.00%	90.00%
- Program compliance	90.00%	90.00%	90.00%	90.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <u>2011-2012</u>
Personal Services	\$ 1,285,406	\$ 1,135,576	\$ 1,243,003	9.5
Outside Services	598,183	492,044	509,774	3.6
Commodities	31,502	34,895	51,845	48.6
Interfund Services	113,137	102,129	109,477	7.2
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	11,465	10,778	10,778	0.0
<b>TOTAL</b>	<b>\$ 2,039,693</b>	<b>\$ 1,775,422</b>	<b>\$ 1,924,877</b>	<b>8.4</b>



# THERAPEUTIC RECREATION

## PRIMARY SERVICES

Therapeutic Recreation offers services for challenged youth and adults. An After-School and After-Work Program meet the needs of participants. Special Olympic skills and team sport participation are offered for adults. Summer Camps are offered for diverse challenged youth and adults.

## GOALS AND OBJECTIVES

### Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognize the needs of all citizens

### Objective:

- To increase daily participation by 10% in 2012 for challenged individuals to stay active in the community

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Participants	300	300	300	330
- Camp sessions	4	4	4	4
<b>Efficiency Measures</b>				
- Percent capacity for activities	90.00%	90.00%	100.00%	100.00%
- Percent capacity for camps	95.00%	95.00%	100.00%	100.00%
<b>Effectiveness Measures</b>				
- Customer satisfaction	90.00%	90.00%	90.00%	90.00%
- Satisfaction Special Olympics sports	95.00%	95.00%	95.00%	95.00%

## EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 221,283	\$ 247,406	\$ 206,552	-16.5
Outside Services	14,521	14,325	11,525	-19.5
Commodities	3,058	5,950	5,550	-6.7
Interfund Services	256	0	2,374	0.0
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 239,117</b>	<b>\$ 267,681</b>	<b>\$ 226,001</b>	<b>-15.6</b>



# FILM SERVICES



## PRIMARY SERVICES

The mission of the Film Services Office is to foster the growth of a sustainable media industry in Savannah. The primary service of the Film Office is to coordinate, permit and monitor projects that are filmed in our area. Focus includes public safety, liability and insurance, quality of life, coordination with other events, coordination with other entities and client experience. We also work to increase investment and exposure through the promotion of the area to film, television and photography producers through marketing and project recruitment efforts. We also nurture the growth and development of local film makers, production and service companies.

## GOALS AND OBJECTIVES

### Priority Goal:

Economic Growth - To provide citizens a City that encourages and supports appropriate economic growth that creates jobs, expands City revenue and improves neighborhoods and commercial corridors

### Objectives:

- To continue to maintain the number of citizen complaints at less than 1 for every \$1 million spent
- To increase the positive impacts of media production in our area

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
-- Permits issued	163	170	170	170
<b>Efficiency Measures</b>				
-- Citizen complaints	2	less than 12	less than 12	less than 12
<b>Effectiveness Measures</b>				
-- Economic impact (in millions)	\$9.80	\$12.60	\$12.60	\$12.60

## EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 305,578	\$ 130,370	\$ 137,208	5.2
Outside Services	84,651	61,982	65,133	5.1
Commodities	29,714	12,750	14,450	13.3
Interfund Services	16,707	0	13,178	100.0
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 436,650</b>	<b>\$ 205,102</b>	<b>\$ 229,969</b>	<b>12.1</b>



# BUILDINGS AND GROUNDS MAINTENANCE

## PRIMARY SERVICES

Buildings and Grounds Maintenance is responsible for maintaining City-owned and –leased athletic fields, swimming pools, and buildings.

## GOALS AND OBJECTIVES

### Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognizes the needs of all citizens

### Objectives:

- To complete 90% or better of adopted athletic field preparations
- To complete 90% or better of adopted athletic field mowings
- To complete 90% or better of adopted athletic field repairs
- To complete 90% or better of adopted janitorial inspections
- To complete 90% or better of adopted building cleanings
- To complete 90% or better of adopted park cleanings
- To complete 90% or better of adopted park mowings

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
– Number of athletic field preparations	2,570	2,500	2,500	2,500
– Number of athletic field mowings	978	1,000	1,000	1,000
– Number of athletic field repairs	202	200	200	200
– Number of janitorial inspections	172	150	150	150
– Number of building cleanings	6,816	6,800	6,800	6,800
– Number of park cleanings	9,971	9,600	9,600	9,600
– Number of park mowings	2,067	2,000	2,000	2,000
<b>Efficiency Measures</b>				
– Cost per athletic field preparation	\$165.00	\$160.00	\$160.00	\$160.00
– Cost per athletic field mowing	\$431.00	\$425.00	\$425.00	\$425.00
– Cost per athletic field repair	\$128.00	\$130.00	\$130.00	\$130.00
– Cost per janitorial inspection	\$50.00	\$50.00	\$50.00	\$50.00
– Cost per building cleaning	\$112.00	\$110.00	\$90.00	\$90.00

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
- Cost per park cleaning	\$52.00	\$50.00	\$50.00	\$50.00
- Cost per park mowing	\$126.00	\$125.00	\$125.00	\$125.00
<b>Effectiveness Measures</b>				
- Percent of athletic fields prepared	100.00%	90.00%	90.00%	90.00%
- Percent of athletic fields mowed	98.00%	90.00%	90.00%	90.00%
- Percent of athletic fields repaired	101.00%	90.00%	90.00%	90.00%
- Percent of janitorial inspections	114.00%	90.00%	90.00%	90.00%
- Percent buildings cleaned	100.00%	90.00%	90.00%	90.00%
- Percent of park cleanings completed	104.00%	90.00%	90.00%	90.00%
- Percent of park mowings completed	103.00%	90.00%	90.00%	90.00%

#### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	% Change <u>2011-2012</u>
Personal Services	\$ 2,437,828	\$ 1,789,383	\$ 1,953,173	9.2
Outside Services	574,936	770,668	751,026	-2.5
Commodities	500,035	443,546	535,292	20.7
Interfund Services	281,506	288,301	266,963	-7.4
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	85,843	105,181	104,932	-0.2
<b>TOTAL</b>	<b>\$ 3,880,148</b>	<b>\$ 3,397,079</b>	<b>\$ 3,611,386</b>	<b>6.3</b>



# BUILDING AND ELECTRICAL MAINTENANCE



## PRIMARY SERVICES

Building and Electrical Maintenance is responsible for the maintenance of HVAC, plumbing, Direct Digital Control System, and electrical and structural systems of buildings owned and leased by the City of Savannah.

## GOALS AND OBJECTIVES

### Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

### Objective:

- To respond to maintenance calls through the 311 system in compliance with the priorities and response time mandated in the 311 system

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- 311 calls for electrical	740	810	700	800
- 311 calls for carpentry	884	900	928	950
- 311 calls for HVAC/Plumbing	1,290	1,000	1,000	1,000
- HVAC PM's	4,120	4,120	4,120	4,120
<b>Efficiency Measures</b>				
- Average cost per electrical repair	\$450.00	\$450.00	\$450.00	\$450.00
- Average cost per HVAC repair	\$580.00	\$580.00	\$580.00	\$580.00
- Average cost per carpentry/paint/roof repair	\$308.00	\$308.00	\$308.00	\$308.00
- Average cost per HVAC PM	\$94.00	\$94.00	\$94.00	\$94.00
<b>Effectiveness Measures</b>				
- 311 requests responded to within 3 days	98.00%	98.00%	99.00%	98.00%
- After hour emergency repairs responded to within two hours	99.00%	98.00%	99.00%	98.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <u>2011-2012</u>
Personal Services	\$ 1,155,966	\$ 1,032,537	\$ 1,053,966	2.1
Outside Services	120,911	140,702	178,581	26.9
Commodities	144,007	217,361	213,531	-1.8
Interfund Services	67,748	61,972	70,796	14.2
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	33,872	35,046	34,075	-2.8
<b>TOTAL</b>	<b>\$ 1,522,504</b>	<b>\$ 1,487,618</b>	<b>\$ 1,550,949</b>	<b>4.3</b>



# PARK AND TREE



## PRIMARY SERVICES

Park and Tree provides landscape maintenance services for the historic squares, the riverfront, neighborhood parks, medians and entryways; urban forestry services including hazardous tree removal, preventive maintenance pruning, service request pruning, and new tree planting; conservation of public monuments; and administration of the Landscape and Tree Ordinance.

## GOALS AND OBJECTIVES

### Priority Goal:

Neighborhood Vitality - To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community

### Objectives:

- To establish and improve the aesthetic ratings of the Historic District
- To establish and improve the aesthetic ratings of the neighborhood parks
- To establish and improve the aesthetic ratings of the major medians and entranceways
- To perform tree pruning according to Department standards, with 80% of requests completed within six weeks
- To remove dead trees safely and efficiently, with 90% of requests completed within six weeks
- To plant more trees than are removed each year from rights-of-way and public property
- To complete site plan reviews within 10 business days to ensure Ordinance compliance

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Historic District acreage	49.9	51.1	51.1	51.1
- Neighborhood park acreage	32.6	38.9	34.3	34.3
- Median & entranceway acreage	105.7	114.2	105.7	105.7
- Trees pruned	5,000	5,337	5,200	5,600
- Trees removed	750	423	600	600
- Trees planted	750	838	337	601
- Project compliance reviews	600	485	450	400
<b>Efficiency Measures</b>				
- Cost per acre in Historic District	---	---	---	TBD
- Cost per acre in neighborhood parks	---	---	---	TBD
- Cost per acre in medians & entranceways	---	---	---	TBD
- Cost per tree pruned	\$145.00	---	---	TBD

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
- Cost per tree removed	\$410.00	---	---	TBD
- Cost per tree planted	\$250.00	---	---	TBD
- Percent of budget spent	97.00%	---	100.00%	100.00%
		---		
<b>Effectiveness Measures</b>		---		
- Aesthetic ratings of the Historic District	---	---	80	80
- Aesthetic ratings of the neighborhood parks	---	---	80	80
- Aesthetic ratings of the major medians and entranceways	---	---	80	80
- Percent ratio of trees planted per trees removed	100.00%	198.00%	56.00%	100.17%
- Percent of pruning requests completed within standards	80.00%	---	80.00%	80.00%
- Percent of site plan reviews completed within standard	100.00%	---	100.00%	100.00%

#### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 3,164,465	\$ 3,073,457	\$ 3,141,143	2.2
Outside Services	338,264	245,282	257,150	4.8
Commodities	536,540	450,072	445,215	-1.1
Interfund Services	629,684	594,882	575,145	-3.3
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	224,136	240,938	237,344	-1.5
<b>TOTAL</b>	<b>\$ 4,893,088</b>	<b>\$ 4,604,631</b>	<b>\$ 4,655,997</b>	<b>1.1</b>



# CITY CEMETERIES



## PRIMARY SERVICES

City Cemeteries provide interment sites and interment services in Bonaventure, Greenwich, Laurel Grove (North and South) and Colonial Park Cemeteries; grounds maintenance of the cemeteries; conservation of abandoned cemetery lots; and oversight of cemetery tours, events and activities.

## GOALS AND OBJECTIVES

### Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognizes the needs of all citizens

### Objectives:

- To increase cemetery lot sales (including niche sales) from 150 to 155 lots
- To improve the satisfaction rating for interment services from 4.40 to 4.50 on a scale of 1 to 5 where 1.0 is very unsatisfied, 5.0 is very satisfied
- To improve the aesthetic rating in each cemetery from 1.40 to 1.35 on a scale of 1 to 4, where 1.0 is well-groomed, 2.0 is a general appearance of care, 3.0 is slightly irregular, and 4.0 is a ragged appearance
- To improve the cemetery structure condition index on abandoned cemetery lots from 60.0 to 60.5 on a scale of 1 to 100, where 1-25 indicates a severely dilapidated and/or hazardous condition, 26-50 indicates somewhat dilapidated, 51-75 indicates some repairs needed, and 76-100 indicates a stable condition

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Number of lots available for sale	1,113	1,250	1,250	1,250
- Number of interment services	485	450	450	450
- Number of lots maintained	19,823	19,823	19,823	19,823
- Number of lots conserved	27	40	40	40
<b>Efficiency Measures</b>				
- Cost: revenue per lot/niche sale	0.16	0.16	0.13	0.14
- Cost: revenue per interment service	0.92	1.00	0.88	0.91
- Cost per lot maintained	\$64.00	\$64.00	\$57.00	\$64.00
- Cost per lot conserved	\$6,661.00	\$4,545.00	\$4,344.00	\$4,544.00
- Percent of budget spent	90.00%	100.00%	96.00%	100.00%
<b>Effectiveness Measures</b>				
- Number of lots/niches sold	150	149	150	155
- Customer satisfaction ratings for interment services	4.52	4.50	4.40	4.50
- Appearance ratings	1.44	1.35	1.40	1.35
- Structure condition index	60.94	60.00	60.00	60.50

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>% Change</b>
	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>2011-2012</u>
Personal Services	\$ 1,333,157	\$ 1,206,225	\$ 1,162,340	-3.6
Outside Services	223,312	188,584	193,309	2.5
Commodities	65,563	79,419	77,684	-2.2
Interfund Services	170,487	192,600	185,537	-3.7
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	52,443	55,989	61,160	9.2
<b>TOTAL</b>	<b>\$ 1,844,962</b>	<b>\$ 1,722,817</b>	<b>\$ 1,680,030</b>	<b>-2.5</b>

# POLICE

## *Mission*

*To ensure public safety throughout the City of Savannah and in the unincorporated areas of Chatham County by reducing adult, juvenile, and repeat offender crimes and building partnerships with the community to promote safe and secure neighborhoods.*



## departments

POLICE CHIEF

PATROL & SPECIAL OPERATIONS DIVISION

INVESTIGATIONS DIVISION

SARIC (SAVANNAH AREA REGIONAL  
INTELLIGENCE CENTER)

TRAFFIC UNIT

MARINE PATROL

MOUNTED PATROL

CANINE UNIT

ANIMAL CONTROL

EMERGENCY MEDICAL SERVICE (EMS)

ADMINISTRATION

ADMINISTRATIVE SERVICES DIVISION

INFORMATION MANAGEMENT

COUNTER NARCOTICS TEAM (CNT)

OFFICE OF PROFESSIONAL STANDARDS (OPS)

SAVANNAH IMPACT PROGRAM (SIP)

CRIMESTOPPERS

SAVANNAH IMPACT WORK VENTURES

COMMUNICATIONS CENTER (SEE PUBLIC  
SAFETY COMMUNICATIONS FUND)

# trends and issues



Savannah-Chatham Metropolitan Police Department is assertively working to ensure public safety remains paramount in this community. Intentional policing has yielded positive results in a 15% reduction in all Part I crimes and a 25% drop in violent crimes during 2010. Violent crimes are classified by homicide, rape, commercial and street robbery, aggravated assault with and without a gun. Part I crimes include violent crimes as well as commercial and residential burglary, purse snatching, shoplifting, theft from a vehicle, yard, building, other larceny (e.g., breaking and entering, etc.), and auto theft.

Although significant progress has been observed in such crimes as burglaries and thefts from vehicles; the jurisdiction continues to be plagued with other trends. Incidents involving the theft of scrap metal increased substantially, partly in response to rising prices of recyclable scrap metal.

The second type of theft that

has become problematic is the theft of bicycles, particularly in the downtown and surrounding areas. During 2011, informed and alert citizens substantially helped by calling police when they observed a crime in progress, thus allowing units to arrive quickly to catch thieves. Such community involvement has proven to be an effective crime-fighting initiative.

Crime fighting is a multifaceted discipline. The Bureau's special operations and work programs are designed to provide deterrents and responses to crime while creating safe living environments. One example of these efforts is the Savannah Impact Program (SIP). It provides services to reduce first-time criminal activity and recidivism. The provision of life-stabilization advantages affords participants with intensive supervision and structured programs to build sustainable, crime-free, and economically-independent lives.

Special Operations is made up of Traffic, Marine Patrol, Canine, Mounted Patrol, and Animal Control. Respectively, these units help maintain orderly traffic conditions; enforce the Georgia Safe Boating Act; locate and apprehend felony suspects and recover illegal narcotics; provide crowd control and preventive patrol services; and administer animal control services to all areas of Chatham County, while investigating cases of alleged animal cruelty and wildlife concerns as well as rabies cases.

The Investigations Division continues to investigate and follow up on all violent crimes, robberies, sexual assaults, financial crimes, and incidents of elder and child abuse. Forensics and the Tactical Reaction and Prevention Units provide specialized services to include fingerprint comparison, crime scene processing, surveillance, undercover operations, and overall support of major cases. State of Georgia budget cuts have impacted violent crime investigations. However, maintenance of a comparable clearance rate against the national average, except homicides, continues.

Information Management administers police records, involving incident and accident reports, field interviews, ban forms, citations, warrants, and expungements in accordance with state and federal requirements. The Communications Center, the area's Primary Public Safety Answering Point (PSAP) for both emergency and non-emergency calls, will maintain its E-911 emergency management dispatching services for Police, Fire, and First Responder.

The Bureau will remain vigilant in effective operations, personnel training, and communications.

# POLICE

*It is very rewarding doing what you love. My career is my passion. I am immensely proud to serve our community with my partner Officer Faust.*

Officer William Fernandez, Police Officer K9 Handler  
7 years of service, Pictured with K9 Officer Faust



## expenditures by type

Expenditure Area	2010	2011	2012	% Change
	Actual	Projected	Proposed	2011-2012
Personal Services	\$ 46,543,498	\$ 46,648,403	\$ 48,921,165	4.9
Outside Services	2,918,985	3,372,935	3,098,866	-8.1
Commodities	2,831,083	3,337,576	3,494,571	4.7
Interfund Services	3,394,539	3,268,303	3,604,370	10.3
Capital Outlay	115,451	73,919	36,500	-50.6
Debt Service	0	0	0	0.0
Interfund Transfers	129,220	0	45,600	0.0
Other Expenses	1,756,622	1,831,420	1,868,815	2.0
<b>TOTAL</b>	<b>\$ 57,689,397</b>	<b>\$ 58,532,556</b>	<b>\$ 61,069,887</b>	<b>4.3</b>



*Every day on the job, I see a new side of the city, interacting with our residents and visitors. I truly appreciate citizens who approach us to talk, ask for information or assistance and thank us for doing our job.*

Star Corporal James Lawrence Tyler, 22 years of service  
Mounted Patrol, Pictured with Equine Officer Bubba

## ***expenditures by department***

	2010	2011	2012	% Change
Department	Actual	Projected	Proposed	2011-2012
Police Chief	\$ 1,329,559	\$ 1,332,490	\$ 1,573,507	18.1
Patrol and Special Operations Division	30,608,402	31,884,281	33,286,564	4.4
Investigations Division	7,702,834	7,835,996	8,122,443	3.7
SARIC (Savannah Area Regional Intelligence Center)	1,476,136	1,331,838	1,432,554	7.6
Traffic Unit	1,863,951	1,893,548	1,929,792	1.9
School Crossing Guard <sup>1</sup>	276,220	0	0	0.0
Marine Patrol	683,880	688,233	764,367	11.1
Mounted Patrol	499,023	526,955	554,398	5.2
Canine Unit	491,900	497,402	516,381	3.8
Animal Control	842,031	919,272	937,141	1.9
EMS Administration	86,995	91,268	93,788	2.8
Administrative Services Division	3,253,562	2,728,293	2,726,250	-0.1
Information Management	1,896,986	1,832,912	2,054,032	12.1

*expenditures by department continued on next page*

**POLICE**

*expenditures by department, continued*

	2010	2011	2012	% Change
Department	Actual	Projected	Proposed	2011-2012
Counter Narcotics Team	3,024,879	2,978,689	3,076,818	3.3
OPS (Office of Professional Standards)	1,861,357	2,136,836	2,100,001	-1.7
Savannah Impact Program	1,335,749	1,310,837	1,364,115	4.1
CrimeStoppers	222,411	227,937	226,790	-0.5
Savannah Impact Work Ventures	233,522	315,769	310,946	-1.5
<b>TOTAL</b>	<b>\$ 57,689,397</b>	<b>\$ 58,532,556</b>	<b>\$ 61,069,887</b>	<b>4.3</b>

<sup>1</sup> The School Crossing Guards function was transferred to the Board of Education in 2011.





# POLICE CHIEF

## PRIMARY SERVICES

This office is responsible for planning, organizing, directing, and overseeing the operation of the Police Department, including establishing goals and objectives, developing and maintaining the department budget, and establishing rules and procedures.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objective:

- To ensure public safety throughout the City of Savannah and the unincorporated areas of Chatham County by promoting safe and secure neighborhoods in the reduction of crime activities and fostering effective community partnerships

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Part I crimes	10,047	9,061	9,950	8,998
- Violent crimes	845	911	850	808
- Property crimes	9,202	8,150	9,100	8,190
- Daily written press briefings	---	---	600	600
- Newsletters, postings and website updates	---	---	500	500
- Electronic briefings	---	---	250	250
- Professionally produced publications	---	---	12	12
<b>Efficiency Measures</b>				
- International accreditation	---	---	---	1
- State accreditation	---	---	---	1
- Percent of budget spent	86.31%	---	82.93%	100.00%
<b>Effectiveness Measures</b>				
- Part I crimes reduction	-14.70%	-9.50%	-1.00%	-9.60%
- Violent crimes reduction	-25.10%	-5.00%	.06%	-5.00%
- Property crimes reduction	-13.60%	-10.00%	-1.10%	-10.00%
- Citizens satisfied with Police services	72.70%	75.00%	73.00%	73.50%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <b><u>2011-2012</u></b>
Personal Services	\$ 1,029,810	\$ 1,030,432	\$ 1,279,246	24.1
Outside Services	62,180	81,284	64,468	-20.7
Commodities	74,107	96,336	98,413	2.2
Interfund Services	99,493	87,859	84,774	-3.5
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	63,969	36,579	46,606	27.4
<b>TOTAL</b>	<b>\$ 1,329,559</b>	<b>\$ 1,332,490</b>	<b>\$ 1,573,507</b>	<b>18.1</b>



# PATROL & SPECIAL OPERATIONS DIVISION



## PRIMARY SERVICES

Patrol is responsible for responding to calls for police service, conducting the initial investigation of incidents, providing preventive patrol, and working with residents and businesses to reduce crime problems in all areas of the jurisdiction.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objectives:

- To respond to calls for police services
- To identify and apprehend suspects
- To reduce Part I crimes

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
Calls for service:				
- Citizen initiated	172,025	180,000	170,000	172,000
- Officer initiated	308,573	303,000	305,000	305,000
- Part I crimes	10,047	9,061	9,950	8,998
- Violent crimes	845	911	850	808
- Property crimes	9,202	8,150	9,100	8,190
- Part I cases assigned for follow-up investigation	7,285	13,000	7,340	6,659
<b>Efficiency Measures</b>				
- Average Priority I response time in minutes	6:47	6:00	7:08	7:00
<b>Effectiveness Measures</b>				
- Arrests	11,837	12,000	12,000	12,000
- Reduction in Part I crimes	-14.70%	-9.50%	-1.00%	-9.60%
- Violent crimes	-25.10%	-5.00%	0.60%	-5.00%
- Property crimes	-13.60%	-10.00%	-1.10%	-10.00%
- Citizens satisfied with Police services	72.70%	75.00%	73.00%	73.50%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <u>2011-2012</u>
Personal Services	\$ 25,821,990	\$ 26,799,567	\$ 27,956,856	4.3
Outside Services	396,360	435,191	427,685	-1.7
Commodities	1,250,614	1,655,258	1,655,258	0.0
Interfund Services	2,103,721	1,986,519	2,212,925	11.4
Capital Outlay	38,489	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	997,228	1,007,746	1,033,840	2.6
<b>TOTAL</b>	<b>\$ 30,608,402</b>	<b>\$ 31,884,281</b>	<b>\$ 33,286,564</b>	<b>4.4</b>



# INVESTIGATIONS DIVISION

## PRIMARY SERVICES

The Investigations Division is responsible for the investigation of major crimes and the identification, location, and apprehension of offenders, leading to successful prosecutions.

### GOALS AND OBJECTIVES

**Priority Goal:**

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

**Objective:**

- To investigate and clear major case crimes which occur in the City of Savannah and unincorporated Chatham County

### PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Cases assigned	7,285	---	6,400	6,921
<b>Efficiency Measures</b>				
- Percent of budget spent	91.89%	---	97.04%	100.00%
<b>Effectiveness Measures</b>				
- Clearance rate, homicide	85.00%	71.50%	33.00%	62.00%
- Clearance rate, rape	35.00%	---	21.00%	40.00%
- Clearance rate, robbery	26.00%	28.40%	26.00%	28.00%
- Clearance rate, aggravated assault	54.00%	55.00%	60.00%	54.00%

### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 6,574,531	\$ 6,578,490	\$ 6,810,637	3.5
Outside Services	210,747	268,810	228,066	-15.2
Commodities	344,375	391,173	403,638	3.2
Interfund Services	368,247	350,833	384,419	9.6
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	45,600	0	45,600	0.0
Other Expenses	159,334	246,690	250,083	1.4
<b>TOTAL</b>	<b>\$ 7,702,834</b>	<b>\$ 7,835,996</b>	<b>\$ 8,122,443</b>	<b>3.7</b>



# SARIC (SAVANNAH AREA REGIONAL INTELLIGENCE CENTER)

## PRIMARY SERVICES

The Savannah Area Regional Intelligence Center (SARIC) performs the crime analysis function for SCMPD and is responsible for collecting, analyzing, and disseminating intelligence.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objective:

- To reduce violent crime and property crime

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- CompStat reports	52	---	52	52
- Intel webpages created	1,969	---	2,010	2,000
<b>Efficiency Measures</b>				
- Completed information requests within 24 hours	92.00%	---	90.00%	90.00%
- Webpages created within 60 minutes of receipt of information	85.00%	---	88.00%	90.00%
<b>Effectiveness Measures</b>				
- Number of webpage hits	59,081	---	62,000	62,000

## EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 1,289,172	\$ 1,150,429	\$ 1,195,449	3.9
Outside Services	79,872	55,247	47,024	-14.9
Commodities	51,131	48,975	49,495	1.1
Interfund Services	44,007	45,057	100,479	123.0
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	11,954	32,130	40,107	24.8
<b>TOTAL</b>	<b>\$ 1,476,136</b>	<b>\$ 1,331,838</b>	<b>\$ 1,432,554</b>	<b>7.6</b>



# TRAFFIC UNIT



## PRIMARY SERVICES

The Traffic Unit is divided into two sections: Enforcement and Investigations. The Enforcement section provides proactive traffic enforcement throughout the City of Savannah and the unincorporated areas of Chatham County to include, but not limited to, speed enforcement, DUI enforcement, aggressive driving, and commercial vehicle enforcement. The Investigative section investigates all major vehicle crash cases to include fatal and serious injury wrecks, hit and run wrecks, and any high profile wrecks. The Unit also investigates all red light camera violations. The Traffic Unit plans all traffic related events to include parades, races, marches, protests, dignitary escorts, and funeral escorts.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objectives:

- To review red light camera violations for validity
- To investigate all major vehicle crash cases
- To reduce the number of vehicle crashes, especially wrecks with injuries

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Red light camera violations	10,386	---	11,636	10,500
- Hit and run cases	1,604	---	1,508	2,000
- Fatal crash cases	35	---	30	30
- Traffic citizen contacts	6,080	---	7,492	7,500
<b>Efficiency Measures</b>				
- Red light camera violations found to be valid	93.00%	---	90.00%	90.00%
- Hit and run cases found to be workable	30.00%	---	30.00%	30.00%
- Fatal crashes investigated	100.00%	---	100.00%	100.00%
<b>Effectiveness Measures</b>				
- Red light camera violations investigated	100.00%	---	100.00%	100.00%
- Hit and run cases closed by investigations	31.00%	---	31.00%	31.00%
- Fatal crash cases closed by investigations	100.00%	---	100.00%	100.00%
- Total vehicle crashes	23,579	---	23,644	23,500
- Vehicle crashes with injuries	3,859	---	4,160	3,995

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <u>2011-2012</u>
Personal Services	\$ 1,482,605	\$ 1,437,006	\$ 1,496,241	4.1
Outside Services	59,353	87,723	85,415	-2.6
Commodities	122,758	188,214	143,070	-24.0
Interfund Services	129,035	102,908	115,215	12.0
Capital Outlay	0	0	11,000	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	70,199	77,697	78,851	1.5
<b>TOTAL</b>	<b>\$ 1,863,951</b>	<b>\$ 1,893,548</b>	<b>\$ 1,929,792</b>	<b>1.9</b>



# MARINE PATROL



## PRIMARY SERVICES

The Marine Patrol Unit is responsible for patrolling over 630 square miles of waterways in Chatham County to ensure the safe and legal operation of vessels. The Unit enforces the Georgia Safe Boating Act and Boating Under the Influence laws, assists with the recovery of drowned persons, responds to missing/over-due boats or boaters in distress, and recovers lost property. The Unit investigates boating related incidents including boating accidents, boat thefts, and other crimes that occur on the water and along the shoreline and barrier islands. The Unit is tasked with providing security to the Port of Savannah due to the increasing number of ships entering the port. The Unit works closely with the Department of Homeland Security, U.S. Coast Guard, Georgia Department of Natural Resources, U.S. Customs & Border Protection Agency, U.S. Drug Enforcement Agency, Georgia Ports Authority, and other state and federal agencies, conducting joint law enforcement operations and search and rescue incidents.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objectives:

- To insure a safe boating environment and increase awareness to the general boating population on safe boating and state laws
- To decrease the number of boating accidents and related incidents

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
– LNG/High risk escorts	37	---	40	40
– Boating safety checks	645	---	500	500
<b>Efficiency Measures</b>				
– Boating safety classes conducted	8	---	10	10
– Search & rescue missions	19	---	12	12
<b>Effectiveness Measures</b>				
– Boating citations	260	---	240	240
– Boating accidents	5	---	6	5

## EXPENDITURES BY TYPE

<u>Expenditure Area</u>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>% Change</b>
	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>2011-2012</u>
Personal Services	\$ 454,635	\$ 468,349	\$ 550,116	17.5
Outside Services	70,158	93,376	80,255	-14.1
Commodities	91,855	62,980	61,430	-2.5
Interfund Services	8,610	7,803	22,884	193.3
Capital Outlay	32,466	32,000	25,500	-20.3
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	26,156	23,725	24,182	1.9
<b>TOTAL</b>	<b>\$ 683,880</b>	<b>\$ 688,233</b>	<b>\$ 764,367</b>	<b>11.1</b>



# MOUNTED PATROL



## PRIMARY SERVICES

The Mounted Patrol Unit provides preventive patrol services in many areas of the jurisdiction, especially in densely populated neighborhoods and the downtown area. Policing on horseback provides the flexibility to patrol areas the vehicle cannot easily reach along with the ability to look over walls and fences. The Unit provides police services at special events and added police presence as a deterrent to criminal activity. Patrol officers mounted on horseback monitor crowd activities, merge into a tactical force for crowd control when needed, and provide tourists and citizens with directions to special events throughout the city.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objectives:

- To patrol neighborhoods and downtown areas that motor vehicles cannot easily reach
- To provide police services at special events

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Hours on patrol	10,000	---	10,000	10,000
- Special requests	60	---	60	60
<b>Efficiency Measures</b>				
- Percent of budget spent	86.86%	---	100.00%	100.00%
<b>Effectiveness Measures</b>				
- Scheduled patrol	100.00%	---	100.00%	100.00%
- Scheduled events attended	95.00%	---	100.00%	100.00%

## EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 393,609	\$ 413,868	\$ 449,621	8.6
Outside Services	22,594	27,500	27,572	0.3
Commodities	39,817	45,616	46,265	1.4
Interfund Services	22,732	22,310	17,948	-19.6
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	20,271	17,661	12,992	-26.4
<b>TOTAL</b>	<b>\$ 499,023</b>	<b>\$ 526,955</b>	<b>\$ 554,398</b>	<b>5.2</b>



# CANINE UNIT



## PRIMARY SERVICES

Canines in the Canine Unit are trained to locate hidden narcotics and are trained in patrol work. The patrol work includes tracking lost or wanted individuals, tracking suspects hidden in a wooded area or building, locating evidence, and chasing and apprehending fleeing suspects. Because of these abilities, the Canine Unit is called upon to assist the departments in SCMPD, local, state, and federal agencies.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objectives:

- To increase the amount of narcotics and suspects located
- To assist local, state, and federal agencies

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Suspect/rescue tracks	97	---	105	100
- Evidence searches	88	---	100	100
- Narcotic searches	239	---	300	300
- Building/wooded searches	197	---	315	300
- Other agencies assisted	20	---	27	25
<b>Efficiency Measures</b>				
- Requests from other agencies honored	50.00%	---	47.00%	50.00%
- Training with other agencies requests honored	75.00%	---	80.00%	75.00%
- Demo/public education requests honored	100.00%	---	90.00%	100.00%
<b>Effectiveness Measures</b>				
- Successful tracks	23.00%	---	23.00%	27.00%
- Arrests	115	---	135	130

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>% Change</b>
	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>2011-2012</u>
Personal Services	\$ 403,409	\$ 409,366	\$ 413,433	1.0
Outside Services	11,521	9,184	8,730	-4.9
Commodities	32,920	39,595	39,300	-0.7
Interfund Services	26,085	23,588	28,214	19.6
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	17,965	15,669	26,704	70.4
<b>TOTAL</b>	<b>\$ 491,900</b>	<b>\$ 497,402</b>	<b>\$ 516,381</b>	<b>3.8</b>



# ANIMAL CONTROL



## PRIMARY SERVICES

The Animal Control Unit provides animal control services to all areas of Chatham County. Stray and unleashed animals are captured and impounded at the Sallie Mood Drive Shelter where they are fed and cared for until proper disposition can be determined. Injured or sick animals are transported to a local veterinarian for care before being transferred to the shelter. In addition, Animal Control investigates cases of alleged animal cruelty and works with the Chatham County Health Department to investigate rabies cases and ensure containment of rabies outbreaks. Animal Control also maintains files for licensed animals, manages a complaint desk, provides radio dispatch, handles wildlife complaints, and provides shelter.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objectives:

- To increase the number of court cases made for dogs at large (unrestrained)
- To reduce the number of animals euthanized through public education and adoption efforts
- To provide low cost rabies clinics

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Complaints received	10,010	---	8,600	11,500
- Total animals picked up	5,364	---	3,892	3,900
- Total animals euthanized	2,780	---	1,800	1,620
- Rabies clinics	4	---	4	4
<b>Efficiency Measures</b>				
- Complaints handled per officer	2,002	---	1,720	2,309
- Animals picked up per officer	1,720	---	1,113	1,521
- Percent of impounded animals euthanized	52.00%	---	46.00%	42.00%
- Rabies vaccines administered	2,076	---	2,400	2,500
<b>Effectiveness Measures</b>				
- Animal court cases	791	---	825	850
- Animal adoptions or transfers	1,354	---	1,500	1,650
- Animals returned to owners	612	---	615	700
- Positive rabies results	4	--	1	1

Note: Euthanized animals rates do not include wildlife.

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <b><u>2011-2012</u></b>
Personal Services	\$ 688,848	\$ 674,967	\$ 684,120	1.4
Outside Services	71,332	163,240	157,356	-3.6
Commodities	57,895	61,042	60,010	-1.7
Interfund Services	9,508	9,842	23,154	135.3
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	14,448	10,181	12,501	22.8
<b>TOTAL</b>	<b>\$ 842,031</b>	<b>\$ 919,272</b>	<b>\$ 937,141</b>	<b>1.9</b>



# EMERGENCY MEDICAL SERVICE (EMS) ADMINISTRATION

## PRIMARY SERVICES

Emergency Medical Service (EMS) Administration monitors compliance of the contracted EMS provider. The EMS Coordinator serves as the contract administrator of the overall EMS system, assuring a coordinated effort from ambulance service providers and the medical community.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objectives:

- To monitor contract compliance by tracking E911 generated calls
- To complete monthly compliance reports
- To review and approve payment of contract billing on a monthly basis

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- E911 requests for EMS service	33,884	---	33,500	33,500
- Compliance reports for EMS providers	12	---	12	12
<b>Efficiency Measures</b>				
- Review and approve payment of contract billing, monthly	12	---	12	12
- Percent of budget spent	91%	---	99.91%	100.00%
<b>Effectiveness Measures</b>				
- Percent of calls, within City ≤ 8 minutes	≥90.00%	---	≥90.00%	≥90.00%
- Percent of calls, outside of City ≤12 minutes	≥90.00%	---	≥90.00%	≥90.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>		<b>2010</b>		<b>2011</b>		<b>2012</b>	<b>% Change</b>
		<u>Actual</u>		<u>Projected</u>		<u>Proposed</u>	<u>2011-2012</u>
Personal Services	\$	83,671	\$	79,889	\$	81,630	2.2
Outside Services		362		6,660		7,032	5.6
Commodities		853		1,100		1,100	0.0
Interfund Services		2,108		2,148		2,555	18.9
Capital Outlay		0		0		0	0.0
Debt Service		0		0		0	0.0
Interfund Transfers		0		0		0	0.0
Other Expenses		0		1,471		1,471	0.0
<b>TOTAL</b>	\$	86,995	\$	91,268	\$	93,788	2.8



## ADMINISTRATIVE SERVICES DIVISION

### PRIMARY SERVICES

The Administrative Services Division administers the Police Bureau's Budget, Personnel, Police Records, Quartermaster and Vehicle Maintenance operations.

### GOALS AND OBJECTIVES

#### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

#### Objective:

- To undergird police and personnel in the provision of efficient budget, personnel, fleet, police records management, inventory, and operations

### PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Number of cost center reports processed	228	---	216	252
- Number of vehicles maintained	687	---	687	687
- Number of grants monitored	5	---	6	4
- Number of inventory items maintained	1,037	---	1,057	1,087
- Number of personnel payrolls processed	771	---	800	815
<b>Efficiency Measures</b>				
- Percent of budget spent	93.00%	---	91.17%	100.00%
<b>Effectiveness Measures</b>				
- Percent of inventory accountability	76.00%	---	100.00%	100.00%

## EXPENDITURES BY TYPE

<u>Expenditure Area</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <b><u>2011-2012</u></b>
Personal Services	\$ 1,571,977	\$ 1,075,495	\$ 946,927	-12.0
Outside Services	1,063,109	1,059,607	1,045,242	-1.4
Commodities	362,160	329,484	529,123	60.6
Interfund Services	174,012	159,233	154,269	-3.1
Capital Outlay	35,677	41,919	0	-100.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	46,626	62,555	50,689	-19.0
<b>TOTAL</b>	<b>\$ 3,253,562</b>	<b>\$ 2,728,293</b>	<b>\$ 2,726,250</b>	<b>-0.1</b>



# INFORMATION MANAGEMENT DIVISION

## PRIMARY SERVICES

The Information Management Division is responsible for facilitating the use of all information for the department, and handles a high volume of information each year. Primary services are accomplished through the following divisions: the Data Entry Unit enters incident reports, accident reports, field interviews, ban forms, citations, and warrants into the records system; the Scanning Unit scans documents into the system; the Records Unit provides documents to the public; the Criminal History Unit completes records checks and expungements; the Warrant Unit removes warrants and completes validations for GCIC.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objectives:

- To enter information into the records system
- To process open records requests
- To complete records checks

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Records entered	157,663	---	155,000	156,000
- Open records processed	11,765	---	17,000	18,000
- Record checks	14,352	---	19,000	20,000
<b>Efficiency Measures</b>				
- Percent of budget spent	94.73%	---	94.73%	100.00%
<b>Effectiveness Measures</b>				
- Reports processed within 2 days	100.00%	---	100.00%	100.00%
- Record checks processed within 3 days	98.00%	---	98.00%	99.00%
- Open records processed within 3 days	98.00%	---	98.00%	98.00%
- Warrants removed next business day	100.00%	---	100.00%	100.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <b><u>2011-2012</u></b>
Personal Services	\$ 1,593,074	\$ 1,553,526	\$ 1,791,242	15.3
Outside Services	18,496	16,099	12,257	-23.9
Commodities	23,298	10,693	12,293	15.0
Interfund Services	241,848	230,516	211,488	-8.3
Capital Outlay	8,819	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	11,451	22,078	26,752	21.2
<b>TOTAL</b>	<b>\$ 1,896,986</b>	<b>\$ 1,832,912</b>	<b>\$ 2,054,032</b>	<b>12.1</b>



# COUNTER NARCOTICS TEAM (CNT)

## PRIMARY SERVICES

The Counter Narcotics Team (CNT) is a multi-jurisdictional drug enforcement agency comprised of sworn officers and non-sworn personnel through an agreement by municipal and county governments. CNT enforces all local, state, and federal drug statutes through detection, investigations, apprehension, and prosecution of all drug violators.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objective:

- To increase the number of drug distribution organizations (5 or more individuals) dismantled

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Drug complaints	---	---	540	550
- Investigations initiated	---	---	550	550
- Joint investigations	---	---	60	60
<b>Efficiency Measures</b>				
- Drug complaints	---	---	90.00%	90.00%
- Investigations initiated	---	---	90.00%	90.00%
<b>Effectiveness Measures</b>				
- Number of arrests	---	---	580	600
- Value of drugs seized	---	---	\$1,770,623.00	\$1,802,505.00

## EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 2,193,446	\$ 2,160,229	\$ 2,281,262	5.6
Outside Services	358,635	398,708	378,483	-5.1
Commodities	148,920	146,008	141,468	-3.1
Interfund Services	69,833	65,623	67,484	2.8
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	254,046	208,121	208,121	0.0
<b>TOTAL</b>	<b>\$ 3,024,879</b>	<b>\$ 2,978,689</b>	<b>\$ 3,076,818</b>	<b>3.3</b>



# OFFICE OF PROFESSIONAL STANDARDS (OPS)

## PRIMARY SERVICES

Professional Standards & Training is responsible for investigating external and internal complaints concerning employee misconduct and department policy violations within the SCMPD. The Recruiting and Training Unit is responsible for hiring sworn personnel and ensuring all members of SCMPD meet Georgia Peace Officers Standards and Training Council (POST) guidelines for training hours.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objectives:

- To process and coordinate internal and external complaints involving allegations of misconduct by conducting thorough and impartial investigations
- To recruit and hire sworn personnel
- To ensure sworn personnel meet guidelines for training

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Internal Affairs cases investigated	343	---	415	400
- Inspections conducted	3	---	3	3
- Officers trained - Officer Created Jeopardy (OCJ)	600	---	605	600
- Officers trained - Driver Training (DT)	600	---	605	600
- Officers trained - (4 day block)	600	---	605	600
- Job Fairs attended	---	---	10	10
- Applicants sent to Academy	---	---	60	60
<b>Efficiency Measures</b>				
- Internal Affairs cases sustained/not sustained	97/43	---	100/60	100/50
- Inspections passed/failed	3/0	---	3/0	3/0
- Officers trained (OCJ)	100.00%	---	100.00%	100.00%
- Officers trained (DT)	100.00%	---	100.00%	100.00%
- Officers trained (4 day block)	100.00%	---	100.00%	100.00%
<b>Effectiveness Measures</b>				
- Internal Affairs cases closed	200	---	240	220
- Inspections passed	100.00%	---	100.00%	100.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
- Officer involved shooting	2	---	---	1
- Officer at-fault accidents	70	---	---	50

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 1,345,523	\$ 1,479,082	\$ 1,608,315	8.7
Outside Services	319,558	445,799	281,097	-36.9
Commodities	151,761	162,983	162,983	0.0
Interfund Services	42,320	40,911	39,545	-3.3
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	2,195	8,061	8,061	0.0
<b>TOTAL</b>	<b>\$ 1,861,357</b>	<b>\$ 2,136,836</b>	<b>\$ 2,100,001</b>	<b>-1.7</b>



# SAVANNAH IMPACT PROGRAM (SIP)

## PRIMARY SERVICES

The Savannah Impact Program (SIP) is a specialized unit of SCMPD, designed to assist local and state community partners, with accountability, compliance, and soft-skills employment training for "at risk" and "high risk" adults and youth of Chatham County. SIP provides on-site cognitive-behavioral programs, GED preparation, and job readiness skills training/placement.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objectives:

- To provide intensive supervision/case management to adults and youth by means of GPS monitoring, curfew compliance and random urinalysis screenings
- To prepare adult and youth for the workforce through the provision of cognitive-behavioral, educational and job readiness training programs
- To provide supportive service referral assistance in obtaining vital records, medical/dental, clothing, food, temporary shelter, and transportation

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Participants served	580	---	500	600
- GPS monitoring referrals	120	---	125	125
- Cognitive-behavioral and education program referrals	458	---	500	500
- Drug screens administered	---	---	600	1,000
<b>Efficiency Measures</b>				
- Average daily cost per participant	---	---	\$6.31	\$6.31
- Percent of budget spent	92.26%	---	94.13%	100.00%
<b>Effectiveness Measures</b>				
- Participants served with no new felony arrest	70.00%	---	60.00%	70.00%
- GPS monitored participants successfully completing	70.00%	---	70.00%	70.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
- Participants successfully completing cognitive/educational programs	60.00%	---	60.00%	60.00%
- Participants testing negative on drug screen	---	---	80.00%	80.00%

#### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	% Change <u>2011-2012</u>
Personal Services	\$ 1,046,336	\$ 1,040,700	\$ 1,082,047	4.0
Outside Services	108,287	96,658	119,909	24.1
Commodities	59,011	60,222	51,930	-13.8
Interfund Services	0	79,135	87,088	10.0
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	83,620	0	0	0.0
Other Expenses	38,495	34,122	23,141	-32.2
<b>TOTAL</b>	<b>\$ 1,335,749</b>	<b>\$ 1,310,837</b>	<b>\$ 1,364,115</b>	<b>4.1</b>



# CRIMESTOPPERS

## PRIMARY SERVICES

CrimeStoppers of Savannah/Chatham County allows citizens to call, submit via web, or text a crime tip anonymously in an effort to solve or prevent crimes. CrimeStoppers is an effective community, media and law enforcement tool.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objectives:

- To expand the number of crime tips received and increase the number of CrimeStopper cases solved
- To expand the number of corporate sponsors
- To produce 2 video productions of "CrimeStoppers Focus" programs

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Crime tips received	1,874	---	2,000	2,200
- Corporate sponsors	54	---	59	69
- Media productions-WEB	24	---	36	38
<b>Efficiency Measures</b>				
- Percent of tips provided to law enforcement within 24 hours	68.00%	---	75.00%	85.00%
- Corporate inkind advertising	\$50,000.00	---	\$75,000.00	\$100,000.00
- External networking groups, e.g. neighborhood groups, business groups, professional associations	---	---	---	24
<b>Effectiveness Measures</b>				
- Cases solved	121	---	145	155
- Total reward money paid	\$15,200.00	---	\$18,000.00	\$19,800.00

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>		<b>2010</b>		<b>2011</b>		<b>2012</b>	<b>% Change</b>
		<u>Actual</u>		<u>Projected</u>		<u>Proposed</u>	<u>2011-2012</u>
Personal Services	\$	184,351	\$	180,939	\$	181,368	0.2
Outside Services		22,923		28,395		23,415	-17.5
Commodities		5,880		9,600		10,105	5.3
Interfund Services		7,654		7,400		10,299	39.2
Capital Outlay		0		0		0	0.0
Debt Service		0		0		0	0.0
Interfund Transfers		0		0		0	0.0
Other Expenses		1,603		1,603		1,603	0.0
<b>TOTAL</b>	<b>\$</b>	<b>222,411</b>	<b>\$</b>	<b>227,937</b>	<b>\$</b>	<b>226,790</b>	<b>-0.5</b>



# SAVANNAH IMPACT WORK VENTURES

## PRIMARY SERVICES

Savannah Impact Work Ventures provides paid work experience and temporary on-the-job training services to "at risk" and "high risk" adults and juveniles. Work Ventures is primarily responsible for service work requests, assigned by the Property Maintenance Department (PMD) and/or 311, involving derelict property maintenance, graffiti removal, vacant lot clearance, and emergency project events. In addition to PMD requests, Work Ventures provides monthly landscape maintenance of police owned properties and management of the police mobile car wash as well as special assignments involving building maintenance, parade barricade set-up/removal, and other departmental service needs.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objectives:

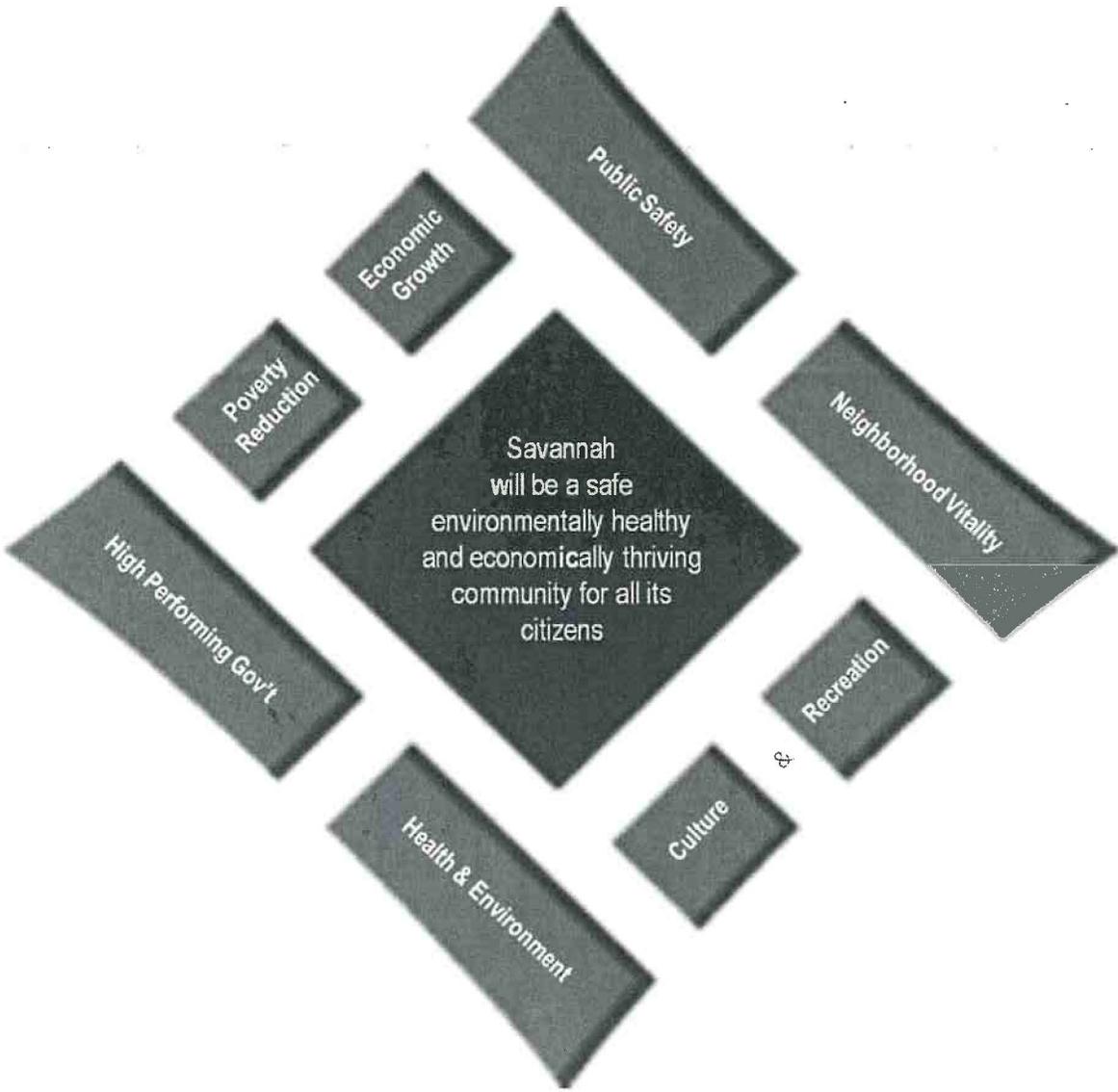
- To provide temporary paid employment opportunities for participants in an effort to enhance soft skills and develop job skills for permanent employment placement
- To provide exemplary customer satisfaction results of completed service work requests as captured by 311 and quarterly departmental surveys

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Total on-the-job training/work experience participants	43	---	35	40
- Total services requests	4,224	---	4,500	4,500
<b>Efficiency Measures</b>				
- Service requests completed within 7 days of receiving notice	---	---	90.00%	90.00%
<b>Effectiveness Measures</b>				
- Participants completing on-the-job training/work experience	---	---	80.00%	80.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 113,191	\$ 116,069	\$ 112,655	-2.9
Outside Services	43,497	99,454	104,860	5.4
Commodities	13,728	28,297	28,690	1.4
Interfund Services	42,424	46,618	41,630	-10.7
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	20,682	25,331	23,111	-8.8
<b>TOTAL</b>	<b>\$ 233,522</b>	<b>\$ 315,769</b>	<b>\$ 310,946</b>	<b>-1.5</b>



# FIRE AND EMERGENCY SERVICES

## *Mission*

*To protect the lives and property of the citizens and visitors of Savannah by providing the highest level of fire emergency services consistent with an Insurance Services Offices (ISO) Class 2 insurance rating that includes rapid fire emergency response, public education, fire prevention, and effective mitigation of natural and man-made disasters. We are "...committed to those we serve."*



## *departments*

FIRE LOGISTICS

CITY-WIDE EMERGENCY PLANNING

FIRE OPERATIONS

HAZARDOUS MATERIAL TEAM (SEE HAZARDOUS MATERIAL TEAM FUND)

## trends and issues

In 2012, the Bureau will focus on the following:

**City Expansion:** As Savannah extends its city limits westward and to the south, the rural nature of the newly incorporated areas necessitates the need for additional apparatus designed for the sole purpose of transporting water from a nearby water source to a fire scene. Additional new stations will have to be built and staffed appropriately to maintain the same levels of service we have become accustomed to in the core areas of the City. This will also be required in order to maintain the current ISO Rating. The primary funding source for these projects will be the CIP.

**Infrastructure:** The Fire Bureau will continue to address maintenance and replacement of existing, older infrastructure. This includes upgrading and maintaining existing

fire stations, establishing an effective fire apparatus replacement schedule, as well as maintaining front line and ready reserve fire apparatus. The primary funding source for this project will be shared between the Bureau's operating budget and its building maintenance CIP.

**EMS:** As Savannah Fire does not provide Advanced or Basic Life Support Emergency Medical Services (EMS), it is imperative that we fulfill our First Responder obligations. We need to equip all our responding apparatus with Automatic External Defibrillation Devices (AEDs) which can restart a non-beating heart. These units need additional supplies to support the First Responder goals. By meeting our First Responder guidelines, it would put us closer to meeting minimum national standards of care for cardiac victims. As this service is not currently provided,

an external funding source must be identified.

**Use of Technology:** Currently, responding fire apparatus have no ability to receive important or updated information while in route to emergency calls. Having computers or Mobile Data Terminals (MDTs) installed in the apparatus is critical for receiving information regarding building construction, hydrant locations, utility shut-offs and other essential building components. This saves time in planning and coordinating a fire attack. Additionally, MDTs give a direct link with the Computer-Aided Dispatch (CAD) computer allowing the closest responding unit to be dispatched to a call, regardless of its assigned station. We will pursue grant opportunities as well as identifying some operating funding to complete this project.



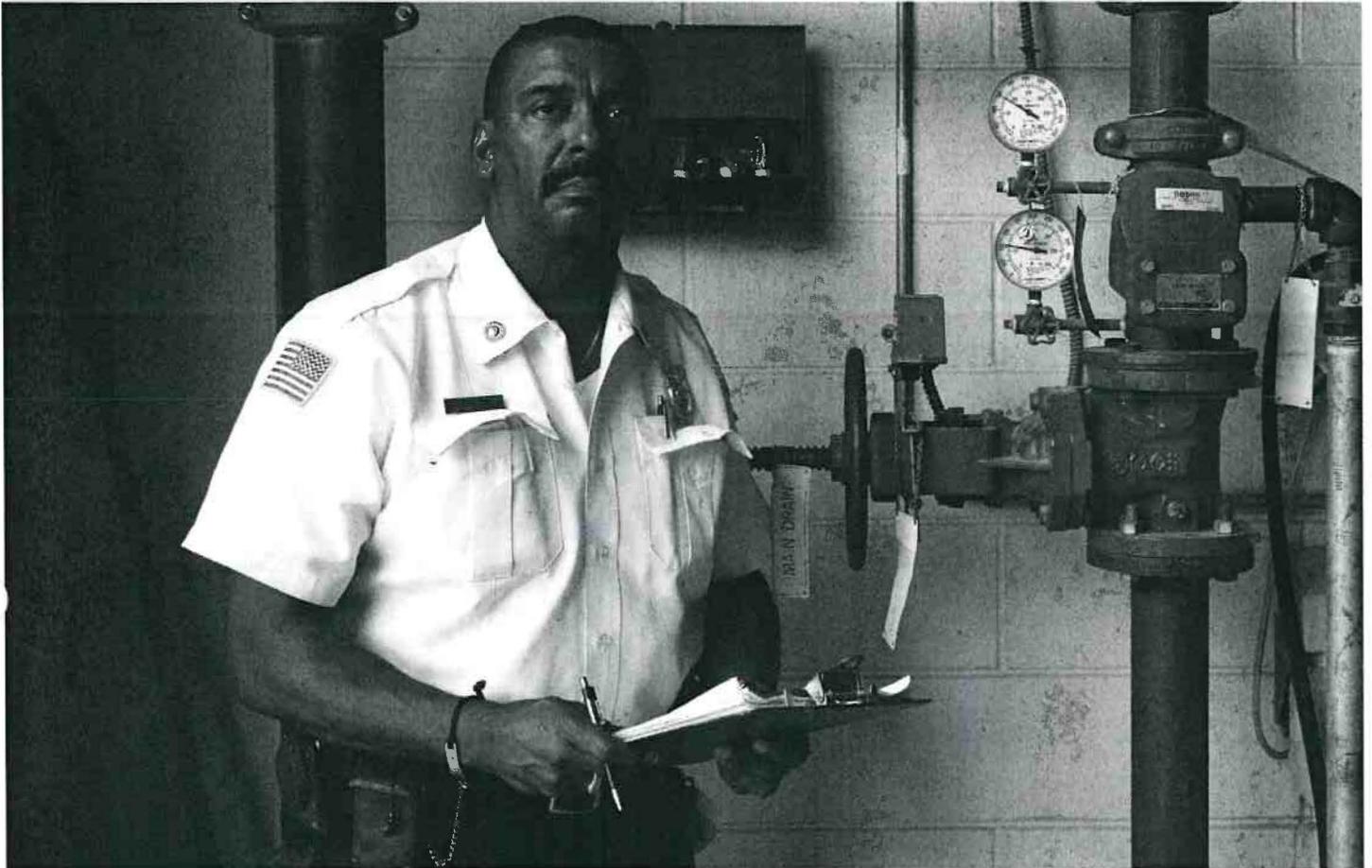
*I love being a firefighter. I couldn't imagine spending a day without helping someone else. And working with other Firefighters to help someone on their worst day is the most rewarding part of my job.*

Maria Gutierrez, Master Firefighter  
6 years of service

## FIRE AND EMERGENCY SERVICES

*It's a great feeling knowing that when my family and I attend an assembly in Savannah, whether it be at a movie theater, restaurant, gymnasium, bowling alley, etc., those patrons are safe as a result of the Fire Marshal's inspection.*

Deon Groover, Fire Marshall  
6 years of service



### *expenditures by type*

	2010	2011	2012	% Change
Expenditure Area	Actual	Projected	Proposed	2011-2012
Personal Services	\$ 20,855,915	\$ 20,041,847	\$ 21,026,710	4.9
Outside Services	576,684	820,300	686,878	-16.3
Commodities	516,866	730,572	751,060	2.8
Interfund Services	1,154,793	1,169,254	1,173,238	0.3
Capital Outlay	19,980	19,200	27,000	40.6
Debt Service	412,466	412,466	412,466	0.0
Interfund Transfers	0	0	0	0
Other Expenses	876,086	870,139	683,808	-21.4
<b>TOTAL</b>	<b>\$ 24,412,790</b>	<b>\$ 24,063,778</b>	<b>\$ 24,761,160</b>	<b>2.9</b>

# FIRE AND EMERGENCY SERVICES

## *expenditures by department*

	2010	2011	2012	% Change
Department	Actual	Projected	Proposed	2011-2012
Fire Logistics	\$ 2,124,179	\$ 5,333,253	\$ 5,238,948	-1.8
City-Wide Emergency Planning	91,293	259,526	132,323	-49.0
Fire Operations	22,197,318	18,470,999	19,389,889	5.0
<b>TOTAL</b>	<b>\$ 24,412,790</b>	<b>\$ 24,063,778</b>	<b>\$ 24,761,160</b>	<b>2.9</b>





# FIRE LOGISTICS

## PRIMARY SERVICES

Fire Logistics is responsible for providing and maintaining adequate facilities to house emergency response personnel, equipment, and apparatus used in safely and efficiently mitigating emergency events. It is also responsible for directing the Training Division, Safety & Wellness, Risk Management, Office of the Fire Marshall, Fire Investigations, Support Services, Human Resources, and Budget functions.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objective:

- To decrease job injuries due to lack of flexibility by ensuring that firefighters score within the good range (40-59) on their physical fitness assessment

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Personnel that take the fitness assessment	311	300	311	311
<b>Efficiency Measures</b>				
- Employees that complete the fitness assessment	280	---	290	295
<b>Effectiveness Measures</b>				
- Percent of employees completing fitness assessment scoring in the median good range (40-59)	90.00%	90.00%	93.00%	95.00%

## EXPENDITURES BY TYPE

Expenditure Area	2010		2011		2012	% Change 2011-2012
	Actual		Projected		Proposed	
Personal Services	\$ 1,361,799	\$	1,573,557	\$	1,643,087	4.4
Outside Services	376,442		668,733		678,097	1.4
Commodities	230,088		625,022		635,510	1.7
Interfund Services	120,966		1,165,121		1,158,980	-0.5
Capital Outlay	0		19,200		27,000	40.6
Debt Service	0		412,466		412,466	0.0
Interfund Transfers	0		0		0	0.0
Other Expenses	34,884		869,154		683,808	-21.3
<b>TOTAL</b>	<b>\$ 2,124,179</b>	<b>\$</b>	<b>5,333,253</b>	<b>\$</b>	<b>5,238,948</b>	<b>-1.8</b>



# CITY-WIDE EMERGENCY PLANNING

## PRIMARY SERVICES

Emergency Planning is responsible for coordinating the City of Savannah's preparation for and response to emergency situations. City-Wide Emergency Planning manages programs and activities designed to provide customers, internal and external, with the ability to prepare for, cope with, and recover from the effects of disasters. This is achieved through information and resource exchange, as well as working with the public and private sectors and all levels of government. To address potential threats, City-Wide Emergency Planning publishes the City's Emergency Management Plans. These plans provide the framework upon which the City of Savannah prepares for, responds to and performs in its emergency response functions during times of natural or man-made disasters or national emergencies.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objective:

- To ensure the City of Savannah (COS) is prepared to manage a disaster utilizing the Incident Command System (ICS)

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- COS employees required to attend ICS training	---	---	---	250
<b>Efficiency Measures</b>				
- ICS courses delivered to meet training required	---	---	---	12
<b>Effectiveness Measures</b>				
- Percent of COS employees meeting ICS training	---	---	---	95.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>		<b>2010</b>		<b>2011</b>		<b>2012</b>		<b>% Change</b>
		<u>Actual</u>		<u>Projected</u>		<u>Proposed</u>		<u>2011-2012</u>
Personal Services	\$	81,358	\$	97,291	\$	93,734		-3.7
Outside Services		1,015		151,567		8,781		-94.2
Commodities		2,399		5,550		15,550		180.2
Interfund Services		6,520		4,133		14,258		245.0
Capital Outlay		0		0		0		0.0
Debt Service		0		0		0		0.0
Interfund Transfers		0		0		0		0.0
Other Expenses		0		985		0		-100.0
<b>TOTAL</b>	<b>\$</b>	<b>91,293</b>	<b>\$</b>	<b>259,526</b>	<b>\$</b>	<b>132,323</b>		<b>-49.0</b>



# FIRE OPERATIONS



## PRIMARY SERVICES

Fire Operations is responsible for preventing and/or mitigating fires and emergencies involving fire suppression and related activities, pre-fire planning, and supporting public education. Operations directs over 300 firefighters operating out of 15 stations. Fire protection is delivered out of 14 engines companies, 16 ladder companies, 2 heavy rescue units, and assorted support vehicles, which serve the entire 110 square miles of incorporated Savannah.

Special Operations is a Division within Fire Operations responsible for directing the Hazardous Materials and the Technical Rescue Team response at incident scenes. It is also charged with monitoring for enforcement of all federal and local ordinances related to extremely hazardous substances that are manufactured, used, stored and transported in the City of Savannah and Chatham County. This includes the use of nuclear, biological, radiological and chemical substances, as well as the threat of weapons of mass destruction.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objectives:

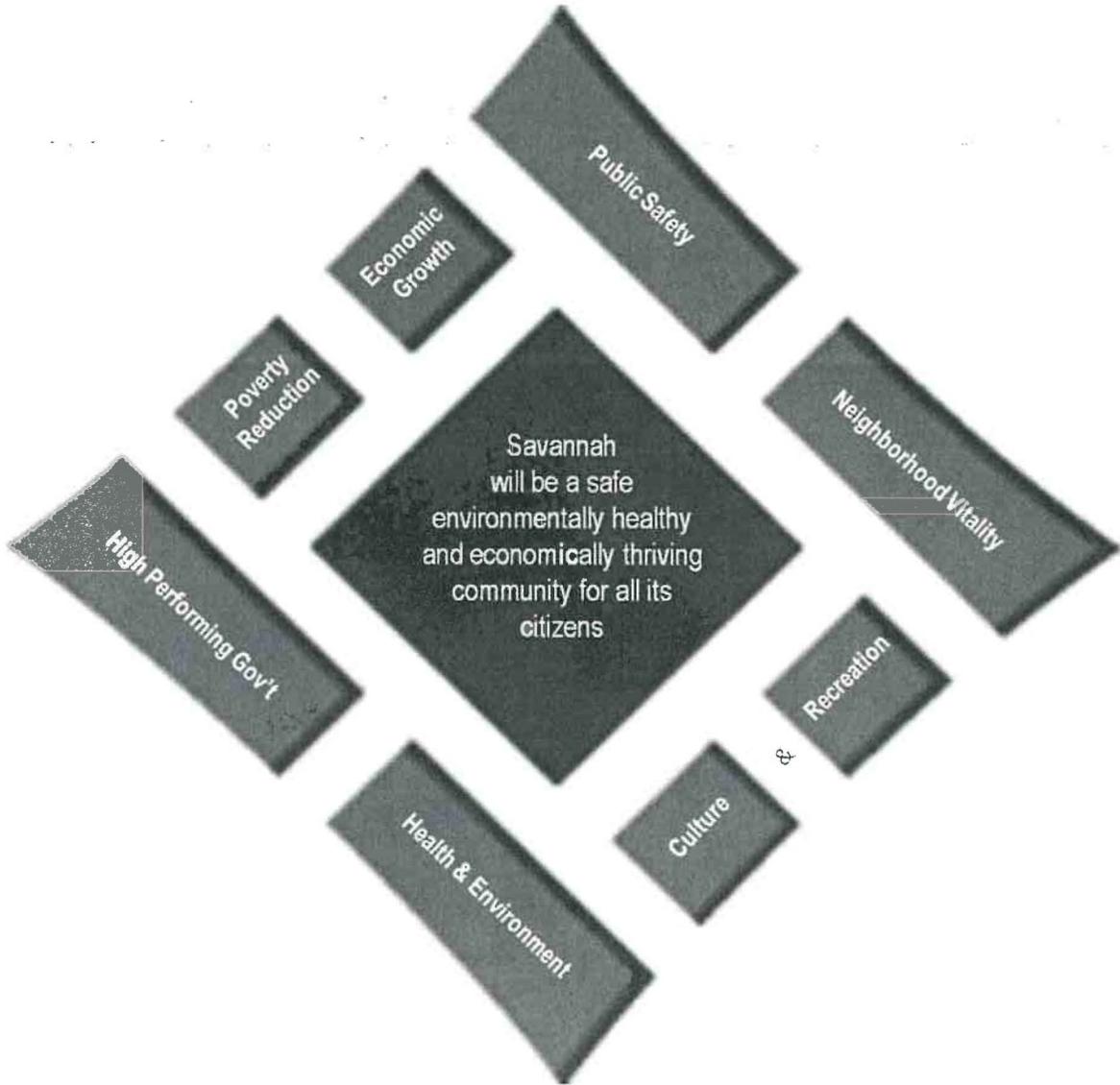
- To respond quickly to extinguish all structure fires
- To mitigate all HazMat (HM) incidents in a safe and rapid manner

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Working structure fires responded to	---	---	---	235
- HM incidents responded to	---	---	---	250
<b>Efficiency Measures</b>				
- Average time from first Company on scene until the report of water on fire	---	---	---	3 minutes 30 seconds
- Average response time for first HM unit to arrive on scene	---	---	---	5 minutes
<b>Effectiveness Measures</b>				
- Percent of structure fires where water is on the fire within 3 minutes 30 seconds	---	---	---	65.00%
- Percent of HM calls where the response time is 5 minutes or less	---	---	---	95.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <u>2011-2012</u>
Personal Services	\$ 19,412,757	\$ 18,370,999	\$ 19,289,889	5.0
Outside Services	199,228	0	0	0.0
Commodities	284,378	100,000	100,000	0.0
Interfund Services	1,027,307	0	0	0.0
Capital Outlay	19,980	0	0	0.0
Debt Service	412,466	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	841,202	0	0	0.0
<b>TOTAL</b>	<b>\$ 22,197,318</b>	<b>\$ 18,470,999</b>	<b>\$ 19,389,889</b>	<b>5.0</b>



# ASSISTANT CITY MANAGER ADMINISTRATIVE AND COMMUNITY SERVICES

*The Assistant City Manager for Administrative and Community Services reports directly to the City Manager, coordinating the City's administrative functions as well as its community and economic development activities. This position supervises the Management Services Bureau and the Community and Economic Development Bureau.*



MANAGEMENT SERVICES BUREAU



COMMUNITY AND ECONOMIC DEVELOPMENT BUREAU

ASSISTANT CITY MANAGER  
ADMINISTRATIVE AND COMMUNITY SERVICES

*expenditures by type*

	2010	2011	2012	% Change
Expenditure Area	Actual	Projected	Proposed	2011-2012
Personal Services	\$ 0	\$ 0	\$ 175,501	100.0
Outside Services	0	0	19,528	100.0
Commodities	0	0	11,000	100.0
Interfund Services	0	0	0	0.0
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 206,029</b>	<b>100.0</b>

# MANAGEMENT SERVICES

## *Mission*

*The Management Services Bureau seeks to meet or exceed the expectations of customers by providing sound financial management, well trained and productive employees, an efficient parking and mobility system, and well maintained vehicles and equipment.*



## *departments*

BUREAU CHIEF'S OFFICE

RESEARCH & BUDGET

HUMAN RESOURCES

RISK MANAGEMENT

PURCHASING

REVENUE

RECORDER'S COURT OF CHATHAM COUNTY

RESEARCH LIBRARY & MUNICIPAL ARCHIVES

INVENTORY MANAGEMENT

MAIL AND MUNICIPAL BUILDING SERVICES

MOBILITY AND PARKING ENFORCEMENT AND ADMINISTRATION (SEE MOBILITY & PARKING SERVICES FUND)

PARKING GARAGES AND LOTS (SEE MOBILITY & PARKING SERVICES FUND)

VEHICLE MAINTENANCE (SEE INTERNAL SERVICES FUND)

VEHICLE OPERATIONS (SEE INTERNAL SERVICES FUND)

FLEET MANAGEMENT (SEE INTERNAL SERVICES FUND)

*trends and issues*

The Management Services Bureau provides critical support services to front-line departments as well as key direct services to the public. The Bureau's General Fund activities include Research and Budget, Human Resources, Purchasing, Revenue, Records Court, and the Research Library and Archives. Bureau activities also include Vehicle Maintenance and Mobility and Parking Services, which are in the Internal Services Fund.

The Bureau experienced a challenging but successful year in 2011. Due to the City's Early Retirement Incentive, the Bureau lost six long-term department directors who accounted for decades of government service and experience. However, due to the depth of staff and the determination to continue with as little disruption as possible,

the departments continued and brought many projects to fruition.

In 2012, several of the departments in the Management Services Bureau – particularly Human Resources and Purchasing – will be operating under a completely new Enterprise Resources Planning system, which should greatly improve our internal processes. HR is actively recruiting for several key leadership positions in the City organization, is making tremendous strides with a new wellness program to improve employee health, and will offer a number of new benefit options to City employees for the first time in 2012. The Mobility and Parking Services Department, which has overseen the creation of two new bike lanes in recent years, is heavily engaged in the implementation of the citizen-driven Project DeRenne, which will transform this important

but traffic-congested corridor into a thriving mid-city Main Street.

The Bureau is increasingly involved in balancing a vibrant and growing tourism industry with protection of our mixed-use Historic District, which is experiencing increased pressures from a variety of tours. The Bureau continues to meet with leaders from tour guide industry in an attempt to craft fair regulations for walking and motor coach tours that are focused on protecting residential areas of downtown.

In 2012 the Bureau will also focus on the size and composition of our vehicle fleet, and in particular the use of take-home vehicles. We will use data collected by a City efficiency task force to explore implementation of new policies to save money and ensure a high level of fleet management.



*I like my job because my job is very interesting. I get to do many different things and meet many different people. There is never a boring day!*

**Kamilah Davis, Case Manager  
Records Court, 11 years of service**



*My coworkers are good people, great to work with. The variety of equipment we maintain keeps the City running and makes everyday a little different.*

Glen Shurling, Principle Equipment Mechanic  
Vehicle Maintenance, 2 years of service

## expenditures by type

Expenditure Area	2010 Actual	2011 Projected	2012 Proposed	% Change 2011-2012
Personal Services	\$ 8,097,950	\$ 5,978,961	\$ 5,991,419	0.2
Outside Services	1,944,228	1,786,909	1,869,406	4.6
Commodities	260,931	207,541	219,689	5.9
Interfund Services	975,037	790,883	834,962	5.6
Capital Outlay	0	20,000	20,000	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	24,880	17,659	8,659	-51.0
<b>TOTAL</b>	<b>\$ 11,303,026</b>	<b>\$ 8,801,953</b>	<b>\$ 8,944,135</b>	<b>1.6</b>

## MANAGEMENT SERVICES

# *expenditures by department*

	2010	2011	2012	% Change
Department	Actual	Projected	Proposed	2011-2012
Bureau Chief's Office <sup>1</sup>	\$ 366,059	\$ 180,197	\$ 347,067	92.6
Research and Budget	619,814	582,221	705,673	21.2
Human Resources	1,649,254	1,375,258	1,494,802	8.7
Auditing <sup>2</sup>	753,073	627,477	0	-100.0
Finance <sup>3</sup>	1,100,255	0	0	0.0
Purchasing	552,216	452,403	616,135	36.2
Revenue	1,478,203	1,444,816	1,523,696	5.5
Recorder's Court	2,193,702	2,148,487	2,210,659	2.9
Research Library and Archives	232,181	176,677	240,407	36.1
Central Services Director	63	0	0	0.0
Inventory Management	299,880	328,285	332,082	1.2
Mail and Municipal Services	668,046	768,812	770,791	0.3
Risk Administration	958,865	717,320	702,823	-2.0
River Street Hospitality Center <sup>4</sup>	149,056	0	0	0.0
311 Call Service Center <sup>4</sup>	282,359	0	0	0.0
<b>TOTAL</b>	<b>\$ 11,303,026</b>	<b>\$ 8,801,953</b>	<b>\$ 8,944,135</b>	<b>1.6</b>

<sup>1</sup> In 2011, the Management & Financial Services Bureau was renamed the Management Services Bureau and the ACM of Management & Financial Services was renamed the Management Services Bureau Chief.

<sup>2</sup> In 2012, Auditing will move from Management & Financial Services into General Administration.

<sup>3</sup> In 2011, Finance moved from Management & Financial Services into General Administration.

<sup>4</sup> In 2011, River Street Hospitality Center and 311 Call Service Center moved into the Bureau of Community & Economic Development.



# MANAGEMENT SERVICES BUREAU CHIEF

## PRIMARY SERVICES

The Management Services Bureau Chief provides administrative support services to departments within the Management Services Bureau.

## GOALS AND OBJECTIVES

### Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

### Objective:

- To provide oversight and quality administrative support services of major finance, human resources, equipment, and information based departments while employing practices which are fiscally sound and quality based

## PERFORMANCE MEASURES

	2010 Adopted	2010 Actual	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Total cost of overhead services	\$15,665,768.00	\$15,665,768.00	\$15,665,768.00	\$15,665,768.00
<b>Efficiency Measures</b>				
- Overhead as a percentage of total budget expenditures	7.00%	7.00%	7.00%	7.00
<b>Effectiveness Measures</b>				
- Percent of citizens satisfied with services provided by the City	82.00%	82.00%	82.00%	82.00%
- Percent of City employees who rate internal City services as "good" or "excellent"	79.00%	79.00%	79.00%	79.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>% Change</b>
	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>2011-2012</u>
Personal Services	\$ 249,348	\$ 133,421	\$ 289,411	116.9
Outside Services	100,454	28,923	37,406	29.3
Commodities	2,873	7,670	12,400	61.7
Interfund Services	13,384	10,183	7,850	-22.9
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 366,059</b>	<b>\$ 180,197</b>	<b>\$ 347,067</b>	<b>92.6</b>



# RESEARCH AND BUDGET



## PRIMARY SERVICES

Research and Budget's primary responsibilities include: preparing a fiscal plan that provides the resources needed to support Council's strategic priorities and the service delivery needs of citizens, businesses, and visitors; providing a diversified revenue base that includes securing grant funds to leverage the financing of governmental services; updating the five-year capital plan to support a program of regular maintenance; replacement and growth of the City's infrastructure; and participating in various research projects.

## GOALS AND OBJECTIVES

### Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

### Objective:

- To effectively manage and monitor City of Savannah fiscal resources within proper operating and capital budgetary guidelines

## PERFORMANCE MEASURES

	2010 Adopted	2010 Actual	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Conservative, balanced budget prepared	1	1	1	1
- Monthly financial reports prepared	12	12	12	12
<b>Efficiency Measures</b>				
- GFOA Budget Rating received	Distinguished	Distinguished	Distinguished	Distinguished
- Days to prepare financial reports	7	7	7	7
<b>Effectiveness Measures</b>				
- Budget adopted by annual December 31 deadline	100.00%	100.00%	100.00%	100.00%
- Financial reports prepared by deadline	100.00%	100.00%	100.00%	100.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 567,935	\$ 507,005	\$ 632,953	24.8
Outside Services	17,172	34,475	31,032	-10.0
Commodities	6,399	6,480	5,980	-7.7
Interfund Services	28,307	34,261	35,708	4.2
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 619,814</b>	<b>\$ 582,221</b>	<b>\$ 705,673</b>	<b>21.2</b>



# HUMAN RESOURCES

## PRIMARY SERVICES

Human Resource (HR) 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 equip employees with the technical, managerial, and customer service skills to serve the citizens of Savannah, and helping to develop a positive work place for all employees. Human Resources also works to provide leadership, advocacy, professional development and superior service to internal and external customers.

## GOALS AND OBJECTIVES

### Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

### Objectives:

- Recruitment: To administer open and competitive recruitment for attracting a workforce of exceptionally well qualified, motivated, and diverse individuals to work and represent the City of Savannah
- Training: To train employees by enhancing their knowledge, skills, and abilities in order to serve customers effectively, efficiently, and courteously
- Benefits: To provide services and programs that benefits the physical, mental, and social well-being of the individual employee, department, and the overall organization

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Applicants processed	13,588	12,000	14,000	12,000
- Tests administered	2,200	1,500	3,000	2,500
- Positions filled	100	550	400	300
- Percent of PEP's reviewed	75.00%	25.00%	50.00%	75.00%
- Hours of training delivered	516	900	700	800
- Employees participating in training programs	1,384	1,500	1,300	1,400
- Employees/retirees enrolled in medical plan	3,155	3,130	3,155	3,300
- Percent of employees participating in Health Risk Appraisal	50.00%	50.00%	50.00%	50.00%
- Average monthly participants in employee fitness program	512	525	525	275
<b>Efficiency Measures</b>				
- Average number of days to certify internal applicants	8.9	12	10	10

- Average number of days to certify external applicants	13.8	25	30	25
- Average number of days to complete classification study for filled positions	7	14	14	14
- Average number of days to review individual Development Plans in PEP's	60	90	45	45
- Average number of days to develop a six hour training program	2.5	2.5	3	2.5
- Percent of available spaces filled in a training class	89.00%	80.00%	90.00%	90.00%
- Average number of days following voluntary resignation to complete exit interview	30	45	45	45
<b>Effectiveness Measures</b>				
- Percent employees completing probation	80.30%	80.00%	80.00%	80.00%
- Percent benchmarking positions above/below salary survey data	18.00%	3.00%	10.00%	10.00%
- Citywide turnover rate	10.42%	12.00%	12.00%	12.00%
- Percent identified needs addressed through training programs	80.00%	80.00%	80.00%	80.00%
- Training evaluations survey result out of 5.0	4.8	4.66	4.9	4.9
- Medical cost per employee versus national average	30.00% below	15.00% below	20.00% below	20.00% below

#### EXPENDITURES BY TYPE

<b>Expenditure Area</b>	<b>2010 Actual</b>	<b>2011 Projected</b>	<b>2012 Proposed</b>	<b>% Change 2011-2012</b>
Personal Services	\$ 1,325,395	\$ 1,098,720	\$ 1,151,201	4.8
Outside Services	198,580	143,070	173,979	21.6
Commodities	35,082	20,380	40,880	100.6
Interfund Services	90,197	113,088	128,742	13.8
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 1,649,254</b>	<b>\$ 1,375,258</b>	<b>\$ 1,494,802</b>	<b>8.7</b>



# RISK MANAGEMENT



## PRIMARY SERVICES

Risk Management is a division of Central Services which is responsible for protecting the City's assets and properly managing all risks encountered in doing business as a municipality. Risk Management strives to achieve a work environment that is 100% collision and injury free. Preventing these losses eliminates the flow of funds from the City caused by chargeable vehicular collisions, work related injuries, petition claims, and excessive commercial insurance premiums.

## GOALS AND OBJECTIVES

### Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

### Objective:

- To provide financial stability by mitigating losses, monitoring and reporting on losses/expenses, encouraging health and safety of employees and citizens, and purchasing commercial insurance as appropriate or required by law

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Open and new claims administered	1,120	1,120	1,160	1,160
- Alcohol and drug tests conducted	1,000	1,000	1,120	1,120
- Employee participants in safety and driver training	3,000	3,000	3000	3000
- MVR's conducted	---	---	---	500
<b>Efficiency Measures</b>				
- Average monthly medical claims cost per employee/retiree	\$3,155.00	\$625.00	\$625.00	\$675.00
- Hours to contact citizens after initial complaint	48	48	48	48
- Hours to contact injured employee after receiving initial report	24	24	24	24
<b>Effectiveness Measures</b>				
- Increase participation of employees in health screening (National average of 50%)	28.00%	40.00%	40.00%	40.00%
- Percent of mediation sessions conducted resulting in resolution	---	80.00%	80.00%	80.00%
- Percent satisfaction with services delivered to injured employees	80.00%	80.00%	85.00%	90.00%
- Audit score of Third Party Administrator for WC and AL	85.00%	85.00%	85.00%	85.00%
- Loss reports provided to bureaus by the 15 <sup>th</sup> of the month	12	12	12	12

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>% Change</b>
	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>2011-2012</u>
Personal Services	\$ 524,395	\$ 316,319	\$ 309,421	-2.2
Outside Services	382,282	342,020	340,290	-0.5
Commodities	9,295	23,000	18,800	-18.3
Interfund Services	41,065	34,154	32,485	-4.9
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	1,827	1,827	1,827	0.0
<b>TOTAL</b>	<b>\$ 958,865</b>	<b>\$ 717,320</b>	<b>\$ 702,823</b>	<b>-2.0</b>



# PURCHASING



## PRIMARY SERVICES

Purchasing is responsible for procuring required materials, supplies, equipment and services in a timely, cost effective manner in support of all City activities and priorities within the guidelines of the City's procurement code and policies.

## GOALS AND OBJECTIVES

### Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

### Objectives:

- To issue 90.00% of purchase orders within one week of requisition being issued through the use of bids, annual contracts, and telephone quotes
- To award 15.00% of total dollars awarded by the City to minority and women-owned businesses
- To provide training to City personnel on purchasing policies and procedures

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Bids posted on City Website	262	300	300	275
- Annual contracts executed	295	200	200	200
- Requisitions processed	5,481	6,100	6,100	5,500
<b>Efficiency Measures</b>				
- Cost per requisition	\$96.00	\$85.00	\$85.00	\$90.00
- Purchase Orders issued within 1 week	91.00%	91.00%	91.00%	91.00%
<b>Effectiveness Measures</b>				
- Percent MWBE participation overall	16.00%	15.00%	15.00%	150.00%
- Overall satisfaction from customer service survey	---	88.00%	88.00%	88.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <u>2011-2012</u>
Personal Services	\$ 475,668	\$ 354,479	\$ 512,215	44.5
Outside Services	16,096	14,540	22,849	57.1
Commodities	4,009	4,450	5,450	22.5
Interfund Services	40,189	69,934	75,621	8.1
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	16,253	9,000	0	-100.0
<b>TOTAL</b>	<b>\$ 552,216</b>	<b>\$ 452,403</b>	<b>\$ 616,135</b>	<b>36.2</b>



# REVENUE

## PRIMARY SERVICES

The Revenue Department administers the revenue programs for the City of Savannah, by operating four separate units: Central Cashiering, Property Taxes, Business and Alcohol Tax and Utility Services. Their responsibilities include the timely billing, collection and deposit of revenue from the City's various revenue sources as defined in the City's annual Revenue Ordinance.

## GOALS AND OBJECTIVES

### Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

### Objectives:

- To bill and collect 100.00% of the City's accounts receivables within time frames consistent with state and local revenue code
- To receive and timely deposit 100.00% of all revenues to the appropriate accounts and general ledger funds
- To ensure compliance with state and local regulatory codes for businesses involved with dispensing alcohol

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Property tax accounts managed	63,252	63,500	63,500	63,500
- Tax bills issued annually	96,727	97,000	97,000	97,000
- Business tax accounts managed	6,519	6,600	6,600	6,600
- Alcohol licenses managed	479	500	500	500
- Cashier transactions	477,656	480,000	480,000	480,000
- Batches deposited annually	3,374	3,400	3,400	3,400
<b>Efficiency Measures</b>				
- Cost per property tax account	\$5.98	\$5.50	\$5.50	\$5.45
- Cost per business tax account/alcohol license	\$82.66	\$80.00	\$80.00	\$80.00
- Cost per cashier transaction	\$1.09	\$1.09	\$1.09	\$0.99
- Overall overhead	1.62%	1.62%	1.62%	1.55%
<b>Effectiveness Measures</b>				
- Percent tax collected vs. billed (current year)	84.00%	87.00%	87.00%	90.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
- Percent tax collected versus billed (prior years)	93.00%	95.00%	95.00%	95.00%
- Percent of alcohol licenses renewed by January 31 each year	98.00%	98.00%	98.00%	100.00%
- Percent of business tax accounts renewed by July 1 each year	90.00%	92.00%	92.00%	100.00%
- Percent of transactions posted to appropriate accounts	99.00%	99.00%	99.00%	100.00%
- Percent of batches deposited timely	100.00%	100.00%	100.00%	100.00%

#### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	% Change <u>2011-2012</u>
Personal Services	\$ 1,041,952	\$ 987,295	\$ 979,226	-0.8
Outside Services	71,463	152,456	226,717	48.7
Commodities	64,079	63,100	56,600	-10.3
Interfund Services	297,893	219,149	238,337	8.8
Capital Outlay	0	20,000	20,000	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	2,816	2,816	2,816	0.0
<b>TOTAL</b>	<b>\$ 1,478,203</b>	<b>\$ 1,444,816</b>	<b>\$ 1,523,696</b>	<b>5.5</b>



# RECORDER'S COURT OF CHATHAM COUNTY

## PRIMARY SERVICES

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, Georgia.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objectives:

- To dispose of traffic citations within 35 days of filing with the Court
- To provide a first appearance advisement hearing within 48 hours after arrest for 100.00% of all persons arrested and detained in the Chatham County jail
- To give the judiciary and staff the opportunity to process cases and achieve an average disposition rate of less than 21 days from filing on all criminal accusations, either by sentencing or committal to a higher court
- To ensure that the Court is responsive to the individual needs of all customers, both internal and external
- To actively pursue and collect fines and fees assessed by Recorder's Court
- To provide administrative hearings for property maintenance violations and other local ordinance violations in the City of Savannah and the unincorporated areas of Chatham County, in support of efforts to improve the livability of neighborhoods, reduce incidents of blight, and promote healthy communities and good citizenship

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Criminal and Traffic Cases Filed	50,570	50,560	50,245	50,210
- Delinquent Notices Issued	8,591	6,170	6,350	6,440
- Payment Plans Established	5,912	5,675	5,825	5,890
<b>Efficiency Measures</b>				
- Cost Per Charge Filed	\$41.00	\$42.00	\$41.25	\$41.40
- Percent of Budget Spent	98.25%	100.00%	100.00%	100.00%
<b>Effectiveness Measures</b>				
- Percent of inmates presented for 1st appearance hearings within 48 hours of arrest	100.00%	100.00%	100.00%	100.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
- Average number of days from criminal or traffic case filing to first assignment	29	28	28	27
- Percent of delinquent offenders sent court notices	100.00%	100.00%	100.00%	100.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 1,627,639	\$ 1,617,083	\$ 1,668,520	3.2
Outside Services	346,105	332,493	329,801	-0.8
Commodities	42,517	47,900	47,307	-1.2
Interfund Services	177,442	151,011	165,031	9.3
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 2,193,702</b>	<b>\$ 2,148,487</b>	<b>\$ 2,210,659</b>	<b>2.9</b>



# RESEARCH LIBRARY & MUNICIPAL ARCHIVES

## PRIMARY SERVICES

The Research Library & Municipal Archives collects, manages, preserves and makes accessible records documenting the City of Savannah's history; administers the records management program and the City Records Center to increase the efficiency of City agencies; and shares the City's history with City employees, citizens and visitors through outreach activities.

## GOALS AND OBJECTIVES

### Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

### Objectives:

- To administer annual records transfers and dispositions in compliance with State regulations and established retention schedules
- To manage and preserve permanent retention records according to accepted archival standards
- To provide timely and effective response to employee and public reference and retrieval requests
- To provide engaging and educational opportunities to experience the City of Savannah's history

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Records transfers (cu.ft.)	692	907	920	925
- Records dispositions (cu.ft.)	645	700	601	700
- Reference/retrieval requests	--	--	2956	3000
- Volumes added (monographic and periodical)	284	192	192	---
- Archival collections (cu.ft.)	5,111	5,404	5,404	---
<b>Efficiency Measures</b>				
- Cost of annual transfers (cu.ft.)	---	---	\$3.00	\$3.00
- Cost of annual dispositions (cu.ft.)	---	---	\$3.00	\$3.00
- Average cost of reference/retrieval response	---	---	\$20.00	\$20.00
<b>Effectiveness Measures</b>				
- Percent of annual records actions completed	100.00%	100.00%	100.00%	100.00%
- Percent of annual records documentation completed	100.00%	100.00%	100.00%	100.00%
- Percent of reference/retrieval requests responded to within 3 days or less	100.00%	100.00%	100.00%	100.00%
- Percent volumes processed	100.00%	100.00%	100.00%	---

**EXPENDITURES BY TYPE**

<b><u>Expenditure Area</u></b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>% Change</b>
	<b><u>Actual</u></b>	<b><u>Projected</u></b>	<b><u>Proposed</u></b>	<b><u>2011-2012</u></b>
Personal Services	\$ 168,193	\$ 104,052	\$ 156,781	50.7
Outside Services	48,022	58,048	64,394	10.9
Commodities	7,047	8,435	10,900	29.2
Interfund Services	8,919	6,142	8,332	35.7
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 232,181</b>	<b>\$ 176,677</b>	<b>\$ 240,407</b>	<b>36.1</b>



# INVENTORY MANAGEMENT

## PRIMARY SERVICES

Inventory Management is responsible for providing administrative control of receiving, stocking, and disbursement of commodities to all City departments. The division purchases goods, administers contracts, promotes the use of sustainable goods, and administers the sales surplus property. Meeting this requirement demands sound procedures and control systems that seek to minimize stock-outs and to provide accurate and timely information on inventory status.

## GOALS AND OBJECTIVES

### Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

### Objectives:

- To maintain a City Inventory rate that will be consistent with the industry standard of 3.0 time
- To limit warehouse losses to 1.50% of inventory value
- To achieve 97.00% records accuracy

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Costs of goods sold	\$851,904.00	\$940,000.00	\$865,000.00	\$870,000.00
- Value of inventory	\$362,200.00	\$380,000.00	\$360,000.00	\$365,000.00
- Records within standards	1,780	1,700	1,700	1,700
<b>Efficiency Measures</b>				
- Cost per item maintained in inventory	\$0.32	\$0.31	\$0.31	\$0.31
- Losses not to exceed standard of 1.5% of inventory value	\$190.00	\$500.00	\$500.00	\$500.00
- Percent records with no difference	98.90%	95.00%	95.00%	95.00%
<b>Effectiveness Measures</b>				
- City inventory turnover rate	3.00	3.00	3.00	3.00
- City deviation percentage (industry standard at 0.50%)	0.28%	0.20%	0.20%	0.20%
- Limit percent records not within standard to less than 2%	0.78%	1.50%	1.00%	1.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 260,215	\$ 265,058	\$ 267,239	0.8
Outside Services	11,605	7,826	6,518	-16.7
Commodities	2,011	5,152	4,398	-14.6
Interfund Services	22,065	46,233	49,911	8.0
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	3,983	4,016	4,016	0.0
<b>TOTAL</b>	<b>\$ 299,880</b>	<b>\$ 328,285</b>	<b>\$ 332,082</b>	<b>1.2</b>



# MAIL & MUNICIPAL BUILDING SERVICES

## PRIMARY SERVICES

Mail & Municipal Building Services provides administrative control of the contracted mail and courier services to all City departments and selected outside agencies. The service directs and monitors the activities of contractors and service providers to addresses building maintenance and janitorial services for the downtown and mid- town Municipal Centers. The service also provides administrative controls over the many contractual services for the Municipal Centers.

## GOALS AND OBJECTIVES

### Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

### Objectives:

- To ensure inter-office mail deliveries are met 100.00% of the time
- To receive accurate and timely reports from the mail courier services 97% of the time
- To ensure that Municipal facilities are clean and environmentally pleasing

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Inter-office deliveries completed	26,606	26,355	27,861	27,861
- Special deliveries completed	184	250	250	260
- Custodial service request completed	65	65	65	65
<b>Efficiency Measures</b>				
- Cost per inter-office delivery	\$2.35	\$2.41	\$2.25	\$2.26
- Cost per special delivery	\$5.50	\$5.50	\$5.50	\$5.50
- Custodial cost per square foot	\$1.00	\$1.20	\$1.20	\$1.20
<b>Effectiveness Measures</b>				
- Percent time inter-office mail deliveries are met	100.00%	100.00%	100.00%	100.00%
- Percent time special deliveries are met	100.00%	100.00%	100.00%	100.00%
- Satisfaction rate for custodial services	65.00%	60.00%	60.00%	60.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>% Change</b>
	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>2011-2012</u>
Personal Services	\$ 24,406	\$ 24,512	\$ 24,452	-0.2
Outside Services	534,530	640,822	636,420	-0.7
Commodities	14,262	16,974	16,974	0.0
Interfund Services	94,847	86,504	92,945	7.4
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 668,046</b>	<b>\$ 768,812</b>	<b>\$ 770,791</b>	<b>0.3</b>

# COMMUNITY AND ECONOMIC DEVELOPMENT

## *Mission*

*To develop and support partnerships that help build and sustain safe and physically attractive neighborhoods, a socially healthy community and an economically prosperous city.*



## *departments*

BUREAU CHIEF'S OFFICE

DEVELOPMENT SERVICES

LAND BANK AUTHORITY

CITIZEN OFFICE

RIVER STREET HOSPITALITY CENTER

311 CALL SERVICE CENTER

REAL PROPERTY SERVICES

STEP UP PROGRAM

ECONOMIC DEVELOPMENT

ENTREPRENEURIAL CENTER

COMMUNITY SERVICES

HOUSING (SEE COMMUNITY

DEVELOPMENT FUND)

COMMUNITY PLANNING AND  
DEVELOPMENT (SEE COMMUNITY  
DEVELOPMENT FUND)

ADVANCEMENT CENTER AT MOSES

JACKSON (SEE COMMUNITY  
DEVELOPMENT FUND)

COASTAL WORKFORCE SERVICES (SEE  
GRANT FUND)

YOUTHBUILD (SEE GRANT FUND)

# COMMUNITY AND ECONOMIC DEVELOPMENT

## *trends and issues*

In 2012, the Bureau of Community & Economic Development will meet many challenges. Some challenges are driven by significant federal budget cuts that were formerly used to fund services provided to youth, the elderly and programs that support affordable housing and economic development. The bureau will proactively address these challenges with a re-focus on work programs and strategizing on creative alternatives to continue services even during times of budget cuts. Community & Economic Development will take a more cohesive approach to service delivery by implementing work programs that complement

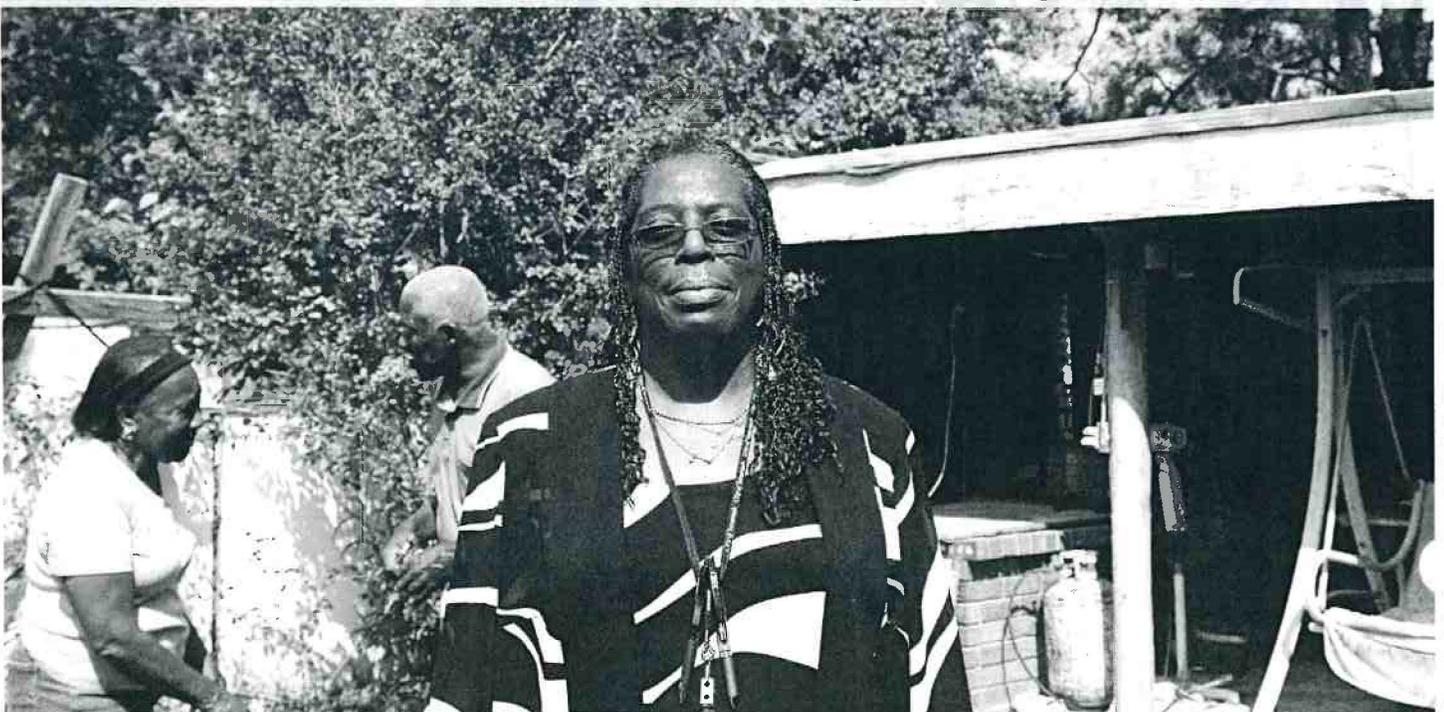
rather than duplicate while making a greater impact on the quality of life of all citizens.

The bureau's focus for 2012 will continue on crucial initiatives: Blight, Derelict Rental Properties, Quality Affordable Housing, Citizen Engagement, Citizen Service, Economic Development, Corridor Revitalization, FEMA Grant Management and Property Acquisition and Redevelopment. The bureau will continue to play a major role in blight eradication through Operation Clean Sweep (OCS). Operation Clean Sweep is the mechanism that continues to prove effective in coordinating involvement of all City bureaus, community residents and area

businesses to work together to make a difference. This holistic approach, in partnership with the Neighborhood Renaissance Savannah (NRS) initiative, will continue to support and focus on inclusion of representation from all City bureaus on NRS teams as we engage the community to address issues of neighborhood blight, cleanliness and safety. The redevelopment of Savannah Gardens will continue in 2012. Upon completion, mixed housing will provide opportunities for affordable and market rate housing. The Savannah Gardens Project is an example of a successful partnership. Local government and private developer

*I get excited when I can help someone. I look forward to coming to work with excitement and joy, knowing I will be able to help someone release the frustration and stress within.*

Naomi Brown, Neighborhood Services Coordinator  
Community Planning and Development, 18 years of service



## COMMUNITY AND ECONOMIC DEVELOPMENT



*I enjoy my work because it touches every corner of the community. From construction to economic development to community engagement, my work allows me to play an active role. It's the best and highest form of public service I can think of.*

Marc Nelson, Development Services Liaison  
Development Services, 5 years of service

---

### *trends and issues, continued*

worked together and invested in a community to provide quality housing opportunities and, most importantly, a beautiful place to call home.

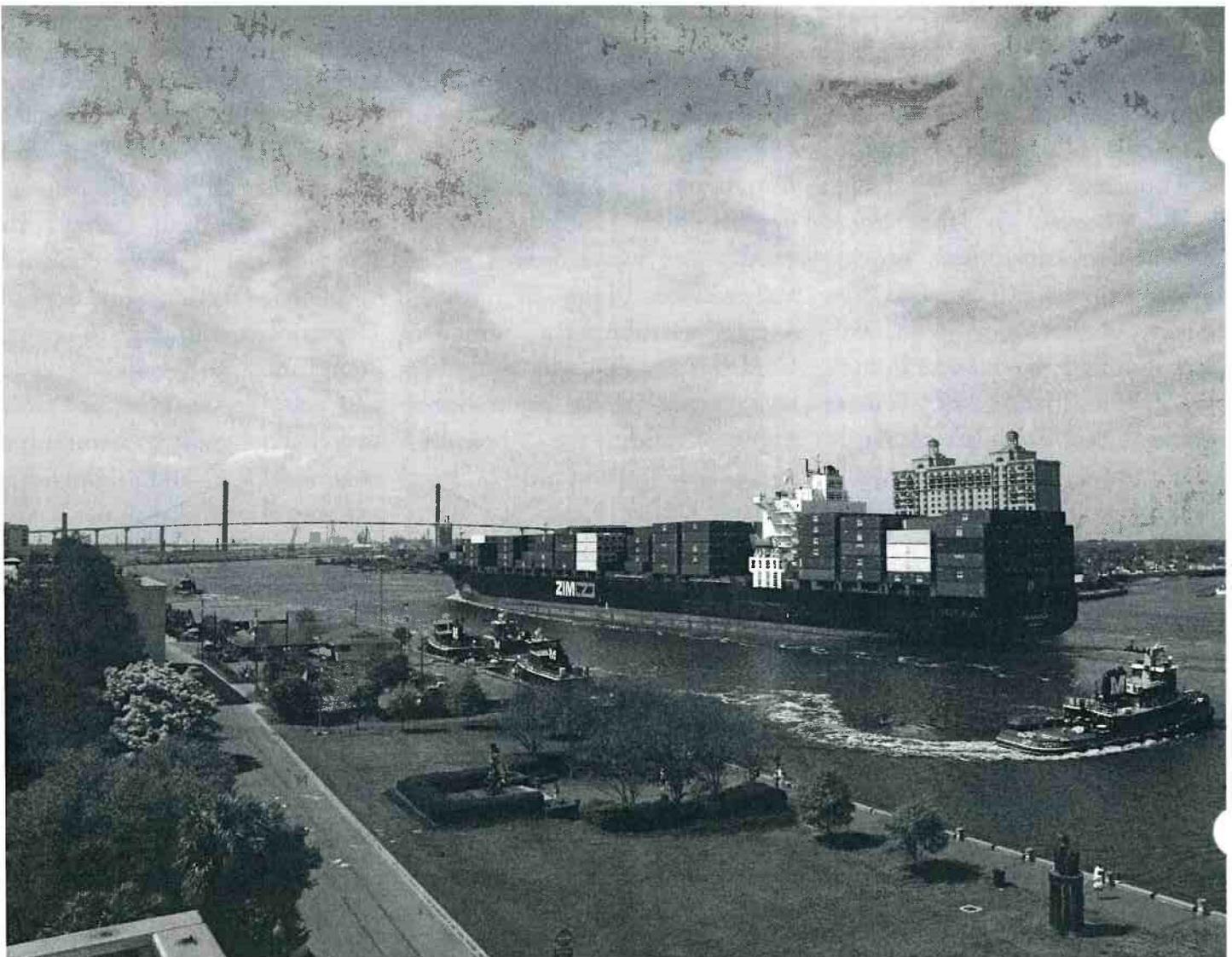
The bureau is the home of departments that provide opportunities to enhance the quality of life for residents with low and moderate income through the administration of Federal grants. Grant funds are primarily used to provide affordable housing, housing repair, education enrichment, long and short-term on-the-job training, counseling, support services, small business support and support services to qualifying residents. The City's revitalization efforts along priority corridors such as Augusta Avenue, Waters Avenue, Wheaton Street, Montgomery Street and Martin Luther King Jr., Blvd. will move forward aggressively in 2012. Progress on the West Savannah,

Woodville and Hudson Hill Neighborhood Plans will continue. The commercial redevelopment of City-owned property at Waters Avenue and 36th Street presents an opportunity to stimulate economic activity and locate desired goods and services along the Waters Avenue corridor. The Savannah Gardens Project will stimulate revitalization along Pennsylvania Avenue and the beautiful streetscape improvements along Martin Luther King, Jr., Blvd. will stimulate revitalization along the corridor. Planning for the Montgomery Street corridor will also move forward in 2012. In 2011, the Citizen Office moved to the Bureau of Community & Economic Development and has taken on a more holistic function of citizen services driven by the objective of excellence in the delivery of municipal services. The department oversees five

divisions of municipal services: Capital Projects Citizen Support Services, River Street Hospitality Center, Downtown Ordinance Compliance & Services, Tourism, and the 311 Call Center. The focus on public safety continues with the Development Services Department working to ensure compliance with building codes and zoning ordinances while fostering good community relationships and providing efficient, friendly customer service to both the commercial and residential building community. As we move into year 2012, excitement leads us. Programs implemented, managed and operated will be governed by standards of excellence and delivered by a staff committed to exemplary performance and excellent service delivery.

## COMMUNITY AND ECONOMIC DEVELOPMENT *expenditures by type*

	2010	2011	2012	% Change
Expenditure Area	Actual	Projected	Proposed	2011-2012
Personal Services	\$ 7,319,704	\$ 5,940,302	\$ 6,293,830	6.0
Outside Services	1,390,707	1,042,736	996,481	-4.4
Commodities	241,118	230,284	216,762	-5.9
Interfund Services	573,772	465,563	468,582	0.6
Capital Outlay	1,422	0	8,000	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	111,433	78,673	106,574	35.5
<b>TOTAL</b>	<b>\$ 9,638,156</b>	<b>\$ 7,757,558</b>	<b>\$ 8,090,229</b>	<b>4.3</b>



## COMMUNITY AND ECONOMIC DEVELOPMENT

### *expenditures by department*

	2010	2011	2012	% Change
Department	Actual	Projected	Proposed	2011-2012
Bureau Chief's Office <sup>1</sup>	\$ 883,326	\$ 583,482	\$ 677,228	16.1
Development Services	4,259,107	3,946,472	3,865,840	-2.0
Community Services	346,966	396,035	379,374	-4.2
Property Maintenance Enforcement <sup>2</sup>	2,496,729	0	0	0.0
Land Bank Authority	1,855	0	0	0.0
Citizen Office	0	856,324	1,111,570	29.8
Riverstreet Hospitality <sup>3</sup>	0	124,313	131,275	5.6
311 Call Service Center <sup>3</sup>	0	249,861	233,524	-6.5
Real Property Services	436,357	429,972	426,157	-0.9
Step Up Program	94,698	176,138	345,500	96.2
Economic Development	736,020	643,357	559,396	-13.1
Entrepreneurial Center	287,600	271,604	280,365	3.2
Small Business Assistance Corporation (SBAC)	95,500	80,000	80,000	
<b>TOTAL</b>	<b>\$ 9,638,156</b>	<b>\$ 7,757,558</b>	<b>\$ 8,090,229</b>	<b>4.3</b>

<sup>1</sup> In 2011, the Bureau of Public Development was renamed the Community & Economic Development Bureau and the ACM of Public Development was renamed the Community & Economic Development Bureau Chief.

<sup>2</sup> In 2011, Property Maintenance Enforcement moved to Sanitation.

<sup>3</sup> In 2011, the River Street Hospitality Center and 311 Call Service Center moved from Management Services into the Community & Economic Development Bureau.



# COMMUNITY & ECONOMIC DEVELOPMENT BUREAU CHIEF



## PRIMARY SERVICES

The Community & Economic Development Bureau Chief's office administratively assists all the departments within the bureau by the formulation of policies and goals that oversee the management of Federal and State funded programs, works with citizens to effectively communicate the availability of the City's services, and expedites the City's regulatory role of local ordinances and City codes. The Bureau of Community & Economic Development collaborates with multiple State, Federal, and local agencies to ensure all grants are administered, ordinances are enforced, and citizens are engaged and are provided the opportunity to use the Bureau's services. The Bureau provides citizens with programs that enhance financial stability and improve neighborhoods, assistance with new business training and development, and issuance of governing permits supporting development.

## GOALS AND OBJECTIVES

**Priority Goal:**

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

**Objectives:**

- To provide administrative oversight of the nine departments and two agencies for the Bureau of Community & Economic Development
- To provide services that increase the stability of neighborhoods and increase property values by reducing blight
- To provide services and programs that makes the City a thriving and economically prosperous community for residents and businesses

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Federal & State dollars/contracts/programs awarded	30	30	30	28
- Community issues/requests resolved	66	---	113	120
- Operation Clean Sweep & neighborhood engagement updates	27	25	37	37
- High performance org./customer service training	66	155	130	66
- Special projects	30	---	31	30
- Derelict Rental cases managed	28	---	---	35
<b>Efficiency Measures</b>				
- Federal & State collars/ contracts/programs successfully administered	100.00%	100.00%	100.00%	100.00%
- Community issues/requests responded to in 5 days	100.00%	100.00%	100.00%	100.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
- Percent of employees receiving high performance org./customer service training	43.00%	100.00%	100.00%	100.00%
- Special projects successfully completed	100.00%	100.00%	100.00%	100.00%
<b>Effectiveness Measures</b>				
- Percent Federal & State contract/ program dollars expended	100.00%	90.00%	100.00%	100.00%
- Percent community issues/request resolved in 5 days	100.00%	---	100.00%	100.00%
- Number of residents attending Operation Clean Sweep/ neighborhood engagement updates	---	128	185	222
- Percent Derelict Rental cases managed	100.00%	---	---	100.00%

#### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	% Change <u>2011-2012</u>
Personal Services	\$ 632,776	\$ 448,489	\$ 566,006	26.2
Outside Services	193,281	105,383	76,086	-27.8
Commodities	32,243	10,541	13,865	31.5
Interfund Services	21,119	17,661	18,216	3.1
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	3,908	1,408	3,055	117.0
<b>TOTAL</b>	<b>\$ 883,326</b>	<b>\$ 583,482</b>	<b>\$ 677,228</b>	<b>16.1</b>



## DEVELOPMENT SERVICES



### PRIMARY SERVICES

The Development Services Department continues to work diligently to process building permits and site inspections. Development Services is responsible for interpreting and enforcing codes, laws, and ordinances that affect the safety and welfare of the public and its property. This includes, but is not limited to, building and site construction codes, life safety and structural codes, to include certificates of occupancy, electrical, plumbing and mechanical systems and zoning and signs ordinances. The department provides engineering, Capital Improvement Project (CIP) management, Geographic Information Systems (GIS), and graphics support to other City departments upon request. Development Services also manages the private development process, which includes granting commercial and residential building and site permits, and inspects projects for completion. The purpose of Development Services is to ensure that the City of Savannah effectively interprets, administers and enforces the Georgia State Minimum Standard Construction Codes, Zoning Regulations, Historic Preservation Code, Sign Codes, Flood Damage Control Ordinance, and Subdivision Ordinance, as well as provides a high level of service to other departments and the citizens of Savannah in the areas of Community Planning & Economic Development, inspection of private development, GIS collection and mapping.

### GOALS AND OBJECTIVES

#### **Priority Goal:**

Neighborhood Vitality - To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community

#### **Objectives:**

- To ensure initial and continued compliance through quality inspection techniques and timely responses by conducting 95.00% of an estimated 4,000 inspection requests within 24 hours of customer requests
- To ensure that targeted derelict structures are inspected for proper condemnation and demolition action within thirty days
- To maintain through certification and training the City's Insurance Services Office rating of 4
- To provide technical assistance to City organizations by attendance at MPC, ZBA (Zoning Board of appeals) and Council meetings
- To maintain or lower our Federal Emergency Management Agency's community rating service level of six
- To ensure 100.00% of all Private Development projects are constructed and completed to the City's standards and requirements
- To respond in a timely manner to City Department requests for technical assistance within five working days

**PERFORMANCE MEASURES**

	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2011 Projected</b>	<b>2012 Budget</b>
<b>Workload Measures</b>				
- Plans reviewed	---	2,500	2,000	2,000
- Residential permits issued	1,866	---	1,000	1,000
- Commercial permits issued	379	---	500	500
- Trade permits issued	5,607	---	6,800	6,800
- Preparation of construction documents and evaluation of bids	34	24	36	32
- Zoning inspections	882	---	964	964
- Geo-data requests by City departments completed	702	800	800	800
<b>Efficiency Measures</b>				
- Average days to approve a new commercial building	51.3	---	50	30
- Average days to approve a new residential permit	18.3	---	14	14
- Average days to approve a full site development permit	144	---	45	60
- Number of zoning approvals of new businesses	---	405	1,500	1,500
- Average number of building inspections per day	8.1	---	9	9
- Average number of trade inspections by inspector per day	9.7	---	8	9
- Construction management and inspections, including design review, contract administration and construction overview	34	36	24	32
<b>Effectiveness Measures</b>				
- Percent of building and trade inspections conducted within 24 hours of customer request	98.90%	---	98.00%	95.00%
- Percent of new commercial building permits approved within 30 days of completed documents	45.00%	---	70.00%	75.00%
- Percent of new residential permits approved within 7 days of receipt of completed documents	31.00%	---	75.00%	75.00%
- Percent of commercial alteration permits approved within 14 days of completed documents	67.00%	---	75.00%	75.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
- Percent of full site development permits approved within 60 days of receipt of completed documents	36.00%	---	50.00%	75.00%
- Percent of survey requests completed within 10 days	100.00%	100.00%	100.00%	100.00%
- Percent of geo-data maps provided within 5 work days	100.00%	100.00%	100.00%	100.00%

#### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 3,673,355	\$ 3,226,632	\$ 3,169,734	-1.8
Outside Services	195,369	319,738	319,321	-0.1
Commodities	84,248	121,171	116,803	-3.6
Interfund Services	248,130	223,042	200,607	-10.1
Capital Outlay	0	0	8,000	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	58,006	55,889	51,375	-8.1
<b>TOTAL</b>	<b>\$ 4,259,107</b>	<b>\$ 3,946,472</b>	<b>\$ 3,865,840</b>	<b>-2.0</b>



# LAND BANK AUTHORITY



## PRIMARY SERVICES

The Land Bank Authority manages the conversion of delinquent real property to a state of commerce.

## GOALS AND OBJECTIVES

### Priority Goal:

Neighborhood Vitality - To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community

### Objective:

- To acquire tax delinquent and distressed property to foster redevelopment

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Evaluate distressed real property for possible purchase	---	---	100.00%	100.00%
- Acquire tax liens to selective property	---	---	12	12
<b>Efficiency Measures</b>				
- Sell property inventory for development	---	---	6	6
<b>Effectiveness Measures</b>				
- Profit based upon cost of land sold	---	---	10.00%	10.00%



# CITIZEN OFFICE



## PRIMARY SERVICES

The Citizen Office proactively works with citizens and City staff to ensure that public participation is a key component of City-led projects and programs. Citizen involvement results in improved services and a greater level of citizen support and approval. This is achieved by coordinating efforts among City Departments and the 311 Call Center to ensure timely and accurate response to citizen inquiry, and most importantly, the citizenry. The Citizen Office places special emphasis on downtown by providing planning, code enforcement, cleanliness and maintenance efforts. The Downtown Services division works with the downtown citizenry to develop and encourage partnerships designed to enhance downtown cleanliness.

## GOALS AND OBJECTIVES

### Priority Goal:

Neighborhood Vitality - To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community

### Objectives:

- To develop citizen involvement plans on behalf of departments for 75.00% of projects that impact the citizenry
- To enforce the Zoning, Sanitation and Property Maintenance codes for downtown with a compliance rate of 75.00%
- To develop and implement components of 5 master plans including DeRenne, Casey South, River Street, and the Downtown Master Plan
- To service 100% of downtown from Liberty Street to the River and from East Broad Street to Martin Luther King, Jr. Boulevard to ensure optimum cleanliness and maintenance

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Litter removal in squares, parks, public spaces and sidewalks	---	---	134 blocks	134 blocks
- Blocks of sidewalks scrubbed or pressure washed (weekly)	---	---	51 blocks	51 blocks
- Blocks of streets vacuumed (weekly)	---	---	49 blocks	49 blocks
- Number of public participation plans developed and implemented	---	---	15	20
- Ordinance compliance within 30 days	---	---	75.00%	75.00%
- Citizen inquiries responded to within 48 hours	100.00%	100.00%	100.00%	100.00%
- Number of planning initiatives	---	---	5	5
<b>Efficiency Measures</b>				
- Percent of parks and medians on scheduled mowing cycle	---	---	100.00%	100.00%
- Completion of scheduled litter routes	---	---	100.00%	100.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
- Percent of planning initiative phases complete	75.00%	75.00%	75.00%	75.00%
- Average number of compliances per month	---	---	10	20
<b>Effectiveness Measures</b>				
- Percent reduction in code violations in targeted area	---	---	15.00%	50.00%
- Percent of city blocks in focus area serviced daily for litter removal	---	---	100.00%	100.00%
- Percent of blocks that have been scrubbed, pressure washed and litter vacuumed on schedule	---	---	95.00%	95.00%
- Increase participation of organizations supporting beautification and maintenance programs	---	---	100.00%	100.00%
- Percent of public participation plans implemented	---	---	80.00%	80.00%

#### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	% Change <u>2011-2012</u>
Personal Services	\$ 253,878	\$ 713,777	\$ 941,632	31.9
Outside Services	38,315	45,500	30,903	-32.1
Commodities	2,134	41,019	40,269	-1.8
Interfund Services	14,406	43,770	57,340	31.0
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	12,258	41,426	238.0
<b>TOTAL</b>	<b>\$ 308,733</b>	<b>\$ 856,324</b>	<b>\$ 1,111,570</b>	<b>29.8</b>



# RIVER STREET HOSPITALITY CENTER



## PRIMARY SERVICES

The River Street Hospitality Center provides custodial and maintenance services to the Hospitality Center, City Hall and River Street. The division provides information and services through an operating agreement between Visit Savannah and the City of Savannah.

## GOALS AND OBJECTIVES

### Priority Goal:

Economic Growth - To provide citizens a City that encourages and supports appropriate economic growth that creates jobs, expands City revenue and improves neighborhoods and commercial corridors

### Objective:

- To maintain an average cleanliness rating for the River Street Visitor Center restrooms, elevator, ramp and surrounding complex at 3.5 on a 4.0 scale.

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Number of citizens and visitors served	749,295	860,000	860,000	860,000
- Number of cleanliness inspections conducted	24	24	24	24
<b>Efficiency Measures</b>				
- Supply/maintenance cost per visitor	\$0.03	\$0.03	\$0.03	\$0.03
- Custodial cost per square foot	---	\$63.00	\$63.00	\$63.00
<b>Effectiveness Measures</b>				
- Visitor satisfaction rating on 1-4 scale	---	3.5	3.5	3.5
- Cleanliness rating on 1-4 scale	---	3.0	3.5	3.5

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 0	\$ 82,837	\$ 85,670	3.4
Outside Services	0	22,070	21,964	-0.5
Commodities	0	14,000	14,200	1.4
Interfund Services	0	5,406	9,441	74.6
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 124,313</b>	<b>\$ 131,275</b>	<b>5.6</b>



# 311 CALL SERVICE CENTER



## PRIMARY SERVICES

The 311 Service Center administers the operation of the service request call center. Calls are received and entered into a tracking system for follow-up by the appropriate department. The division seeks to ensure timely and accurate response to all callers.

## GOALS AND OBJECTIVES

### Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

### Objectives:

- To increase community awareness of 311 through marketing and promotion activities at least once per month
- To receive an internal and external customer satisfaction rating of 90.00% or better on a 100.00% scale
- To provide prompt response to customer inquiries by maintaining average "wait time" of 12-15 seconds

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Number of calls answered	71,500	68,000	68,000	75,000
- Number of work orders processed	165,000	190,000	190,000	200,000
<b>Efficiency Measures</b>				
- Average wait time in seconds	10	12	12	12-15
- Average call completion in minutes	2	2.5	2.5	3
<b>Effectiveness Measures</b>				
- Percent of internal customers satisfied	85.00%	85.00%	90.00%	90.00%
- Percent of external customers satisfied	90.00%	90.00%	90.00%	90.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 207,535	\$ 156,679	\$ 137,064	-12.5
Outside Services	7,706	16,200	17,289	6.7
Commodities	2,102	10,378	5,950	-42.7
Interfund Services	65,016	66,604	73,221	9.9
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 282,359</b>	<b>\$ 249,861</b>	<b>\$ 233,524</b>	<b>-6.5</b>



# REAL PROPERTY SERVICES

## PRIMARY SERVICES

Real Property Services provides research and support for City staff and citizens regarding city-owned property. Acquisition of property for public use, acquisition of property for redevelopment and infill housing, administration of FEMA flood mitigation grants, and processing citizen petitions for purchase or use of City property are the primary services provided by Real Property Services.

## GOALS AND OBJECTIVES

### Priority Goal:

Neighborhood Vitality - To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community

### Objectives:

- To acquire properties in a cost-effective and timely manner utilizing necessary due diligence
- To provide excellent customer service both internally and externally in administering grants, processing petitions, and providing information on City-owned property

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- FEMA grants initiated	1	1	1	2
- Number of petitions processed	39	30	29	30
- Number of properties targeted for public use (including easements and ROW)	---	---	18	12
- Number of properties targeted for infill housing and/or redevelopment	---	---	65	30
<b>Efficiency Measures</b>				
- Percent of property owners contacted	100.00%	100.00%	100.00%	100.00%
- Percent of petitions processed within 120 days	74.00%	---	---	75.00%
- Percent of targeted properties researched and negotiations entered into	---	---	90.00%	90.00%
- Percent of targeted property owners contacted	100.00%	100.00%	100.00%	100.00%
<b>Effectiveness Measures</b>				
- Number of FEMA properties acquired	0	22	24	20
- Percent of petitions closed out	65.00%	---	75.00%	85.00%
- Number of properties acquired for public use	12	---	4	6
- Number of properties acquired for infill and/or redevelopment	7	---	10	10

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>% Change</b>
	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>2011-2012</u>
Personal Services	\$ 356,075	\$ 349,094	\$ 341,032	-2.3
Outside Services	40,602	50,124	49,382	-1.5
Commodities	5,922	5,800	6,100	5.2
Interfund Services	30,893	23,473	28,162	20.0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Interfund Transfers	0	0	0	0
Other Expenses	2,864	1,481	1,481	0.0
<b>TOTAL</b>	<b>\$ 436,357</b>	<b>\$ 429,972</b>	<b>\$ 426,157</b>	<b>-0.9</b>



# STEP UP PROGRAM

## PRIMARY SERVICES

Step Up primarily creates service delivery of Workforce Development and Asset Development services indirectly through investments in third party providers. Primary direct services include managing the “Bank On Savannah” campaign; providing support services to low-wage employees in local companies; research, marketing assistance, and fundraising in support of asset building and workforce development programs; advocacy for policy and procedural reforms; running poverty simulations; neighborhood leadership training; and capacity building of direct service providers.

## GOALS AND OBJECTIVES

### Priority Goal:

Poverty Reduction - To provide citizens a community that reduces poverty by empowering motivated people to become economically self-sufficient

### Objective:

- To work collaboratively to reduce poverty in Savannah and Chatham County

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
– Number of individuals who pass GED as result of Step Up collaborative	137	100	90	100
– Number of individuals assisted by the Step Up collaborative	11,318	7,000	11,124	10,000
– Number of individuals who successfully complete financial education workshops	4,535	4,000	3,106	3,000
– Number of individuals who obtain self-sustaining employment as result of Step Up collaborative	94	100	91	100
– Funding to be disbursed to collaborative partners to focus on poverty reduction	\$257,000.00	\$500,000.00	\$465,000.00	\$400,000.00
– Number of individuals who open bank accounts through “Bank On Savannah”	1,011	1,500	1,500	1,500
– Number of people reached through four Poverty Simulations	242	260	244	260
<b>Efficiency Measures</b>				
– Cost per individual assisted	\$19.43	\$20.00	\$18.87	\$20.00
– Cost per Poverty Simulation participant	\$4.96	\$5.00	\$4.91	\$5.00

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
- Fund leveraging ratio of City funds to total funds brought in to reduce poverty through Step Up	1: 1.16	1: 2.27	1: 2.12	1: 2.27
<b>Effectiveness Measures</b>				
- Percent of bank accounts that remain open	86.00%	70.00%	86.00%	70.00%
- Percent of individuals who attend financial education who report new knowledge gained	98.00%	95.00%	95.00%	95.00%
- Percent of participants of poverty simulations who will commit to do something to help reduce poverty	78.00%	90.00%	86.00%	90.00%
- Percent of individuals who pass a section of the GED who will obtain their GED	44.00%	50.00%	60.00%	50.00%

#### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	% Change <u>2011-2012</u>
Personal Services	\$ 94,698	\$ 176,138	\$ 345,500	96.2
Outside Services	0	0	0	0
Commodities	0	0	0	0
Interfund Services	0	0	0	0
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Interfund Transfers	0	0	0	0
Other Expenses	0	0	0	0
<b>TOTAL</b>	<b>\$ 94,698</b>	<b>\$ 176,138</b>	<b>\$ 345,500</b>	<b>96.2</b>



# ECONOMIC DEVELOPMENT



## PRIMARY SERVICES

The Department of Economic Development's mission is to facilitate economic development activities by fostering and supporting a vibrant community and better quality of life through individual and family asset development and the creation and sustainability of a healthy, inclusive business environment. This is accomplished through the delivery of direct services to the community that lends to the city's overall mission of "...economically thriving for all its citizens." The department is responsible for the successful execution of four programs and one council initiative: Asset Building, Business Retention and Expansion, the Minority/Women-Owned Business Enterprise Program, Savannah Entrepreneurial Center, and the Greater Savannah International Alliance. These programs and activities are geared toward improving financial stability of individuals, families, and small and minority businesses while promoting Savannah as a globally welcoming city. The department implements several programmatic activities under each primary service.

## GOALS AND OBJECTIVES

### Priority Goal:

**Economic Growth** - To provide citizens a City that encourages and supports appropriate economic growth that creates jobs, expands City revenue and improves neighborhoods and commercial corridors

### Objectives:

- **BUSINESS RETENTION & EXPANSION:** To provide relevant and meaningful resource assistance to the business community and to provide business retention and sustainability services that promotes growth in local economy
- **MINORITY & WOMEN-OWNED BUSINESS ENTERPRISE PROGRAM:** To increase the utilization of M/WBE firms participating in the City's procurement process. This is achieved by assisting MBEs and WBEs with growing and strengthening their business while increasing their capacity
- **ASSET & WEALTH BUILDING PROGRAM:** To encourage and assist in wealth creation and development of our citizenry through the Individual Development Accounts Program, Volunteer Income Tax Assistance Program, and financial education activities
- **GREATER SAVANNAH INTERNATIONAL ALLIANCE:** To position Savannah as a global community by fostering international relationships and initiatives that benefit Savannah and the region through commerce, culture, tourism and education

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Number of business trainings facilitated	5	8	8	8
- Assistance given in location, relocation, or expansion efforts	18	20	20	20
- Unduplicated clients in tiers 1 and 2	415	450	450	450
- M/WBE Certification Outreach and workshops sessions facilitated	75	80	80	80

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
- Number of MBE and WBE firms assisted to participate in workshops	400	450	450	450
- Number of tax clients assisted	888	900	900	900
- Number of bank accounts opened	134	140	140	140
<b>Efficiency Measures</b>				
- Number of business workshops sessions that are helpful	50.00%	50.00%	50.00%	50.00%
- Number of business completed location, relocation, or expansion efforts	24.00%	30.00%	30.00%	30.00%
- Number of business plans funded by SBAC, ACCION, or other FI	30.00%	35.00%	35.00%	35.00%
- Number of firms who completed City of Savannah certification	37.00%	40.00%	40.00%	40.00%
- Number of participating firms awarded City Contract	25.00%	25.00%	25.00%	25.00%
- Number of tax clients qualifying for EITC	63.00%	65.00%	65.00%	65.00%
- Number of bank accounts remaining open after one year	35.00%	40.00%	40.00%	40.00%
<b>Effectiveness Measures</b>				
- Number of business clients participating in workshops	404	425	425	425
- Number of new jobs created in Savannah MSA	500	525	525	525
- Number of new business start ups from the Savannah Entrepreneurial Center efforts	8	12	12	12
- Number of M/WBE certified	125	36	36	36
- Percent M/WBE city utilization	20.00%	22.00%	22.00%	23.00%
- Account holder retained refund money in account	33.00%	35.00%	35.00%	35.00%
- Federal dollars refunded at city sites	\$916,000.00	\$950,000.00	\$950,000.00	\$1,000,000.00

#### EXPENDITURES BY TYPE

Expenditure Area	2010	2011	2012	% Change
	Actual	Projected	Proposed	2011-2012
Personal Services	\$ 434,595	\$ 385,948	\$ 324,388	-16.0
Outside Services	259,696	218,777	208,775	-4.6
Commodities	9,097	10,750	8,450	-21.4
Interfund Services	32,632	27,882	17,783	-36.2
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Interfund Transfers	0	0	0	0
Other Expenses	0	0	0	0
<b>TOTAL</b>	<b>\$ 736,020</b>	<b>\$ 643,357</b>	<b>\$ 559,396</b>	<b>-13.1</b>



# ENTREPRENEURIAL CENTER

## PRIMARY SERVICES

The Savannah Entrepreneurial Center (SEC) provides the greater Savannah community with opportunities to start and grow small businesses. Through comprehensive training mentoring, technical assistance, facilities and access to financial resources, the Center contributes to the economic empowerment of individuals and the community. The center provides assistance in writing, researching, and preparing for small or micro business ownership. The center also helps to prepare individuals for securing operating capital for use by the start-up.

## GOALS AND OBJECTIVES

### Priority Goal:

Economic Growth - To provide citizens a City that encourages and supports appropriate economic growth that creates jobs, expands City revenue and improves neighborhoods and commercial corridors

### Objective:

- To provide an educational center that is a resource for aspiring entrepreneurs

Note: Performance Measures are fused into the Department of Economic Development.

## EXPENDITURES BY TYPE

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 0			0.0
Outside Services	283,328	267,880	268,563	0.3
Commodities	1,664	1,025	775	-24.4
Interfund Services	2,608	2,699	11,027	308.6
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Interfund Transfers	0	0	0	0
Other Expenses	0	0	0	0
<b>TOTAL</b>	<b>\$ 287,600</b>	<b>\$ 271,604</b>	<b>\$ 280,365</b>	<b>3.2</b>

# PUBLIC WORKS AND WATER RESOURCES

## *Mission*

*The Bureau of Public Works and Water Resources promotes the safety and health of our public by designing, building and maintaining infrastructure that produces, treats and conveys safe drinking water and waste water; minimizing the potential for flooding while protecting our natural environment; maintaining the City's streets, lanes, sidewalks and other public rights of way; and safely and efficiently moving vehicular, pedestrian and bicycle traffic throughout the City.*



## *departments*

BUREAU CHIEF'S OFFICE

TRAFFIC ENGINEERING

STORMWATER MANAGEMENT

STREETS MAINTENANCE

SERVICE CENTER

WATER AND SEWER DIRECTOR (SEE WATER FUND)

UTILITY SERVICES (SEE WATER FUND)

WATER AND SEWER PLANNING AND ENGINEERING (SEE WATER FUND)

WATER SUPPLY AND TREATMENT (SEE WATER FUND)

WATER DISTRIBUTION (SEE WATER FUND)

SEWER MAINTENANCE (SEE SEWER FUND)

LIFT STATIONS MAINTENANCE (SEE SEWER FUND)

PRESIDENT STREET PLANT (SEE SEWER FUND)

REGIONAL PLANTS (SEE SEWER FUND)

I&D WATER PLANT (SEE INDUSTRIAL & DOMESTIC WATER FUND)

## PUBLIC WORKS AND WATER RESOURCES

# trends and issues

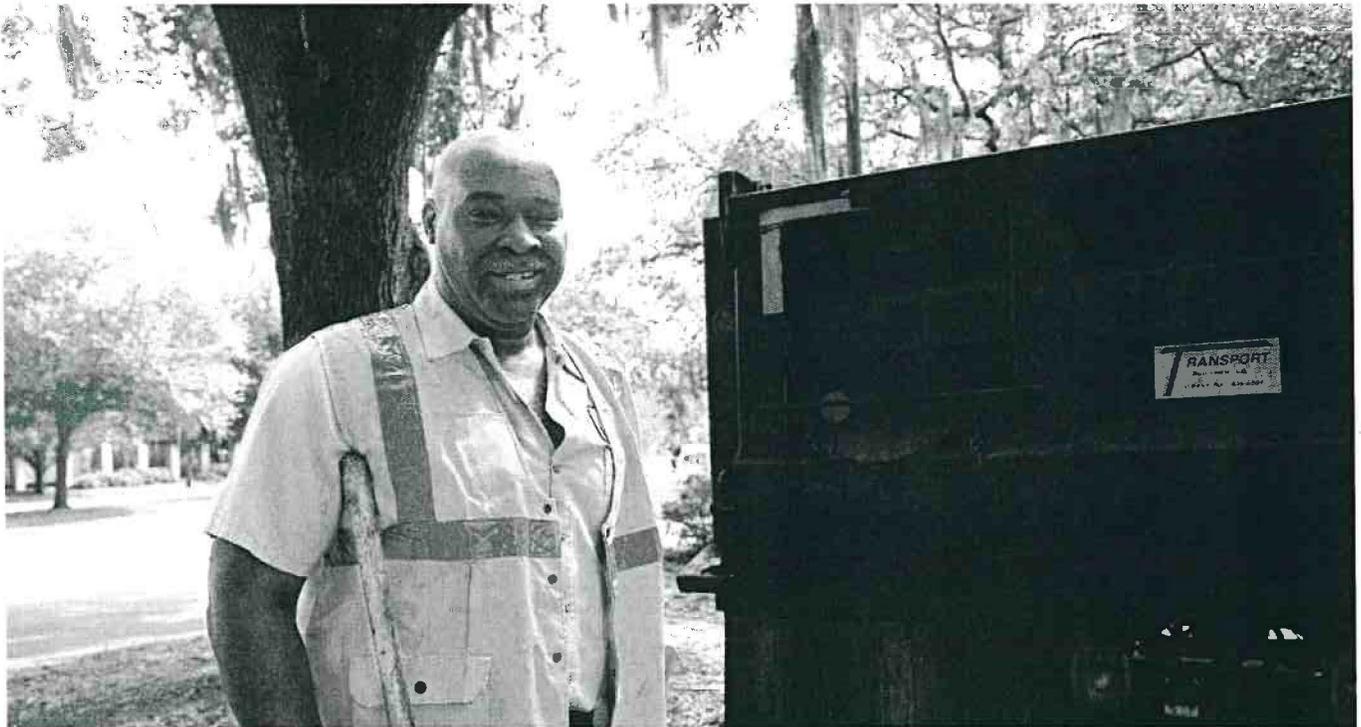
The City of Savannah's water and sewer operations have long been considered a model for other systems throughout the southeastern United States. For decades we have taken pro-active steps to protect and reduce our reliance on the Floridan aquifer, the main source of Savannah's drinking water. Properly managing our water supply and strategically developing start-of-the-art waste water treatment plants have helped the City accommodate new growth and expand the City's tax base. Our aggressive preventative maintenance of this complex

infrastructure network has allowed the City to offer some of the lowest water and sewer rates in the entire country, and the lowest of any major system in Georgia.

Over the past 17 years, the City has leveraged voter-approved Special Purpose Local Option Sales Tax dollars with other funding to make nearly \$200 million in drainage improvements to the major drainage basin in the City. This has dramatically improved the quality of life for thousands of residents, whose homes no longer flood during heavy rain. In recent years we have improved accessibility

throughout our community by installing more than 1,500 ADA accessible ramps and installing several hundred audible crosswalk signals at intersections across the community. We have seen great success in actively engaging residents to help create solutions to some of our community's most complicated traffic problems.

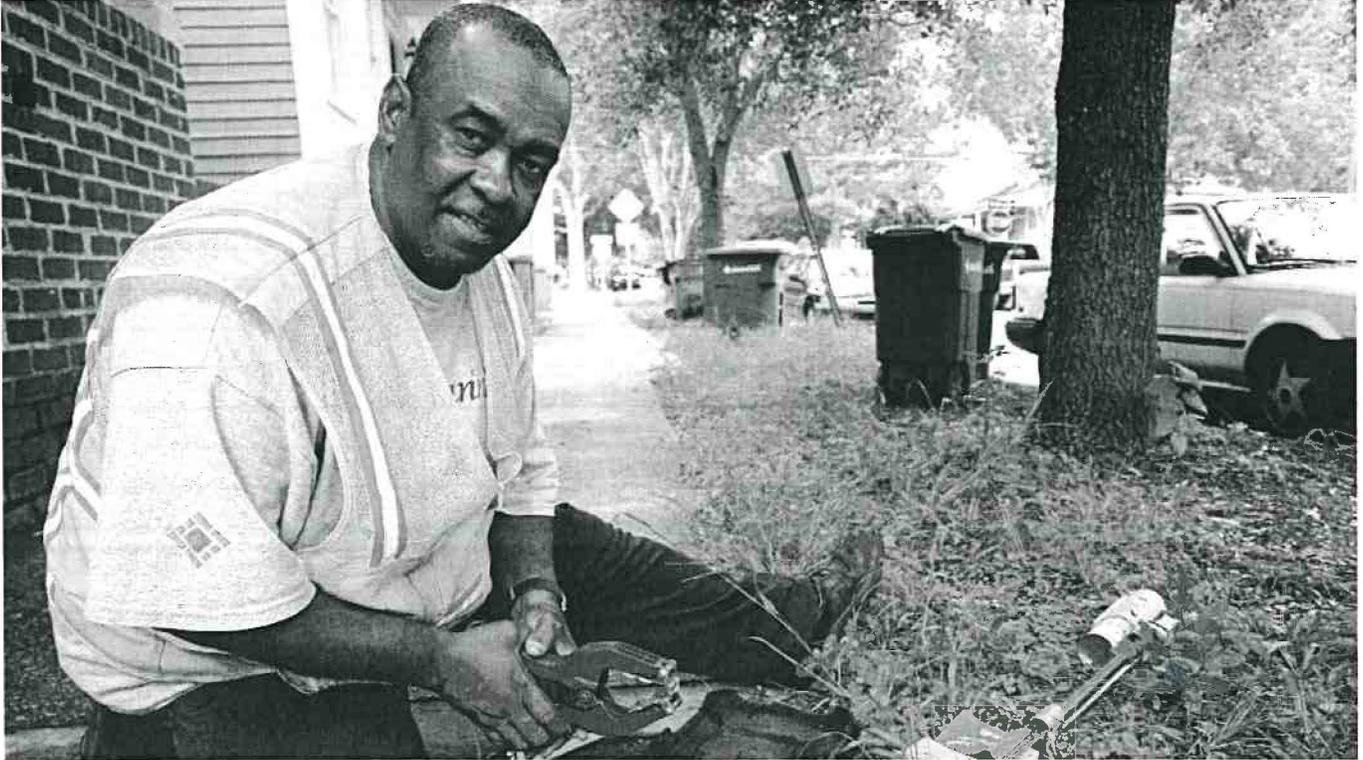
In 2010 the Water and Sewer Bureau and the Facilities Maintenance Bureau merged to become the Bureau of Public Works and Water Resources. Doing so created efficiencies while increasing coordination of the



*Everyday, I see the positive results of my work on the streets of Savannah. My whole family lives here. I am proud to show them what I do, how I make things better.*

**Terrence Clemons, Crew Chief  
Streets Maintenance, 15 years service**

## PUBLIC WORKS AND WATER RESOURCES



*I love being able to solve problems. Especially when a senior citizen calls, doesn't know where to turn, and I show up and can help. That makes my day.*

Herman Dempsey, Supervisor  
Water Distribution, 18 years of service

### *trends and issues, continued*

City's major infrastructure. In 2012, we will address several major projects and issues. Among them:

- Neighborhood and arterial roadway drainage improvements, notably Habersham Village, Baldwin Park and President Street
- Move forward with Project DeRenne to relieve congestion, enhance economic development and protect neighborhoods along this important corridor
- Implementation of roadway improvements along President Street and General McIntosh Boulevard
- Implementation of Stormwater Management

Regulatory Requirements, which includes inspection of both public and private storm management facilities within the City permitted by Georgia EPD

- Representing the City's priorities in the planning phase of the new Transportation Enhancement Act
- Preventative and routine maintenance of all drainage facilities, traffic control equipment, and public rights of way
- Take steps to ensure continued compliance under new regulations concerning air quality standards and nutrient removal

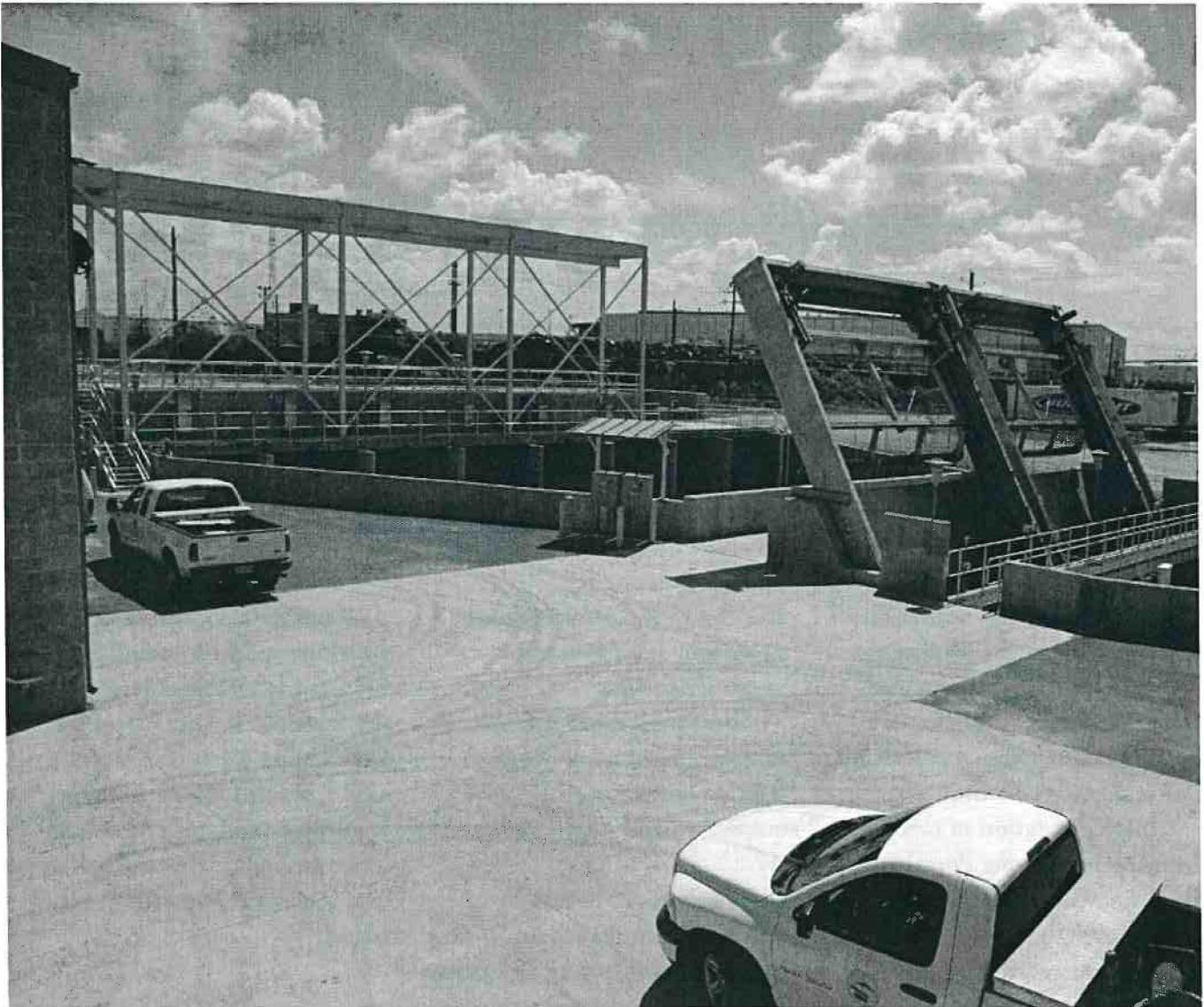
from wastewater discharges

- Continue moving Savannah's water treatment processes from chlorine to safer alternative methods
- Prepare for the outcomes of several important cases that could conclude in 2012, including: Florida and Alabama lawsuits vs. the State of Georgia regarding Lake Lanier water use; Sierra Club lawsuit to limit discharge loading in the Lower Savannah River area; and saltwater intrusion into the aquifer on Hilton Head Island.

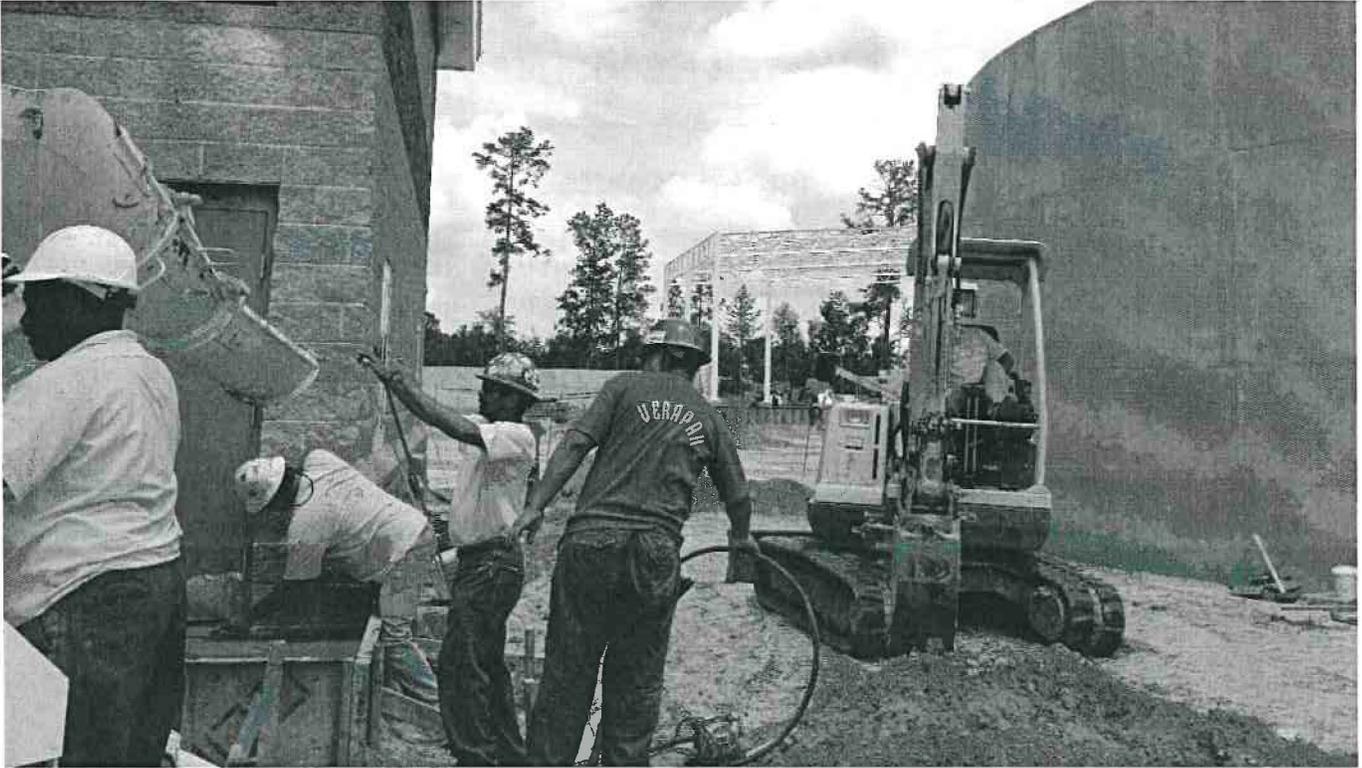
## PUBLIC WORKS AND WATER RESOURCES

### *expenditures by type*

	2010	2011	2012	% Change
Expenditure Area	Actual	Projected	Proposed	2011-2012
Personal Services	\$ 7,355,140	\$ 7,046,734	\$ 7,474,582	6.1
Outside Services	5,643,799	6,654,686	6,273,448	-5.7
Commodities	1,301,533	1,618,609	1,570,481	-3.0
Interfund Services	904,702	1,222,695	1,315,334	7.6
Capital Outlay	0	6,620	35,000	428.7
Debt Service	0	0	0	0.0
Interfund Transfers	12,000	0	0	0.0
Other Expenses	824,750	795,771	833,746	4.8
<b>TOTAL</b>	<b>\$ 16,041,925</b>	<b>\$ 17,345,115</b>	<b>\$ 17,502,591</b>	<b>0.9</b>



# PUBLIC WORKS AND WATER RESOURCES



## expenditures by department

	2010	2011	2012	% Change
Department	Actual	Projected	Proposed	2011-2012
Bureau Chief's Office <sup>1</sup>	\$ 410,061	\$ 410,967	\$ 398,949	-2.9
Traffic Engineering	5,884,666	6,188,712	6,286,128	1.6
Stormwater Management	5,106,490	5,111,658	5,534,804	8.3
Streets Maintenance	4,351,529	5,324,474	4,975,309	-6.6
City Cemeteries <sup>2</sup>	(1,608)	0	0	0.0
Service Center	290,787	309,304	307,401	-0.6
<b>TOTAL</b>	<b>\$ 16,041,925</b>	<b>\$ 17,345,115</b>	<b>\$ 17,502,591</b>	<b>0.9</b>

<sup>1</sup> In 2011, the Public Works Bureau was renamed Public Works & Water Resources Bureau and the Public Works Director was renamed Public Works & Water Resources Bureau Chief.

<sup>2</sup> City Cemeteries was moved to the Public Facilities, Events & Services Bureau prior to 2010.



# PUBLIC WORKS & WATER RESOURCES BUREAU CHIEF



## PRIMARY SERVICES

The Public Works and Water Resources Bureau Chief is responsible for ensuring the City's infrastructure is efficiently maintained while providing the citizens of Savannah with systems that are fully functional, hazard-free, aesthetically pleasing, meet present requirements, and identify future needs.

## GOALS AND OBJECTIVES

### Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

### Objective:

- To ensure proper growth and upkeep of the City's streets, sidewalks, drainage, street lighting, traffic control, and water and sanitary sewer systems through efficient management of the Public Works and Water Resources Bureau

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Public Works & Water Resources departments monitored for compliance with the City's infrastructure/operations/environmental policies	100.00%	100.00%	100.00%	100.00%
<b>Efficiency Measures</b>				
- Percent of budget spent	97.00%	---	95.00%	100.00%
- Customer service requests responded to within standard	100.00%	100.00%	100.00%	100.00%
<b>Effectiveness Measures</b>				
- Customer satisfaction with Bureau services	100.00%	100.00%	100.00%	100.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <u>2011-2012</u>
Personal Services	\$ 347,028	\$ 346,457	\$ 342,435	-1.2
Outside Services	4,524	9,965	8,569	-14.0
Commodities	13,224	21,550	19,850	-7.9
Interfund Services	35,772	28,638	23,738	-17.1
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	9,513	4,357	4,357	0.0
<b>TOTAL</b>	<b>\$ 410,061</b>	<b>\$ 410,967</b>	<b>\$ 398,949</b>	<b>-2.9</b>



# TRAFFIC ENGINEERING

## PRIMARY SERVICES

Traffic Engineering is responsible for overall management of the City's traffic system that includes vehicular and pedestrian safety; maintenance of traffic signals, traffic signs, pavement markings, and street lighting systems along all streets, as well as those along Interstate 16, the Talmadge Bridge, major arterials, and parks/squares in the Historic District; traffic engineering capital improvements; and ensuring private development impacts are mitigated by developers.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objectives:

- To 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
- To provide well lit streets that meet the City's minimum lighting standards
- To design streets that prevent vehicular and pedestrian accidents through effective traffic control
- To maintain public infrastructure which is critical in preventing personal injury and property loss from vehicular accidents and other hazards

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Traffic signal repairs	768	700	720	750
- Traffic sign repairs	7778	7800	7600	7800
- Traffic studies	796	800	650	750
- Existing City-owned street lights maintained and repaired	600	550	592	550
- Repair of outages coordinated for street lights leased through Georgia Power	834	700	700	700
<b>Efficiency Measures</b>				
- Percent of citizen complaints responded to within 24 hours	99.30%	90.00%	92.40%	90.00%
- Percent of signal malfunctions addressed within 24 hours	95.40%	95.00%	94.90%	95.00%
- Percent of down/missing stop or yield signs addressed within 24 hours	96.90%	95.00%	96.30%	95.00%
- Percent of City-owned light outages reported through 311 that are responded to within 3 days	100.00%	90.00%	90.70%	90.00%
- Ensure that the Georgia Power average to repair street lights is within 3 to 5 business days	2.6	3.0	3.1	3.0

<b>Effectiveness Measures</b>				
- Percent of major corridors that operate at Level C (15-19 mph) or better	100.00%	95.00%	95.00%	95.00%
- Rate reduction at Top 20 accident locations	35.00%	10.00%	10.00%	10.00%
- Reduce citizen requests for new lights by approximately 2 percent when compared with previous year	82.00%	5.00%	30.00%	0.00%

#### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	<b>2010</b>		<b>2011</b>		<b>2012</b>		<b>% Change</b>
	<u>Actual</u>		<u>Projected</u>		<u>Proposed</u>		<u>2011-2012</u>
Personal Services	\$ 1,672,246	\$	1,578,323	\$	1,657,318		5.0
Outside Services	3,415,916		3,813,728		3,794,652		-0.5
Commodities	568,848		547,919		544,289		-0.7
Interfund Services	128,495		150,581		168,315		11.8
Capital Outlay	0		6,620		35,000		428.7
Debt Service	0		0		0		0.0
Interfund Transfers	12,000		0		0		0.0
Other Expenses	87,160		91,541		86,554		-5.4
<b>TOTAL</b>	<b>\$ 5,884,666</b>	<b>\$</b>	<b>6,188,712</b>	<b>\$</b>	<b>6,286,128</b>		<b>1.6</b>



# STORMWATER MANAGEMENT

## PRIMARY SERVICES

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.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objectives:

- To operate the stormwater system at its maximum design capacity
- To ensure there are no NPDES permit violations

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Open miles cleaned	66	115	115	115
- Open miles mowed & treated	318	158	158	158
- Closed system repairs	377	390	390	390
- Closed miles cleaned	27	30	30	30
- Inlets cleaned	4416	2500	2500	2500
- Private stormwater units inspected	34	185	185	185
- Education events	19	14	14	14
<b>Efficiency Measures</b>				
- Development reviews completed within 10 days of department receipt	96.00%	75.00%	75.00%	75.00%
- Percent budget spent	93.00%	100.00%	100.00%	100.00%
- Percent compliance NPDES permit	100.00%	100.00%	100.00%	100.00%
- Pumps on-line ready at all times	95.00%	99.00%	99.00%	99.00%
- Industrial Inspections	5	14	14	14
<b>Effectiveness Measures</b>				
- No Harmful/toxic materials entering area rivers from City's Stormwater system	0	0	0	0
- Percent of valid requests completed within standard:				
- Priority 1 (flow restriction)	87.00%	99.00%	99.00%	99.00%
- Priority 2 (flow inhibitor or passive defect)	69.00%	90.00%	90.00%	90.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
- Priority 3 (long term repair or personnel use)	87.00%	85.00%	85.00%	85.00%
- No structural flooding due to 10 year, 24 hour level or less rain events (7 inches in 24 hours)	0	0	0	0

#### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	% Change <u>2011-2012</u>
Personal Services	\$ 3,094,974	\$ 2,884,957	\$ 3,119,456	8.1
Outside Services	1,120,380	1,044,273	1,151,374	10.3
Commodities	320,523	468,525	485,050	3.5
Interfund Services	107,362	252,084	301,397	19.6
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	463,251	461,819	477,527	3.4
<b>TOTAL</b>	<b>\$ 5,106,490</b>	<b>\$ 5,111,658</b>	<b>\$ 5,534,804</b>	<b>8.3</b>



# STREETS MAINTENANCE

## PRIMARY SERVICES

Streets Maintenance is responsible for preserving and maintaining streets, sidewalks (to include ADA accessibility where applicable), rights-of-way, and lanes by repairing utility street cuts and other defects in 765 miles of paved and unpaved streets and/or lanes; and for performing preventive maintenance, including shoulder maintenance and resurfacing, vegetation maintenance, grading 0.90 miles of unpaved streets, and mowing, servicing and maintaining 1,154 miles of rights-of-way, 85 miles of lanes, and 478 city-owned parcels.

## GOALS AND OBJECTIVES

### Priority Goal:

Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objective:

- To ensure that pedestrians and motorists have safe mobility access within the rights-of-way traversing the sidewalks and street network in the City of Savannah

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Miles of asphalt placed	---	---	---	14
- Miles of concrete placed	---	---	---	8
- Miles of lanes/shoulders maintained	---	---	---	145
- Miles of vegetation maintained	---	---	---	3,385
<b>Efficiency Measures</b>				
- Cost per foot of asphalt placement	---	---	---	\$22.00
- Cost per foot of concrete placement	---	---	---	\$22.00
- Cost per foot of lane/shoulder maintenance	---	---	---	\$1.07
- Cost per foot of vegetation maintenance	---	---	---	\$0.16
<b>Effectiveness Measures</b>				
- Percent of footage of asphalt placed within standard proctor (potholes-3 days, utility cut and/or pavement defect-14 days, asphalt roadway-50days)	---	---	---	90.00%
- Percent of footage of concrete placed within the 150 day proctor (sidewalk repair and curb & gutter repair)	---	---	---	94.00%
- Percent of lanes/shoulders serviced/maintained within the 14 day proctor	---	---	---	95.00%
- Percent of vegetation mowed/serviced/maintained within the 14 day proctor	---	---	---	95.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 2,242,500	\$ 2,236,997	\$ 2,355,373	5.3
Outside Services	817,065	1,483,146	1,017,182	-31.4
Commodities	394,065	574,885	515,562	-10.3
Interfund Services	633,073	791,392	821,884	3.9
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	264,826	238,054	265,308	11.4
<b>TOTAL</b>	<b>\$ 4,351,529</b>	<b>\$ 5,324,474</b>	<b>\$ 4,975,309</b>	<b>-6.6</b>

# SERVICE CENTER

## EXPENDITURES BY TYPE

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 0	\$ 0	0	0.0
Outside Services	285,915	303,574	301,671	-0.6
Commodities	4,872	5,730	5,730	0.0
Interfund Services	0	0	0	0.0
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 290,787</b>	<b>\$ 309,304</b>	<b>\$ 307,401</b>	<b>-0.6</b>

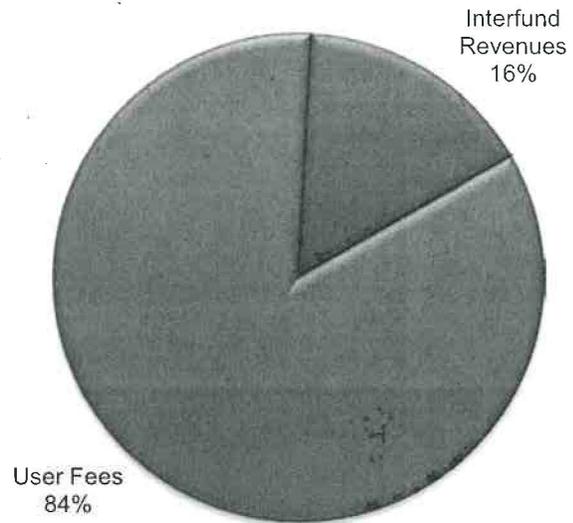


# PUBLIC SAFETY COMMUNICATIONS FUND



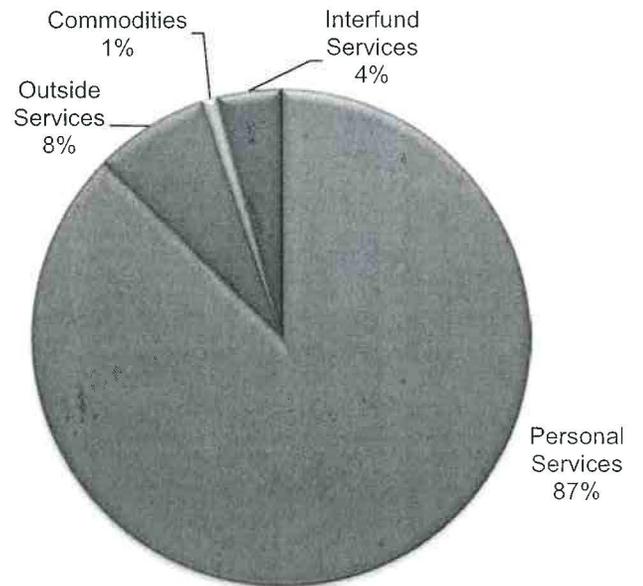
## Where the Money Comes From

Taxes	\$	0
User Fees		4,850,000
Interfund Revenues		907,981
Licenses & Permits		0
Fines, Forfeits, & Penalties		0
Grant Revenues		0
Interest Earned		0
Other Revenues		0
<b>Total</b>		<b>\$ 5,757,981</b>



## Where the Money Goes

Personal Services	\$ 5,030,949
Outside Services	434,993
Commodities	54,500
Interfund Services	237,539
Capital Outlay	0
Debt Service	0
Interfund Transfers	0
Other Expenses	0
<b>Total</b>	<b>\$ 5,757,981</b>



**REVENUES BY SOURCE**

<u>Revenue Source</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <b><u>2011-2012</u></b>
<u>User Fees</u>				
E911 Telephone Fee	\$ 1,922,210	\$ 1,808,000	\$ 1,808,000	0.0
E911 Wireless Telephone Fee	3,196,579	2,992,000	\$ 3,042,000	1.7
Subtotal	\$ 5,118,789	\$ 4,800,000	\$ 4,850,000	1.0
<u>Interfund Revenues</u>				
General Fund Contribution	\$ 0	\$ 472,064	\$ 907,981	92.3
<b>TOTAL</b>	<b>\$ 5,118,789</b>	<b>\$ 5,272,064</b>	<b>\$ 5,757,981</b>	<b>9.2</b>

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <b><u>2011-2012</u></b>
Personal Services	\$ 4,280,093	\$ 4,563,973	\$ 5,030,949	10.2
Outside Services	453,530	466,420	434,993	-6.7
Commodities	53,266	54,523	54,500	0.0
Interfund Services	160,662	187,148	237,539	26.9
Capital Outlay	15,241	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 4,962,792</b>	<b>\$ 5,272,064</b>	<b>\$ 5,757,981</b>	<b>9.2</b>



# COMMUNICATIONS CENTER

## PRIMARY SERVICES

The Communications Center is the Primary Public Safety Answering Point (PSAP) for both emergency and non-emergency calls. The SCMPD E-911 Communications Center provides EMS Dispatch services for all of Chatham County and provides Police, Fire, and First Responder services for the remaining 99% of the City and County. 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, to provide all communications needs for the department. It is the primary point of contact for citizens and an essential line of communication for officers on the street.

## GOALS AND OBJECTIVES

### Priority Goal:

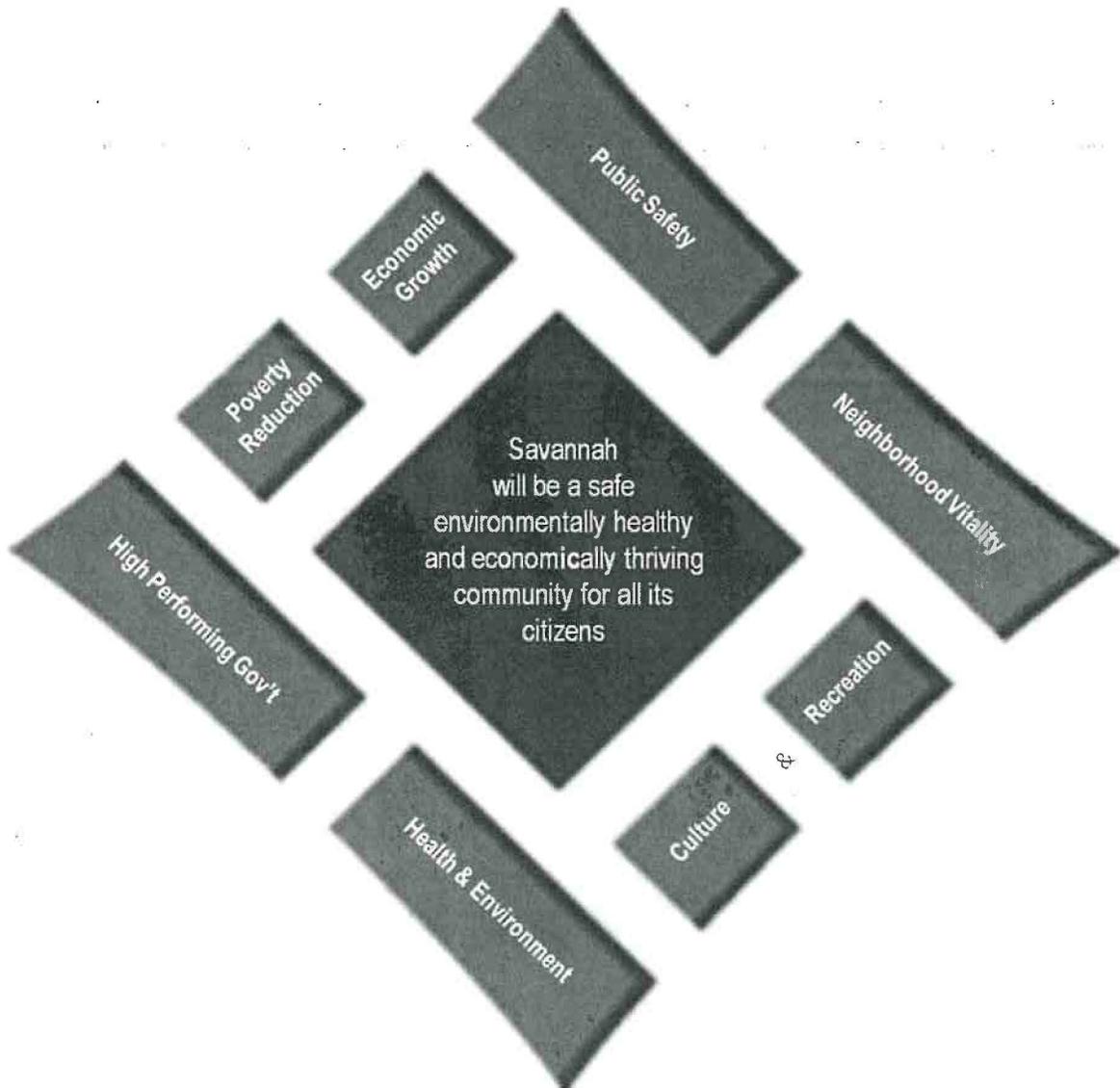
Public Safety - To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

### Objectives:

- To provide public safety dispatch services within the City of Savannah and Chatham County by processing emergency and non-emergency calls
- To coordinate the assignment and dispatch of public safety personnel to ensure the appropriate entity is dispatched in the fastest response to emergencies

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- 911 calls received	248,774	---	325,000	401,226
- Abandoned calls	19,755	---	8,000	4,000
- Non-emergency calls received	343,473	---	330,000	350,000
- Teletype inquires received	219,119	---	150,000	140,000
<b>Efficiency Measures</b>				
- Cost per call for service	---	---	\$15.00	\$15.00
- Percent of budget spent	100.80%	---	100.00%	100.00%
<b>Effectiveness Measures</b>				
- Percent of 911 calls answered within 3 rings (15 sec's)	98.7.0%	---	98.00%	99.00%
- Percent of 911 calls processed within 2 minutes (Priority 1)	47.00%	---	48.00%	55.00%
- Percent of 911 calls processed within 2 minutes (Priority 2)	77.00%	---	80.00%	85.00%



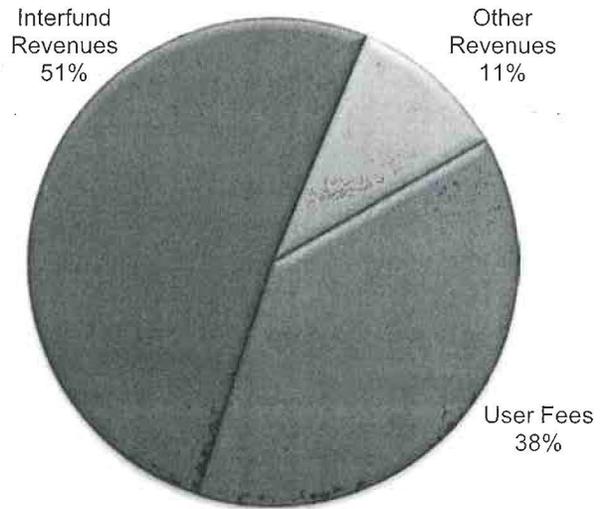


# HAZARDOUS MATERIAL TEAM FUND



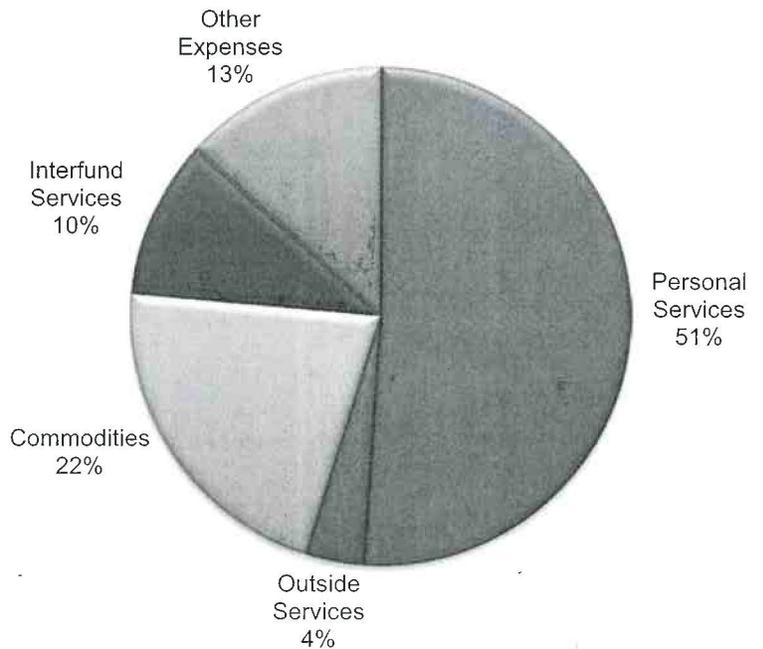
## Where the Money Comes From

Taxes	\$	0
User Fees		200,000
Interfund Revenues		267,770
Licenses & Permits		0
Fines, Forfeits, & Penalties		0
Grant Revenues		0
Interest Earned		0
Other Revenues		55,000
<b>Total</b>		<b>\$ 522,770</b>



## Where the Money Goes

Personal Services	\$	266,692
Outside Services		19,839
Commodities		113,000
Interfund Services		54,074
Capital Outlay		0
Debt Service		0
Interfund Transfers		0
Other Expenses		69,165
<b>Total</b>		<b>\$ 522,770</b>



**REVENUES BY SOURCE**

<u>Revenue Source</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <b><u>2011-2012</u></b>
<u>User Fees</u>				
Hazardous Material Industry Fees	\$ 160,210	\$ 154,460	\$ 200,000	29.5
<u>Interfund Revenues</u>				
General Fund Contribution	\$ 239,152	\$ 238,163	\$ 267,770	12.4
<u>Other Revenues</u>				
Chatham County Haz Mat Reimbursement	\$ 55,818	\$ 55,000	\$ 55,000	0.0
<b>TOTAL</b>	<b>\$ 455,180</b>	<b>\$ 447,623</b>	<b>\$ 522,770</b>	<b>16.8</b>

**EXPENDITURES BY TYPE**

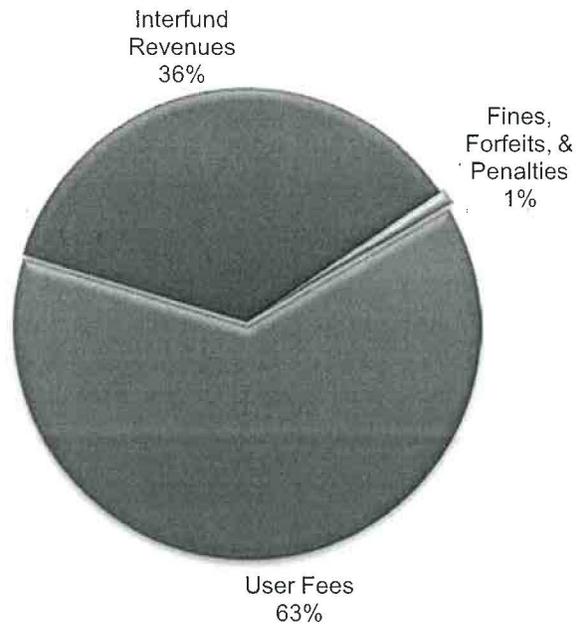
<u>Expenditure Area</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <b><u>2011-2012</u></b>
Personal Services	\$ 273,854	\$ 274,571	\$ 266,692	-2.9
Outside Services	14,402	20,885	19,839	-5.0
Commodities	91,640	99,000	113,000	14.1
Interfund Services	48,908	44,192	54,074	22.4
Capital Outlay	17,400	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	8,975	8,975	69,165	670.6
<b>TOTAL</b>	<b>\$ 455,180</b>	<b>\$ 447,623</b>	<b>\$ 522,770</b>	<b>16.8</b>



# SANITATION FUND

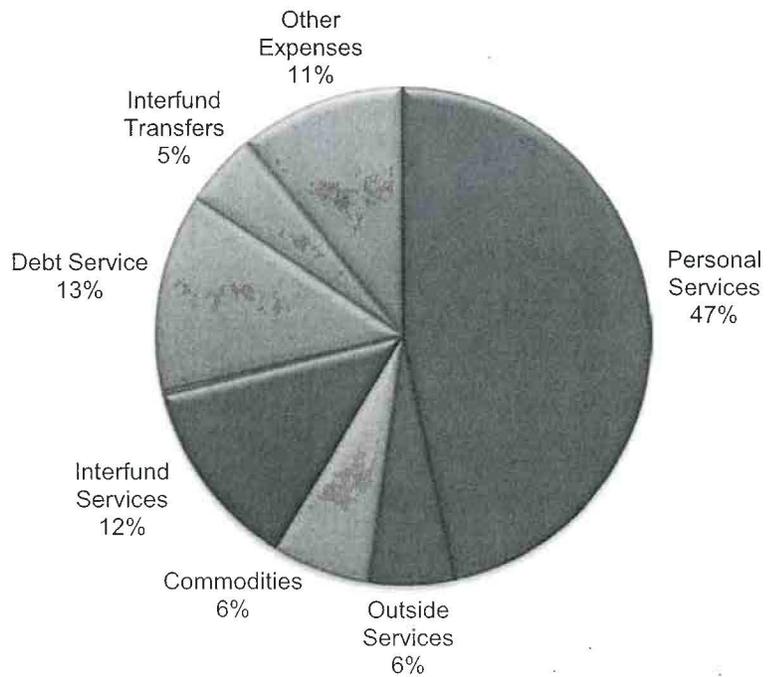
## Where the Money Comes From

Taxes	\$	0
User Fees		16,036,000
Interfund Revenues		8,529,496
Licenses & Permits		0
Fines, Forfeits, & Penalties		258,000
Grant Revenues		0
Interest Earned		5,000
Other Revenues		4,000
<b>Total</b>		<b>\$24,832,496</b>



## Where the Money Goes

Personal Services	\$11,595,540
Outside Services	1,390,946
Commodities	1,581,545
Interfund Services	3,102,927
Capital Outlay	50,000
Debt Service	3,212,990
Interfund Transfers	1,209,894
Other Expenses	2,688,654
<b>Total</b>	<b>\$24,832,496</b>



# SANITATION

---

## *Mission*

*To provide solid waste management and code enforcement services to promote community and environmental health and neighborhood vitality with excellent customer service through effective work programs that meet or surpass mandated standards; ensure timely cleanliness of City streets, lanes and right-of-ways; ensure compliance with applicable ordinances; and provide for the efficient management, collection, reclamation, recycling, and disposal of residential and commercial solid waste generated within the City of Savannah.*



## **departments**

---

BUREAU CHIEF'S OFFICE  
RESIDENTIAL REFUSE  
REFUSE DISPOSAL  
STREET CLEANING  
COMMERCIAL REFUSE  
RECYCLING & LITTER SERVICES  
PROPERTY MAINTENANCE ENFORCEMENT

## trends and issues

The Sanitation Bureau continues its focus on providing quality services and meeting the solid waste management needs of the community through an integrated solid waste management system. Tighter resource constraints and higher service expectations compel the bureau to further refine programs by eliminating unnecessary service delivery redundancies and improving overall program efficiency. Increased use of automated equipment and routing systems will assist with work program efficiencies while the 311

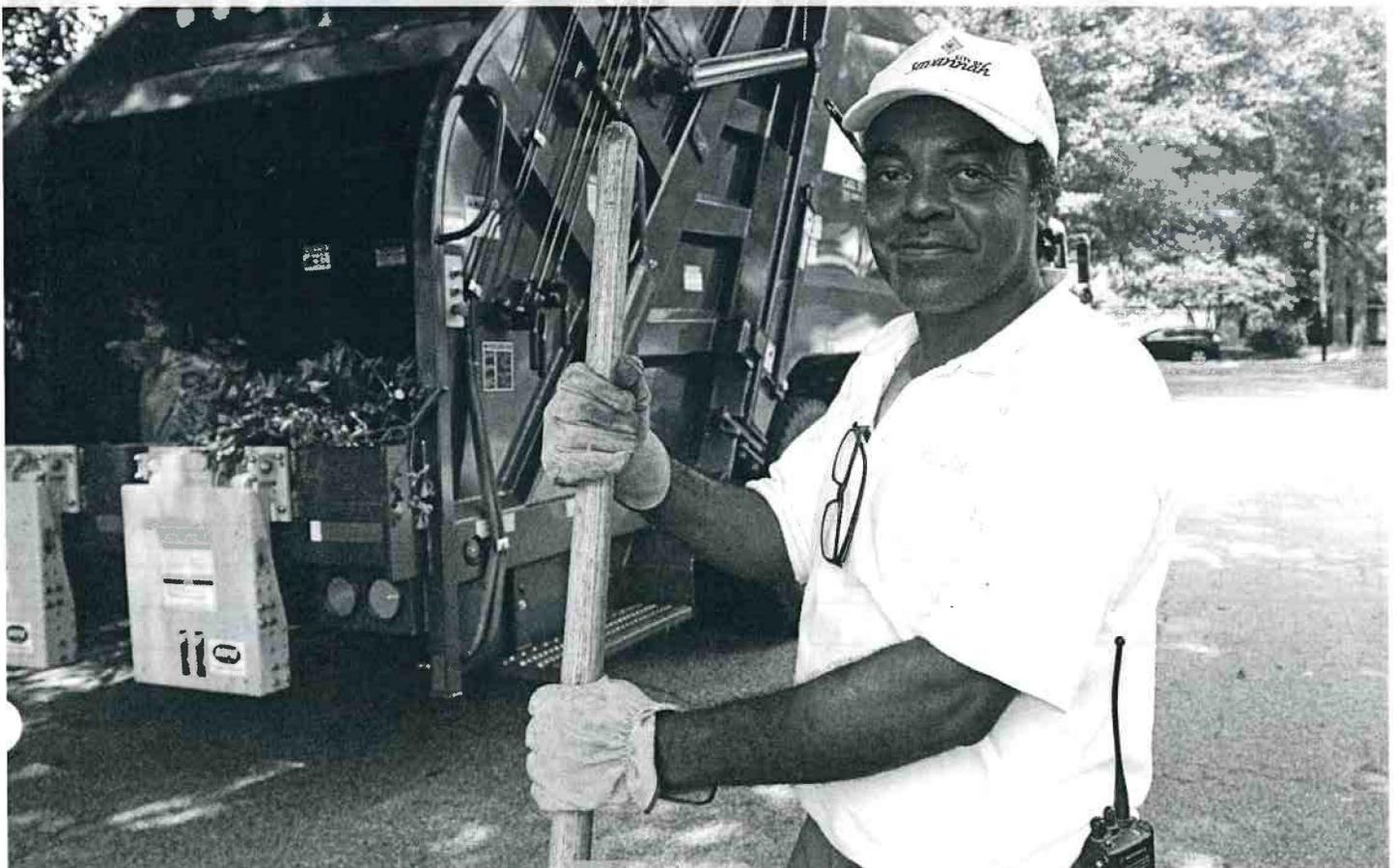
system will support tracking service delivery effectiveness and resource planning.

Citizen participation is critical to promoting neighborhood vitality and sustaining a clean and healthy environment for our community. Programs such as litter abatement, yard waste management, and recycling rely on citizen cooperation to minimize costs and maximize effectiveness for the benefit of all. Public education efforts will continue to focus on collection procedures and the importance of litter abatement,

waste reduction, natural resource conservation and the preservation of landfill space. These efforts will be used primarily as outreach to the Savannah community, encouraging citizens to commit to and partner with City government in its commitment to recycling and citywide cleanliness. Enhanced sanitation and property maintenance code enforcement will complement and reinforce other educational initiatives.

*This is a great place to work. We're making a difference. We keep the streets clean. We get to know the city and the people. When I first came to the City, I loved it. I love it still.*

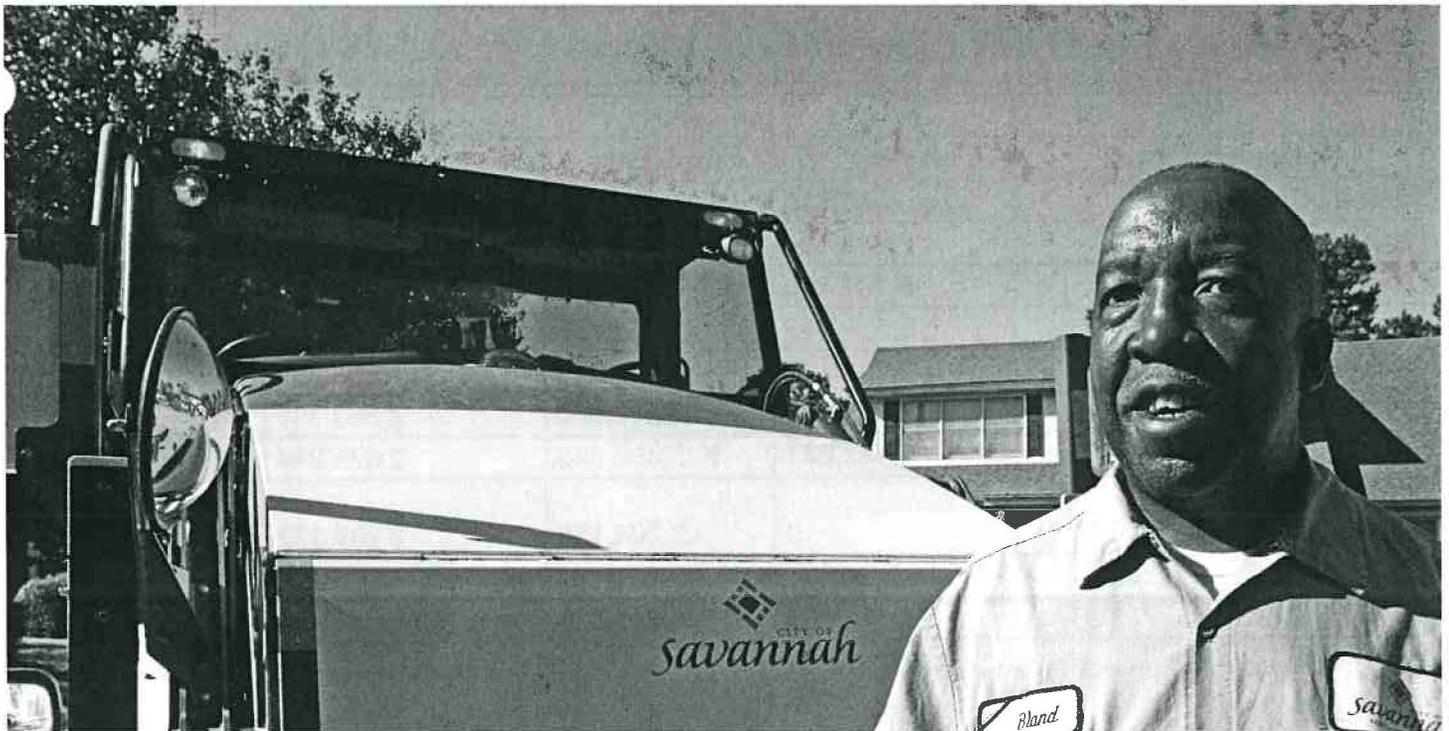
Grayling McComb, Yard Waste Operator  
Residential Refuse Collection, 25 years of service



**SANITATION**

## *revenues by source*

	2010	2011	2012	% Change
Revenue Source	Actual	Projected	Proposed	2011-2012
<b>User Fees</b>				
Residential Refuse Fees	\$ 12,677,784	\$ 12,540,217	\$ 13,308,000	6.1
Commercial Refuse Fees	1,084,055	1,019,318	1,055,000	3.5
Refuse Disposal Tip Fees	28,593	25,920	20,000	-22.8
Commercial Disposal Fees (City)	1,080,244	1,016,187	1,060,000	4.3
Commercial Disposal Fees (Private)	(653)	0	0	0.0
C & D Waste Fees	244,659	229,100	250,000	9.1
Recycling Recovery	199,196	171,000	171,000	0.0
Special Trash Collection Fees	221,139	216,800	200,000	-7.7
Private Lane Refuse Service	2,200	1,000	1,000	0.0
Refuse Cart Sales	8,650	5,700	6,000	5.3
Senior Citizens Discount	(18,552)	(35,000)	(35,000)	0.0
<b>Subtotal</b>	<b>\$ 15,527,315</b>	<b>\$ 15,190,242</b>	<b>\$ 16,036,000</b>	<b>5.6</b>
<b>Interfund Revenues</b>				
Interfund Disposal Fees	\$ 552,906	\$ 719,600	\$ 885,900	23.1
Interfund Commercial Fees	298,829	264,068	272,901	3.5
Services to General Fund	3,424,344	6,881,763	7,071,624	2.8
General Fund Contribution	3,631,402	900,530	299,071	-66.8
<b>Subtotal</b>	<b>\$ 7,907,481</b>	<b>\$ 8,765,961</b>	<b>\$ 8,529,496</b>	<b>-2.7</b>
<b>Fines, Forfeits &amp; Penalties</b>				
Sweeper Parking Citations	\$ 233,662	\$ 250,017	\$ 258,000	3.2
<b>Interest Earned</b>				
Interest / Dividends	\$ 2,426	\$ 1,000	\$ 5,000	400.0
<b>Other Revenues</b>				
Discounts	\$ 110	\$ 0	\$ 0	0.0
Miscellaneous Revenue	78	5,000	5,000	0.0
Miscellaneous Uncollected	(305)	(1,000)	(1,000)	0.0
<b>Subtotal</b>	<b>\$ (117)</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>0.0</b>
<b>TOTAL</b>	<b>\$ 23,670,767</b>	<b>\$ 24,211,220</b>	<b>\$ 24,832,496</b>	<b>2.6</b>



*We live in a very beautiful city. I get to help keep it beautiful. The residents really appreciate what we do in the fall with the leaf drop. I like to see the way a neighborhood can change right before your eyes after we come through.*

Larry Bland, Crew Chief  
Street Sweeping, 35 years of service

## expenditures by type

Expenditure Area	2010	2011	2012	% Change
	Actual	Projected	Proposed	2011-2012
Personal Services	\$ 11,208,252	\$ 11,373,798	\$ 11,595,540	1.9
Outside Services	1,437,706	1,366,920	1,390,946	1.8
Commodities	1,448,842	1,609,991	1,581,545	-1.8
Interfund Services	2,756,543	2,976,940	3,102,927	4.2
Capital Outlay	0	50,000	50,000	0.0
Debt Service	3,252,018	3,216,311	3,212,990	-0.1
Interfund Transfers	1,165,000	1,109,894	1,209,894	9.0
Other Expenses	2,402,403	2,507,366	2,688,654	7.2
<b>TOTAL</b>	<b>\$ 23,670,765</b>	<b>\$ 24,211,220</b>	<b>\$ 24,832,496</b>	<b>2.6</b>

## expenditures by department

	2010	2011	2012	% Change
Department	Actual	Projected	Proposed	2011-2012
Bureau Chief's Office	\$ 986,786	\$ 676,171	\$ 620,518	-8.2
Residential Refuse	7,823,490	7,167,141	7,518,461	4.9
Refuse Disposal	6,101,820	5,752,576	5,702,824	-0.9
Street Cleaning	2,234,663	2,064,876	2,109,618	2.2
Commercial Refuse	1,588,177	1,514,255	1,588,507	4.9
Recycling & Litter Services	2,588,587	2,346,500	2,368,191	0.9
Sanitation Interdepartmental	2,347,241	2,485,546	2,625,244	5.6
Property Maintenance Enforcement <sup>1</sup>	0	2,204,155	2,299,133	4.3
<b>TOTAL</b>	<b>\$ 23,670,765</b>	<b>\$ 24,211,220</b>	<b>\$ 24,832,496</b>	<b>2.6</b>

<sup>1</sup> In 2011, Property Maintenance Enforcement was moved from the Community & Economic Development Bureau to the Sanitation Bureau.





# SANITATION BUREAU CHIEF

## PRIMARY SERVICES

The department oversees Sanitation services which promote an environmentally safe and healthy community. These services will be accomplished through excellent customer service and efficient work programs that comply with environmental standards and mandates; ensure the timely cleanliness of City streets, lanes and rights-of-way; and provide for the efficient management, collection and disposal of residential and commercial solid waste generated within the City of Savannah

## GOALS AND OBJECTIVES

### Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

### Objective:

- To provide environmental compliance monitoring and support for solid waste collection and disposal operations

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Dean Forest Road Landfill Operating Permit Compliance Reports prepared	12	12	12	12
- Title V Air Quality Permit Compliance Reports prepared	6	9	6	6
- Leachate Compliance Certification Report prepared	12	12	12	12
<b>Efficiency Measures</b>				
- Cost for compliance of Dean Forest Road Landfill Operating Permit Compliance Report	\$3,697.00	---	\$3,697.00	\$3,697.00
- Cost for compliance of Title V Air Quality Permit Compliance Report	\$4,436.00	---	\$4,436.00	\$4,436.00
- Cost for Leachate compliance Certification Report	\$1,479.00	---	\$1,479.00	\$1,479.00
<b>Effectiveness Measures</b>				
- Percent of compliance reports for operating permits prepared	100.00%	100.00%	100.00%	100.00%
- Percent Title V Air Quality Permit Compliance Reports prepared	100.00%	100.00%	100.00%	100.00%
- Percent Leachate Compliance Certification Report prepared	100.00%	100.00%	100.00%	100.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 823,840	\$ 551,837	\$ 524,923	-4.9
Outside Services	107,357	75,452	61,998	-17.8
Commodities	15,847	6,765	6,765	0.0
Interfund Services	32,603	32,933	24,212	-26.5
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	7,139	9,184	2,620	-71.5
<b>TOTAL</b>	<b>\$ 986,786</b>	<b>\$ 676,171</b>	<b>\$ 620,518</b>	<b>-8.2</b>



# RESIDENTIAL REFUSE

## PRIMARY SERVICES

Residential Refuse is responsible for the collection of residential refuse, yard waste and bulk items throughout the city.

## GOALS AND OBJECTIVES

### Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

### Objectives:

- To ensure all residential refuse, yard waste and bulk items are collected on schedule
- To ensure sanitation services for special events are planned and executed on schedule

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
– Residents serviced weekly for residential refuse and yard waste collection	50,000	50,000	50,000	50,000
– Residents serviced for bulk item removal on schedule	50,000	50,000	50,000	50,000
– All vehicles washed and sanitized daily	99.00%	100.00%	100.00%	100.00%
<b>Efficiency Measures</b>				
– Annual cost per resident serviced for residential and yard waste collections	\$63.00	\$63.00	\$63.00	\$63.00
– Annual cost per resident serviced for bulk item removal	\$10.00	\$10.00	\$10.00	\$10.00
– Annual cost for per vehicle for washing/shuttling	\$86.00	\$86.00	\$86.00	\$86.00
<b>Effectiveness Measures</b>				
– Valid missed collections for residential refuse and yard waste no more than 1%	99.00%	100.00%	100.00%	100.00%
– Bulk item collection completed on schedule 95% of the time	99.00%	95.00%	95.00%	95.00%
– No vehicles left unsanitized before placing back in service	99.00%	100.00%	99.00%	100.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 5,381,793	\$ 4,986,532	\$ 5,255,340	5.4
Outside Services	176,997	68,567	44,483	-35.1
Commodities	535,000	555,383	552,575	-0.5
Interfund Services	700,690	667,779	713,224	6.8
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	225,000	69,894	69,894	0.0
Other Expenses	804,010	818,986	882,945	7.8
<b>TOTAL</b>	<b>\$ 7,823,490</b>	<b>\$ 7,167,141</b>	<b>\$ 7,518,461</b>	<b>4.9</b>



# REFUSE DISPOSAL



## PRIMARY SERVICES

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, the Bacon Park Transfer Station, and ancillary programs such as yard waste processing and scrap tire and metal recycling.

## GOALS AND OBJECTIVES

### Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

### Objective:

- To conduct daily operations in compliance with applicable environmental standards as demonstrated by evaluations of the landfill by the Environmental Protection Division

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Tons of refuse received	---	140,000	140,000	140,000
- Tonnage diverted	---	-	-	20,000
- Customers served at Bacon Park Facility	---	24,000	24,000	24,000
- Customers served at Dean Forest Road Facility	---	12,523	12,500	12,500
<b>Efficiency Measures</b>				
- Cost per ton	---	\$38.00	\$38.00	\$38.00
- Cost per ton transferred	---	\$60.00	\$60.00	\$60.00
<b>Effectiveness Measures</b>				
- Compliance with EPD standards	---	100.00%	100.00%	100.00%
- Percent Waste received at DFRL transported for diversion or disposal	---	100.00%	100.00%	100.00%
- Percent Waste received at BPTS transported for diversion or disposal	---	100.00%	100.00%	100.00%

## EXPENDITURES BY TYPE

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 975,156	\$ 789,306	\$ 804,193	1.9
Outside Services	964,361	834,084	796,619	-4.5
Commodities	295,002	285,900	285,900	0.0
Interfund Services	173,897	182,953	189,878	3.8
Capital Outlay	0	50,000	50,000	0.0
Debt Service	3,225,831	3,190,819	3,188,281	-0.1
Interfund Transfers	0	0	0	0.0
Other Expenses	467,574	419,514	387,953	-7.5
<b>TOTAL</b>	<b>\$ 6,101,820</b>	<b>\$ 5,752,576</b>	<b>\$ 5,702,824</b>	<b>-0.9</b>



# STREET CLEANING



## PRIMARY SERVICES

Street Cleaning is responsible for maintaining an acceptable level of cleanliness on all curbed and paved streets throughout the City of Savannah. The department has two full programs which include street sweeping and citation writing. The front-end loader operation (cleaning areas that are inaccessible to street sweepers), and sign maintenance will be accomplished on an as-needed base.

## GOALS AND OBJECTIVES

### Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

### Objectives:

- To sweep 7,400 daytime miles and 25,200 nighttime street miles (clean littered areas, remove debris that is inaccessible to street sweepers along lane ends, medians, catch basin corners)
- To maintain an annual midpoint point rating of service units (curbed/paved streets) at acceptable standard of 3.00
- To complete all service requests within standard response time
- To enforce parking regulations, by issuing citation to vehicles parked on paved/curbed streets during scheduled sweeping hours
- To replace, repair and/or install new "NO PARKING" signs in all scheduled sweeping zones as needed

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Daytime street miles swept	8,210.4	7,400	8,326	7,400
- Nighttime street miles swept	26,154	25,200	25,441	25,200
- Citations written	31,725	30,000	30,000	30,000
<b>Efficiency Measures</b>				
- Daytime cost per mile	\$62.20	---	\$62.20	\$62.20
- Nighttime cost per mile	\$37.56	---	\$37.96	\$37.96
- Cost per citation written	\$17.96		\$17.96	\$17.96
- Percent of budget spent	100.00%	100.00%	100.00%	100.00%
<b>Effectiveness Measures</b>				
- Number of scheduled routes not swept or made up	0	0	0	0
- Service requests not completed within the standard response time	0	0	0	0

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
- Percent of total citations voided due to administrative error	<1.00%	0.00%	<1.00%	<1.00%
- Number of Service units rated (12) that were below the acceptable standard of 3.00 at the end of the year	0	0	0	0

#### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	% Change <u>2011-2012</u>
Personal Services	\$ 1,189,470	\$ 991,180	\$ 968,944	-2.2
Outside Services	35,570	11,115	7,379	-33.6
Commodities	224,333	236,109	236,300	0.1
Interfund Services	521,178	553,538	604,047	9.1
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	264,113	272,934	292,948	7.3
<b>TOTAL</b>	<b>\$ 2,234,663</b>	<b>\$ 2,064,876</b>	<b>\$ 2,109,618</b>	<b>2.2</b>



## COMMERCIAL REFUSE



### PRIMARY SERVICES

The Commercial Refuse Collection Department 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 environmental standards for cleanliness, safety and health regulations. Commercial Refuse Collection services 596 containers and 28 self-contained roll-off compactors from some 856 commercial establishments collecting over 14,000 tons of refuse annually. Commercial Refuse Collection continues to be the only City department in direct competition with private industry. The department's main emphases are City cleanliness and customer satisfaction.

### GOALS AND OBJECTIVES

#### Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

#### Objectives:

- To empty all containers daily as scheduled
- To identify all damaged containers daily for scheduled repairs
- To conduct daily vehicle maintenance/inspection for trucks

### PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
-- Cubic yards collected/month	31,383	31,700	29,850	29,850
-- C&D container pulls per month	76	70	55	55
-- Containers repaired	133	200	200	200
-- Containers painted	315	300	---	---
<b>Efficiency Measures</b>				
-- Cost per cubic yard	\$3.05	---	\$3.01	\$3.20
-- Cost per container pulled	\$314.00	---	\$415.00	\$432.00
-- Cost per container repaired/painted	\$224.00	---	\$518.00	\$540.00
-- Percent of budget spent	94.00%	---	96.00%	100.00%
<b>Effectiveness Measures</b>				
-- Average number of containers missed per month	0	0	0	0
-- Percent of containers in condition 1 or 2 status	90.00%	95.00%	90.00%	90.00%
-- Priority 1 requests for container maintenance services completed within standard	100.00%	100.00%	100.00%	100.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 785,155	\$ 685,078	\$ 729,140	6.4
Outside Services	70,099	35,709	24,300	-31.9
Commodities	149,779	220,916	190,855	-13.6
Interfund Services	252,494	215,365	209,670	-2.6
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	140,000	140,000	140,000	0.0
Other Expenses	190,650	217,187	294,542	35.6
<b>TOTAL</b>	<b>\$ 1,588,177</b>	<b>\$ 1,514,255</b>	<b>\$ 1,588,507</b>	<b>4.9</b>



# RECYCLING AND LITTER SERVICES



## PRIMARY SERVICES

The Recycling and Litter Services Department 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 via litter employees and community service workers.

## GOALS AND OBJECTIVES

### Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

### Objectives:

- To ensure all curbside recycling carts are emptied as scheduled
- To ensure all drop-off sites are conveniently located, accessible and meet recycling needs of the community
- To ensure all major arterials and rights-of-way are provided litter control at least once weekly
- To ensure all citizens are well informed of proper recycling techniques and blight caused by littering

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Curbside recycling collected	17,100	23,000	19,000	19,000
- Recycling drop-off sites	12	12	12	12
- Litter control (blocks per year)	195,317	110,000	165,000	130,000
- Litter baskets serviced (per month)	6,127	3,167	4,225	4,000
- Community Service litter control (blocks)	108,783	95,000	98,000	95,000
- Outreach and education sessions	6,250	8,700	6,500	6,000
<b>Efficiency Measures</b>				
- Cost per recycling unit	\$74.00	---	\$65.00	\$63.00
- Cost per drop-off site	\$4,206.00	---	\$4,138.00	\$3,966.00
- Cost per block (litter)	\$5.00	---	\$6.00	\$8.00
- Cost per basket (litter)	\$14.00	---	\$20.00	\$20.00
- Cost per block (Community Service)	\$1.00	---	\$1.00	\$1.00
- Cost per outreach & education session	\$12.00	---	\$15.00	\$12.00

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Effectiveness Measures</b>				
- Percent of recycling collected on schedule	90.00%	100.00%	100.00%	100.00%
- Percent of city block provided litter at least once per week	100.00%	100.00%	100.00%	100.00%
- Percent of city blocks provided litter control by Community Service	100.00%	100.00%	100.00%	100.00%
- Percent of service request completed within standard	98.00%	100.00%	100.00%	100.00%
- Percent of outreach and education sessions completed	104.00%	100.00%	100.00%	100.00%

#### EXPENDITURES BY TYPE

<b>Expenditure Area</b>	<b>2010 Actual</b>	<b>2011 Projected</b>	<b>2012 Proposed</b>	<b>% Change 2011-2012</b>
Personal Services	\$ 1,888,560	\$ 1,599,345	\$ 1,593,634	-0.4
Outside Services	83,322	90,892	60,201	-33.8
Commodities	228,882	225,123	207,150	-8.0
Interfund Services	145,825	186,624	221,106	18.5
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	241,998	244,516	286,100	17.0
<b>TOTAL</b>	<b>\$ 2,588,587</b>	<b>\$ 2,346,500</b>	<b>\$ 2,368,191</b>	<b>0.9</b>



# PROPERTY MAINTENANCE ENFORCEMENT

## PRIMARY SERVICES

Property Maintenance Department (PMD) enforces property maintenance codes to promote a safe, clean, and healthy environment by preventing or requiring correction of code violations. This includes, but is not limited to, 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 property maintenance requirements.

## GOALS AND OBJECTIVES

### Priority Goal:

Neighborhood Vitality - To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community

### Objectives:

- To identify code violations and bring them to timely compliance
- To respond to reports of code violations in a timely and efficient manner
- To effectively employ the use of private contractors to abate code violations
- To educate citizens of their responsibilities pertaining to the Property Maintenance Code of Ordinances

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Number of derelict vehicles towed by City	250	---	250	250
- Number of lots cut by City	542	---	500	500
- Number of properties secured by City	22	---	150	150
- Number of properties demolished by City	29	---	30	30
<b>Efficiency Measures</b>				
- Amount received by City per vehicle towed	\$83.00	---	\$83.00	\$143.00
- Average cost per vacant lot cut/cleaned by City	\$200.00	---	\$200.00	\$200.00
- Average cost per boarding of structure by City	\$600.00	---	\$600.00	\$600.00
- Average cost per demolition by City	\$5,500.00	---	\$4,500.00	\$4,500.00

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Effectiveness Measures</b>				
- Percent of overgrown vacant lots cut by owner	67.00%	---	75.00%	85.00%
- Percent of open structures secured by owner	58.00%	---	65.00%	75.00%
- Percent of unsafe buildings demolished by owner	27.00%	---	40.00%	50.00%
- Percent of compliances achieved on valid citations	93.00%	---	95.00%	98.00%

#### EXPENDITURES BY TYPE

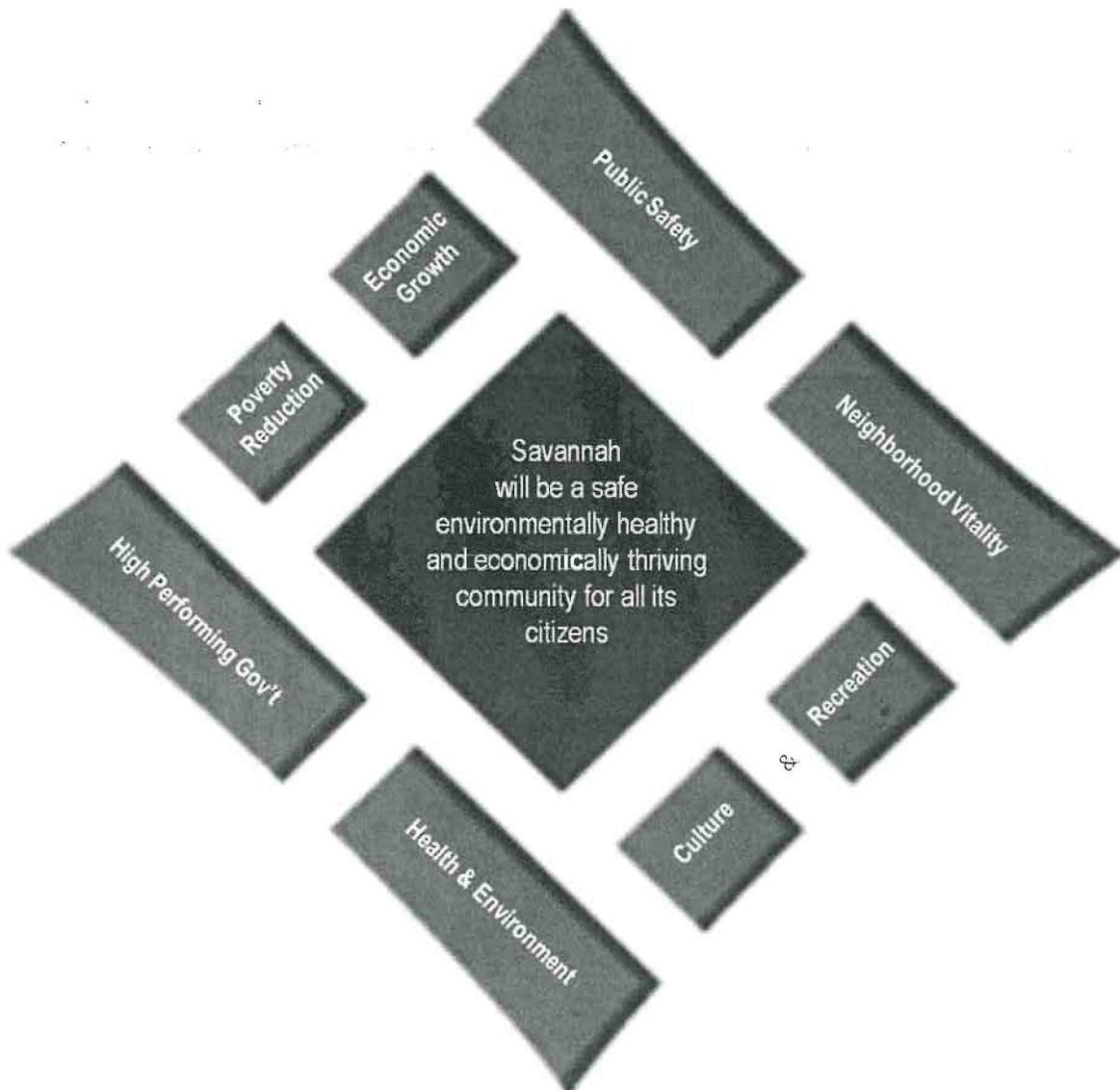
<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	% Change <u>2011-2012</u>
Personal Services	\$ 1,757,219	\$ 1,669,520	\$ 1,618,366	-3.1
Outside Services	405,339	251,101	395,966	57.7
Commodities	97,613	79,795	102,000	27.8
Interfund Services	197,594	167,348	144,569	-13.6
Capital Outlay	1,422	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	37,542	36,391	38,232	5.1
<b>TOTAL</b>	<b>\$ 2,496,729</b>	<b>\$ 2,204,155</b>	<b>\$ 2,299,133</b>	<b>4.3</b>

# SANITATION INTERDEPARTMENTAL



## EXPENDITURES BY TYPE

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 164,279	\$ 101,000	\$ 101,000	0.0
Outside Services	0	0	0	0.0
Commodities	0	0	0	0.0
Interfund Services	929,856	970,400	996,221	2.7
Capital Outlay	0	0	0	0.0
Debt Service	26,187	25,492	24,709	-3.1
Interfund Transfers	800,000	900,000	1,000,000	11.1
Other Expenses	426,919	488,654	503,314	3.0
<b>TOTAL</b>	<b>\$ 2,347,241</b>	<b>\$ 2,485,546</b>	<b>\$ 2,625,244</b>	<b>5.6</b>



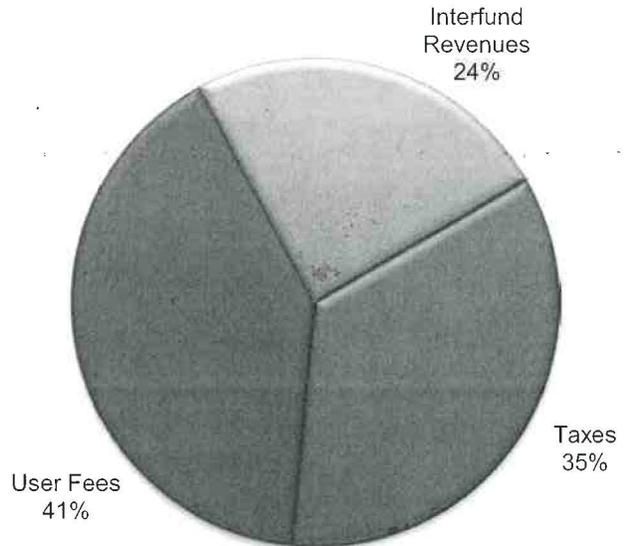
Civic Center Fund

# CIVIC CENTER FUND



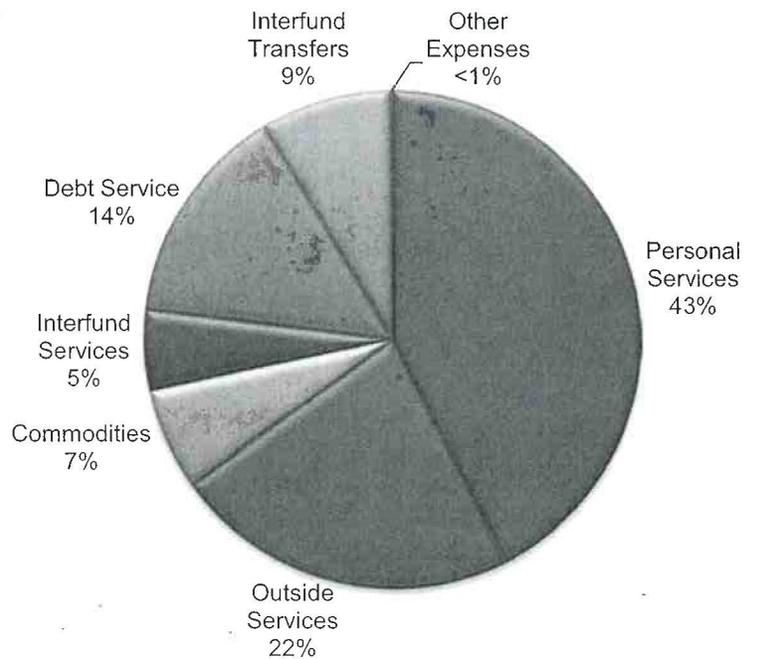
## Where the Money Comes From

Taxes	\$ 1,232,721
User Fees	1,439,287
Interfund Revenues	861,324
Licenses & Permits	0
Fines, Forfeits, & Penalties	0
Grant Revenues	0
Interest Earned	3,000
Other Revenues	500
<b>Total</b>	<b>\$ 3,536,832</b>



## Where the Money Goes

Personal Services	\$ 1,506,479
Outside Services	793,921
Commodities	234,662
Interfund Services	185,527
Capital Outlay	0
Debt Service	511,863
Interfund Transfers	300,000
Other Expenses	4,380
<b>Total</b>	<b>\$ 3,536,832</b>



**REVENUES BY SOURCE**

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<u>Taxes</u>				
Auto Rental Tax	\$ 919,268	\$ 909,000	\$ 909,000	0.0
Hotel/Motel Tax	279,308	314,885	323,721	2.8
Subtotal	\$ 1,198,576	\$ 1,223,885	\$ 1,232,721	0.7
<u>User Fees</u>				
Building/Rental	\$ 650,534	\$ 635,008	\$ 650,150	2.4
Box Office	285,988	286,000	290,387	1.5
Equipment	18,377	25,250	22,250	-11.9
Parking	66,280	77,500	77,500	0.0
Concessions	344,094	371,000	340,500	-8.2
Food/Beverage				
Catering	18,625	25,000	20,000	-20.0
Reimbursed Labor	5,027	4,500	3,500	-22.2
Novelty Sales	21,590	40,000	35,000	-12.5
Subtotal	\$ 1,410,515	\$ 1,464,258	\$ 1,439,287	-1.7
<u>Interfund Revenues</u>				
Services To General Fund	\$ 135,000	\$ 135,000	\$ 135,000	0.0
General Fund Contribution	717,185	850,396	726,324	-14.6
Subtotal	\$ 852,185	\$ 985,396	\$ 861,324	-12.6
<u>Interest Earned</u>				
Interest Earned	\$ 4,269	\$ 5,000	\$ 3,000	-40.0
<u>Other Revenues</u>				
Miscellaneous Revenue	\$ 485	\$ 1,000	\$ 500	-50.0
<b>TOTAL</b>	<b>\$ 3,466,030</b>	<b>\$ 3,679,539</b>	<b>\$ 3,536,832</b>	<b>-3.9</b>

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 1,680,810	\$ 1,656,744	\$ 1,506,479	-9.1
Outside Services	693,516	792,195	793,921	0.2
Commodities	238,334	216,849	234,662	8.2
Interfund Services	264,277	186,824	185,527	-0.7
Capital Outlay	0	0	0	0.0
Debt Service	492,050	499,963	511,863	2.4
Interfund Transfers	120,000	325,000	300,000	-7.7
Other Expenses	1,964	1,964	4,380	123.0
<b>TOTAL</b>	<b>\$ 3,490,950</b>	<b>\$ 3,679,539</b>	<b>\$ 3,536,832</b>	<b>-3.9</b>

EXPENDITURES BY DEPARTMENT

<u>Department</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Civic Center Operations	\$ 3,127,952	\$ 3,300,656	\$ 3,193,915	-3.2
Civic Center Concessions	362,998	378,883	342,917	-9.5
TOTAL	\$ 3,490,950	\$ 3,679,539	\$ 3,536,832	-3.9



# CIVIC CENTER OPERATIONS

## PRIMARY SERVICES

The Civic Center enhances the cultural and economic development of the region by providing a facility which includes a theater, arena, meeting space and ballroom. As host to concerts, family entertainment, meetings, receptions and a variety of other events throughout the year, the venue is a popular site for visitors and citizens alike. Many annual events such as the Hockey Classic, Ice Skating, Bridge Run, Black Heritage Festival and Irish Festival continue to be community favorites. The Civic Center has also facilitated several conferences including the Association for County Commissioners of Georgia, South Georgia Methodist Conference, and the Georgia Music Educators All State Chorus and All State Band.

## GOALS AND OBJECTIVES

### Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognize the needs of all citizens

### Objective:

- To provide events that are ticketed and are brought in by promoters who assume the risk associated with entertainment

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
– Total tickets	606	567	580	610
– Ticketed entertainment events	94	100	100	100
– Non-ticketed events	129	206	250	280
<b>Efficiency Measures</b>				
– Inspection certificates rated above standard rating	14	14	14	14
– Tickets sold	148,492	148,492	160,000	180,000
– Returning events	85.00%	84.00%	84.00%	83.00%
<b>Effectiveness Measures</b>				
– Citizens served	550,000	550,000	550,000	550,000
– Ticketed events settled successfully	94	100	100	120
– Returned customer service surveys rated Very Good	94.00%	95.00%	95.00%	98.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 1,464,122	\$ 1,418,980	\$ 1,296,455	-8.6
Outside Services	693,197	792,195	792,501	0.0
Commodities	95,917	79,412	108,644	36.8
Interfund Services	260,701	183,142	180,072	-1.7
Capital Outlay	0	0	0	0.0
Debt Service	492,050	499,963	511,863	2.4
Interfund Transfers	120,000	325,000	300,000	-7.7
Other Expenses	1,964	1,964	4,380	123.0
<b>TOTAL</b>	<b>\$ 3,127,952</b>	<b>\$ 3,300,656</b>	<b>\$ 3,193,915</b>	<b>-3.2</b>



# CIVIC CENTER CONCESSIONS

## PRIMARY SERVICES

The purpose of Civic Center Concessions is to provide food/beverage service for events held at the Civic Center.

## GOALS AND OBJECTIVES

### Priority Goal:

Culture & Recreation - To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognize the needs of all citizens

### Objective:

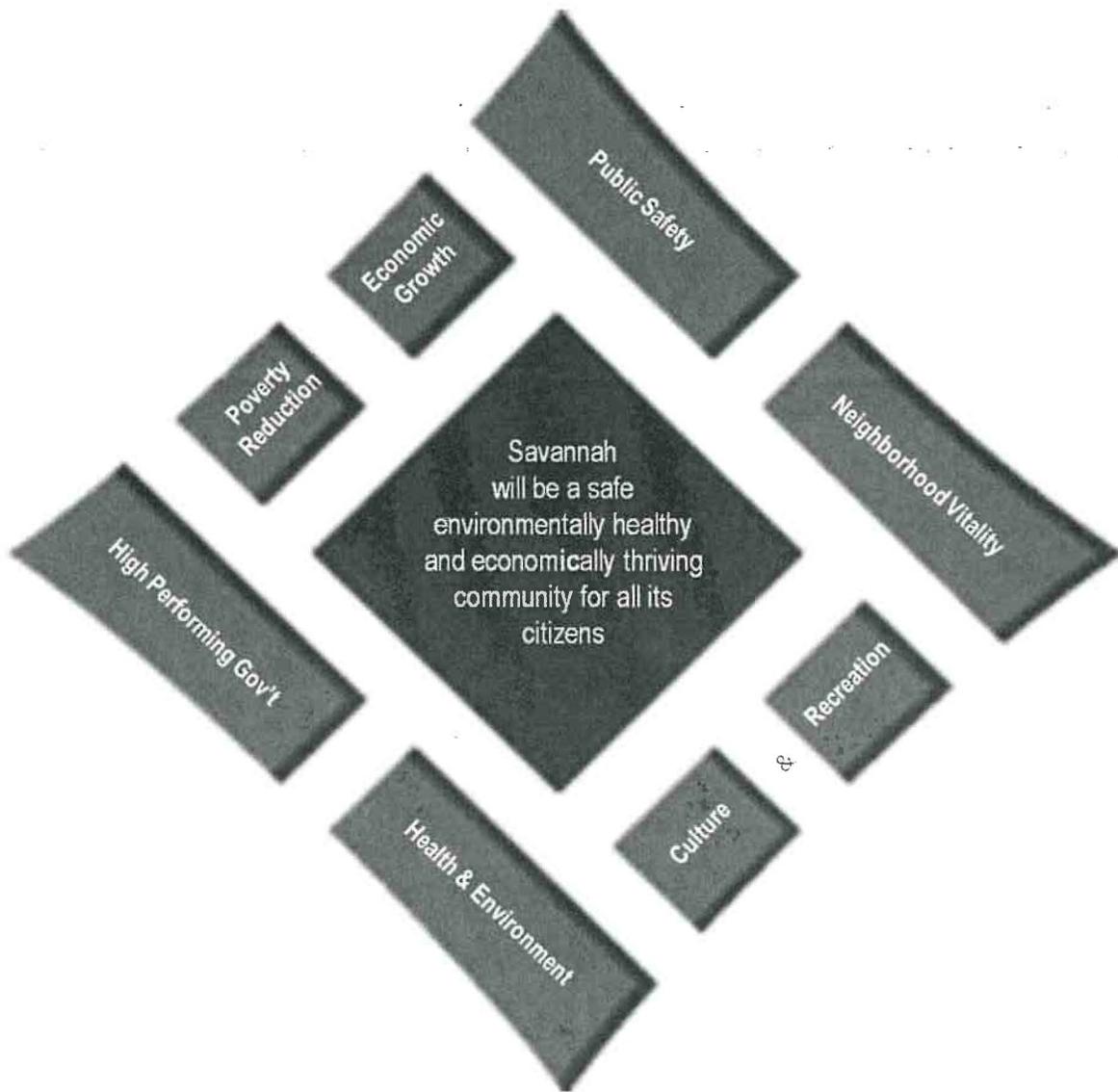
- To provide customers with amenities expected during large concerts, meetings and conventions

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
– Health inspections proposed	6	6	6	6
– Catering events	51	51	51	60
– Fire inspections for stands proposed	4	4	4	4
<b>Efficiency Measures</b>				
– Percent of successfully Catered events	100.00%	100.00%	100.00%	100.00%
<b>Effectiveness Measures</b>				
– Health inspections with rating of 98 or higher ('A Grade)	6 of 6	6 of 6	6 of 6	6 of 6
– Passing grades in fire inspections of stands	4 of 4	4 of 4	4 of 4	4 of 4

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <u>2011-2012</u>
Personal Services	\$ 216,688	\$ 237,764	\$ 210,024	-11.7
Outside Services	319	0	1,420	0.0
Commodities	142,416	137,437	126,018	-8.3
Interfund Services	3,575	3,682	5,455	48.2
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 362,998</b>	<b>\$ 378,883</b>	<b>\$ 342,917</b>	<b>-9.5</b>

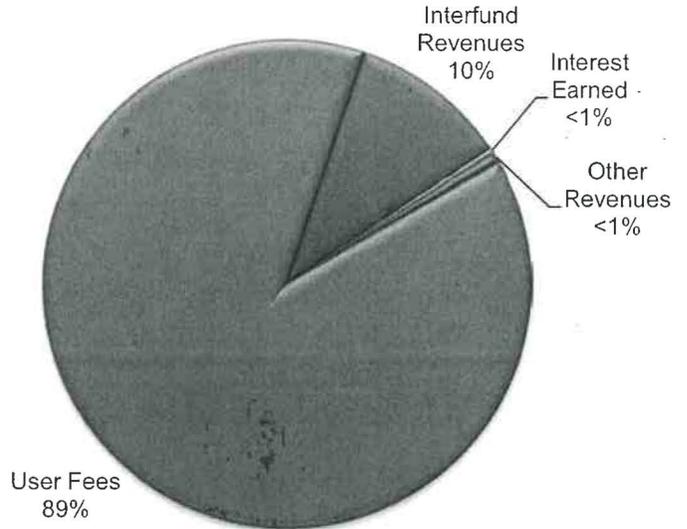




# WATER FUND

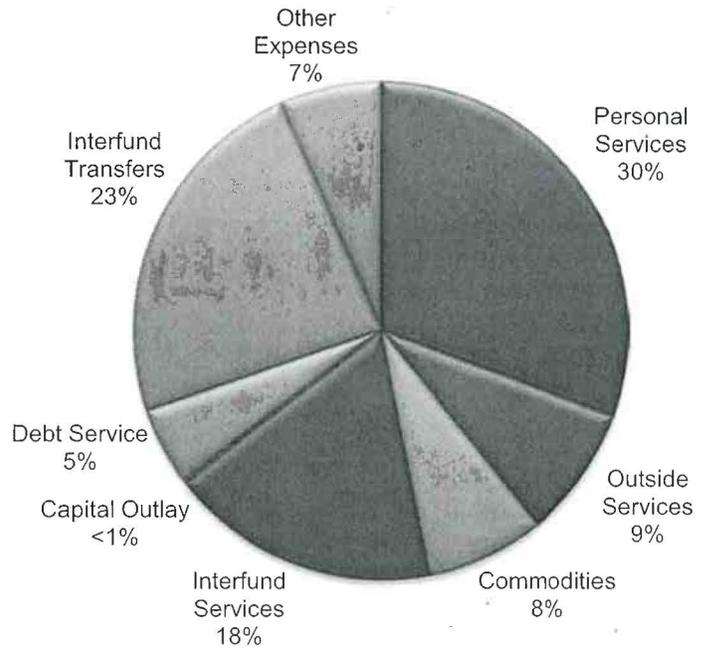
## Where the Money Comes From

Taxes	\$	0
User Fees		20,714,727
Interfund Revenues		2,451,697
Licenses & Permits		0
Fines, Forfeits, & Penalties		0
Grant Revenues		0
Interest Earned		70,000
Other Revenues		170,000
<b>Total</b>		<b>\$23,406,424</b>



## Where the Money Goes

Personal Services	\$	7,154,235
Outside Services		2,023,244
Commodities		1,798,108
Interfund Services		4,123,221
Capital Outlay		35,000
Debt Service		1,186,068
Interfund Transfers		5,527,114
Other Expenses		1,559,434
<b>Total</b>		<b>\$23,406,424</b>



**REVENUES BY SOURCE**

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<u>User Fees</u>				
Water Sales-Inside	\$ 10,633,006	\$ 10,371,113	\$ 10,863,375	4.7
Water Sales - Outside	5,377,947	5,291,020	5,730,587	8.3
Wholesale Water Sales	2,320,159	2,136,550	2,314,000	8.3
Water Tap-In	300,300	322,500	465,000	44.2
Senior Citizens Discount	(23,583)	(48,600)	(50,000)	2.9
Water Meter Installation	217,110	223,250	326,500	46.2
Additional Water Connection	642,825	529,370	615,265	16.2
Water Cut-On	314,184	409,200	450,000	10.0
Subtotal	\$ 19,781,948	\$ 19,234,403	\$ 20,714,727	7.7
<u>Interfund Revenues</u>				
Reimbursement from I & D Water Fund	\$ 232,300	\$ 237,175	\$ 229,924	-3.1
Reimbursement from Sanitation Fund	150,334	146,516	137,949	-5.8
Reimbursement from Sewer Fund	1,739,475	1,718,422	1,666,671	-3.0
Water Purchased/Other Funds	403,198	423,181	417,153	-1.4
Subtotal	\$ 2,525,307	\$ 2,525,294	\$ 2,451,697	-2.9
<u>Interest Earned</u>				
Interest Earned	\$ 14,460	\$ 12,960	\$ 50,000	285.8
Interest from Sinking Fund	4,505	2,150	20,000	830.2
Subtotal	\$ 18,965	\$ 15,110	\$ 70,000	363.3
<u>Other Revenues</u>				
Fire Sprinkler Reimbursement	\$ 49,680	\$ 45,500	\$ 40,000	-12.1
Transmitter Tower Rent	168,066	127,800	100,000	-21.8
Miscellaneous Water Revenue	21,460	64,900	30,000	-53.8
Subtotal	\$ 239,206	\$ 238,200	\$ 170,000	-28.6
<b>TOTAL</b>	<b>\$ 22,565,426</b>	<b>\$ 22,013,007</b>	<b>\$ 23,406,424</b>	<b>6.3</b>

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 6,745,166	\$ 6,677,034	\$ 7,154,235	7.1
Outside Services	1,815,126	2,026,913	2,023,244	-0.2
Commodities	1,581,665	1,641,213	1,798,108	9.6
Interfund Services	3,614,356	3,768,065	4,123,221	9.4
Capital Outlay	0	135,000	35,000	-74.1
Debt Service	2,090,047	1,989,038	1,186,068	-40.4
Interfund Transfers	5,100,000	4,388,230	5,527,114	26.0
Other Expenses	1,409,173	1,387,514	1,559,434	12.4
<b>TOTAL</b>	<b>\$ 22,355,533</b>	<b>\$ 22,013,007</b>	<b>\$ 23,406,424</b>	<b>6.3</b>

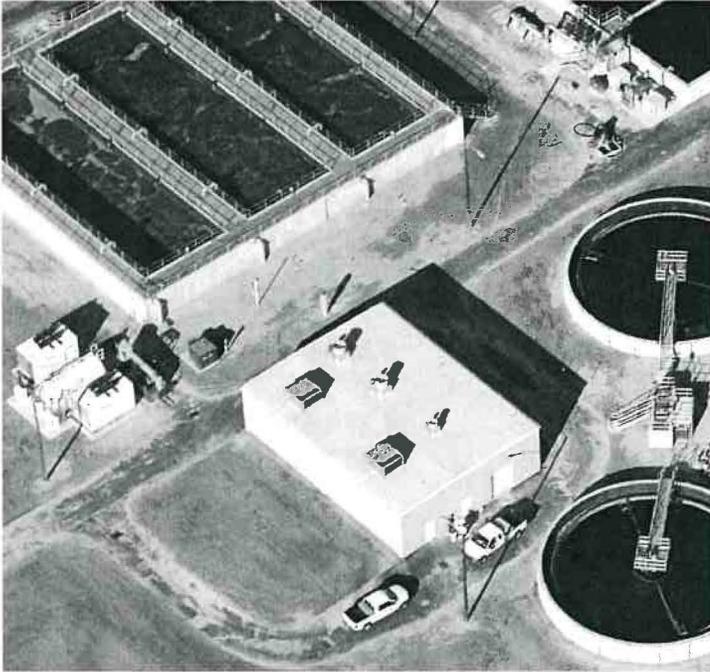
**EXPENDITURES BY DEPARTMENT**

<u>Department</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Utility Services	\$ 1,842,906	\$ 1,690,756	\$ 1,682,307	-0.5
Water and Sewer Planning and Engineering	1,168,752	1,160,162	1,212,056	4.5
Water Supply and Treatment	5,188,414	5,274,174	5,526,014	4.8
Water Distribution	3,854,694	4,173,535	4,379,854	4.9
Water and Sewer Director	595,598	600,979	672,152	11.8
ACM Utilities, Development & Construction Services	0	100,000	214,829	114.8
Water Interdepartmental	9,705,170	9,013,401	9,719,212	7.8
<b>TOTAL</b>	<b>\$ 22,355,533</b>	<b>\$ 22,013,007</b>	<b>\$ 23,406,424</b>	<b>6.3</b>

*1 The Assistant City Manager of Utilities, Development & Construction Services is a newly created position for 2011.*

# ASSISTANT CITY MANAGER UTILITIES, DEVELOPMENT AND CONSTRUCTION SERVICES

*The Assistant City Manager for Utilities and Construction reports directly to the City Manager, coordinating all construction-related activities in the City of Savannah, and supervising the Sanitation, Public Works and Water Resources bureaus.*



PUBLIC WORKS AND WATER RESOURCES



SANITATION BUREAU

**ASSISTANT CITY MANAGER**  
**UTILITIES, DEVELOPMENT AND CONSTRUCTION SERVICES**  
***expenditures by type***

	2010	2011	2012	% Change
Expenditure Area	Actual	Projected	Proposed	2011-2012
Personal Services	\$ 0	\$ 37,589	\$ 176,301	369.0
Outside Services	0	57,411	27,528	-52.1
Commodities	0	5,000	11,000	120.0
Interfund Services	0	0	0	0.0
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 100,000</b>	<b>\$ 214,829</b>	<b>114.8</b>

*The Assistant City Manager of Utilities, Development and Construction Services, a new position developed as part of a reorganization announced in June of 2011, was appointed in October of 2011.*



# WATER AND SEWER DIRECTOR

## PRIMARY SERVICES

Providing managerial oversight of the City of Savannah's potable water, sanitary sewer, and environmental monitoring and educational services.

## GOALS AND OBJECTIVES

### Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

### Objectives:

- To ensure that water and sewer facilities perform at maximum efficiency in order to meet demand
- To comply with regulatory requirements
- To pursue environmental sustainability through water conservation and resource protection programs
- To utilize an engineering project management system that ensures all project payments are accurately calculated, paid and prepared in accordance with applicable city, state, and federal standards and regulations

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Number of conservation programs	53	60	55	70
- Number of low flow toilets distributed	300	300	250	300
- Number of indoor/outdoor water kits distributed	71	100	150	100
- Number of water conservation consultations completed	17	10	5	10
- Number of rain barrels distributed	350	300	500	350
- Number of citizens reached through outreach programs	10,925	10,000	9,500	11,000
<b>Efficiency Measures</b>				
- Percent of Priority 1 service requests completed within standard by Water Distribution	85.70%	95.00%	95.50%	95.00%
- Percent of Priority 1 service requests completed within standard by Sewer Maintenance	99.80%	100.00%	100.00%	100.00%
<b>Effectiveness Measures</b>				
- Percent of signed engineering invoices paid within standard	100.00%	100.00%	100.00%	100.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 490,525	\$ 442,308	\$ 509,813	15.3
Outside Services	63,511	115,817	118,887	2.7
Commodities	14,850	18,625	21,080	13.2
Interfund Services	25,181	22,698	18,445	-18.7
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	1,531	1,531	3,927	156.5
<b>TOTAL</b>	<b>\$ 595,598</b>	<b>\$ 600,979</b>	<b>\$ 672,152</b>	<b>11.8</b>



# UTILITY SERVICES



## PRIMARY SERVICES

Utility Services is responsible for billing and collecting water, sewer, and refuse user fees for utility services provided by the City of Savannah, for the purpose of funding Water, Sewer and Sanitation enterprise funds. In addition, the division manages customer service support for residential, commercial and industrial accounts.

## GOALS AND OBJECTIVES

### Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

### Objectives:

- To ensure timely and readily accessible water resource data
- To actively monitor and improve response time to customer inquiries
- To initiate and enforce collection efforts following City policy
- To increase consumers' understanding of the resources and demands on them

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Number of accounts managed	79,900	80,100	81,100	80,300
- Number of meter readings	433,088	466,320	466,320	489,636
- Number of bi-monthly bills mailed	390,231	395,300	395,300	400,000
- Number of delinquent notices mailed	137,132	136,150	136,150	122,535
- Number of calls handled	125,000	126,500	126,500	125,750
<b>Efficiency Measures</b>				
- Cost per account managed	\$12.78	\$11.55	\$11.55	\$11.53
- Cost per meter reading	\$0.44	\$0.37	\$0.37	\$0.35
- Cost per bi-monthly billing	\$3,661.00	\$3,749.00	\$3,749.00	\$3,772.00
- Cost per delinquent billing	\$1,347.00	\$1,380.00	\$1,380.00	\$1,242.00
<b>Effectiveness Measures</b>				
- Percent of meters read within 2 days of schedule	92.00%	95.00%	95.00%	97.00%
- Percent of bi-monthly billings within 2 days of schedule	92.00%	95.00%	95.00%	97.00%
- Percent of delinquent billings within 2 days of schedule	92.00%	95.00%	95.00%	97.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 1,208,009	\$ 1,002,225	\$ 1,090,432	8.8
Outside Services	113,893	65,107	65,523	0.6
Commodities	220,657	207,500	209,500	1.0
Interfund Services	278,392	296,470	306,922	3.5
Capital Outlay	0	100,000	0	-100.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	21,956	19,454	9,930	-49.0
<b>TOTAL</b>	<b>\$ 1,842,906</b>	<b>\$ 1,690,756</b>	<b>\$ 1,682,307</b>	<b>-0.5</b>



# WATER AND SEWER PLANNING AND ENGINEERING

## PRIMARY SERVICES

Water and Sewer Planning and Engineering is the enforcement agency for the Georgia Environmental Protection Division (EPD Delegation Authority). The department reviews and approves all water and sewer construction plans and specifications to ensure compliance with federal, state and local rules, regulations and ordinances.

## GOALS AND OBJECTIVES

### Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

### Objectives:

- To review all water and sewer utility plans and as-built documents within 10 working days
- To process all water-meter applications, water-line tap and water-meter release requests received within two working days
- To update water and sewer lines in linear feet in AutoCAD/GIS based on submitted as-built plans
- To ensure all construction projects are in accordance with the city, state, and federal standards and regulations

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Private development and capital improvement projects, plans, specifications and as-built documents reviewed	769	975	770	700
- Meter applications and tap requests processed	487	575	561	500
- AutoCAD/GIS 1" - 600' scale water and sewer maps updated	80,742	N/A	90,384	90,000
- Inspections of ongoing construction projects	1,295	N/A	1977	1,900
<b>Efficiency Measures</b>				
- Cost per plan review, specifications and as-built	N/A	N/A	N/A	\$613.00
- Cost per application and tap request	N/A	N/A	N/A	\$123.00
- Cost per linear feet of water and sewer maps updated	N/A	N/A	N/A	\$0.42
- Cost per inspection	N/A	N/A	N/A	\$164.00

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Effectiveness Measures</b>				
- Percent of plans and as-builts reviewed within 10 working days	100.00%	100.00%	100.00%	100.00%
- Percent of applications and taps request processed within 2 working days	100.00%	100.00%	100.00%	100.00%
- Percent of utility maps updated	100.00%	N/A	100.00%	100.00%
- Percent of projects inspected	100.00%	N/A	100.00%	100.00%

#### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	% Change <u>2011-2012</u>
Personal Services	\$ 1,053,759	\$ 1,035,118	\$ 1,081,281	4.5
Outside Services	25,175	30,617	36,829	20.3
Commodities	21,964	29,100	33,012	13.4
Interfund Services	54,710	51,960	49,740	-4.3
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	13,143	13,367	11,194	-16.3
<b>TOTAL</b>	<b>\$ 1,168,752</b>	<b>\$ 1,160,162</b>	<b>\$ 1,212,056</b>	<b>4.5</b>



# WATER SUPPLY AND TREATMENT

## PRIMARY SERVICES

This service is for the provision of an adequate supply of safe drinking water for citizens while meeting compliance with all local, state and federal drinking water regulations.

## GOALS AND OBJECTIVES

### Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

### Objective:

- To provide reliable drinking water to citizens of communities that use ground water as the source for drinking water.

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Water pumped (million gallons/ day)	23.36	23.53	23.53	23.53
- Well sites monitored for pressure each day	48	48	48	49
- Well sites monitored for pressure each day	20.54	19.60	19.60	19.60
<b>Efficiency Measures</b>				
- Cost per million gallons pumped	\$392.00	\$449.00	\$451.00	\$451.00
- Cost per well site monitored	\$17,312.00	\$21,435.00	\$21,435.00	\$21,513.00
- Cost per site to maintain	\$6,440.00	\$8,298.00	\$8,298.00	\$8,333.00
<b>Effectiveness Measures</b>				
- Violations of Safe Drinking Water Act	0	0	0	0
- Valid water quality complaints	12	25	25	50
- Provide water treatment by meeting or exceeding the performance requirement of the Safe Drinking Water Act	100.00%	100.00%	100.00%	100.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <b><u>2011-2012</u></b>
Personal Services	\$ 1,471,622	\$ 1,470,797	\$ 1,535,118	4.4
Outside Services	1,489,335	1,610,655	1,637,387	1.7
Commodities	403,964	350,300	388,800	11.0
Interfund Services	1,783,722	1,807,124	1,920,722	6.3
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	39,770	35,298	43,987	24.6
<b>TOTAL</b>	<b>\$ 5,188,414</b>	<b>\$ 5,274,174</b>	<b>\$ 5,526,014</b>	<b>4.8</b>



# WATER DISTRIBUTION

## PRIMARY SERVICES

Operate and maintain six water distribution systems within the service area. The systems include 955 miles of water main, 77,000 metered services, 6,267 fire hydrants and 1,991 water-main valves.

## GOALS AND OBJECTIVES

### Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

### Objectives:

- To comply with the GA Safe Drinking Water Act & the GA Underground Facilities Protection Act
- To maintain and install all water meters to assure accuracy and operational units
- To have the water distribution system free of water leaks and main breaks
- To ensure there are no unreported dry fire hydrants at a fire scene and that the fire hydrants meet the AWWA standards and Insurance Service Office requirements

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Water main breaks repaired	700	620	600	570
- Fire hydrants repaired, replaced and inspected	6,924	5,975	5,610	6,225
- AMR & Direct Read meters installed and serviced	17,928	22,304	25,095	24,935
- Cross connection inspections	3,012	4,200	3,950	4,250
- Water & sewer locates	15,190	18,889	14,500	16,500
- Water services and revenue investigations	---	---	80,080	80,080
<b>Efficiency Measures</b>				
- Cost per leak repaired	\$1,190.00	\$1,422.00	\$1,541.00	\$1,461.00
- Cost per hydrant repaired	\$167.00	\$229.00	\$209.00	\$222.00
- Cost per AMR meter installed	\$198.00	\$283.00	\$181.00	\$240.00
- Cost per cross connection inspection	\$47.17	\$45.00	\$47.56	\$44.47
- Cost per locate	\$10.37	\$8.00	\$10.54	\$9.16
- Cost per water service and revenue investigation	---	---	\$2.26	\$2.35
<b>Effectiveness Measures</b>				
- Leak rate per mile	0.72	0.72	0.7	0.7
- Percent non-functioning hydrants within 14 days	77.10%	90.00%	100.00%	90.00%
- Priority 1 requests for water meter service completed within the standard	87.90%	95.00%	95.00%	95.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
- Percent of meters 2" > accurately registering flow	99.00%	99.00%	99.00%	99.00%
- Incidents of contamination due to backflow	0	0	0	0

#### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	% Change <u>2011-2012</u>
Personal Services	\$ 2,497,480	\$ 2,631,986	\$ 2,704,279	2.7
Outside Services	122,937	147,306	137,090	-6.9
Commodities	920,230	1,030,688	1,134,716	10.1
Interfund Services	172,813	187,691	210,373	12.1
Capital Outlay	0	35,000	35,000	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	141,234	140,864	158,396	12.4
<b>TOTAL</b>	<b>\$ 3,854,694</b>	<b>\$ 4,173,535</b>	<b>\$ 4,379,854</b>	<b>4.9</b>

# WATER INTERDEPARTMENTAL



## EXPENDITURES BY TYPE

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 23,770	\$ 57,011	\$ 57,011	0.0
Outside Services	275	0	0	0.0
Commodities	0	0	0	0.0
Interfund Services	1,299,539	1,402,122	1,617,019	15.3
Capital Outlay	0	0	0	0.0
Debt Service	2,090,047	1,989,038	1,186,068	-40.4
Interfund Transfers	5,100,000	4,388,230	5,527,114	26.0
Other Expenses	1,191,539	1,177,000	1,332,000	13.2
TOTAL	\$ 9,705,170	\$ 9,013,401	\$ 9,719,212	7.8

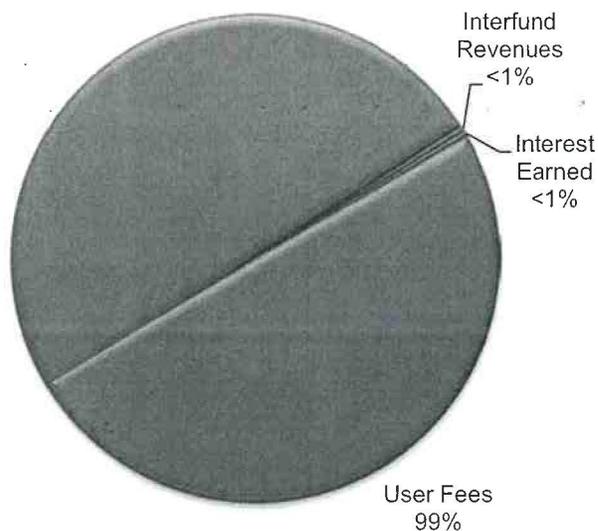


# SEWER FUND



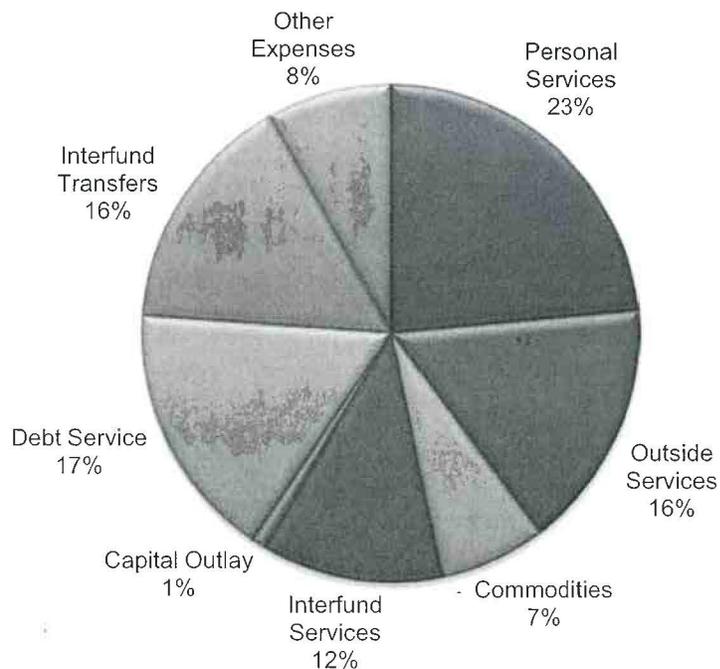
## Where the Money Comes From

Taxes	\$	0
User Fees		33,209,056
Interfund Revenues		145,000
Licenses & Permits		0
Fines, Forfeits, & Penalties		0
Grant Revenues		0
Interest Earned		45,000
Other Revenues		50,000
<b>Total</b>		<b>\$33,449,056</b>



## Where the Money Goes

Personal Services	\$	7,880,142
Outside Services		5,441,348
Commodities		2,294,351
Interfund Services		3,939,661
Capital Outlay		319,671
Debt Service		5,585,584
Interfund Transfers		5,275,097
Other Expenses		2,713,202
<b>Total</b>		<b>\$33,449,056</b>



**REVENUES BY SOURCE**

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<u>User Fees</u>				
Sewer Service - Inside City	\$ 19,640,049	\$ 18,972,955	\$ 20,241,232	6.7
Sewer Service - Outside City	8,149,337	8,048,117	8,830,399	9.7
Septic Tank Disposal	115,450	95,600	100,000	4.6
Reclaimed Water Sales	107,214	111,500	105,000	-5.8
Senior Citizens Discount	(22,889)	(47,200)	(50,000)	5.9
Sewer Tap-In	181,500	212,500	305,000	43.5
Line Televising	9,687	11,600	12,000	3.4
Additional Sewer Connection	1,146,572	1,421,165	1,305,425	-8.1
Sewer Cut-On	245,767	331,800	350,000	5.5
Wholesale Sewer Service	1,565,213	1,303,298	1,535,000	17.8
Purple Pipe	215,624	381,600	450,000	17.9
Grease Abatement Permit	<u>22,968</u>	<u>25,300</u>	<u>25,000</u>	<u>-1.2</u>
Subtotal	\$ 31,376,492	\$ 30,868,235	\$ 33,209,056	7.6
<u>Interfund Revenues</u>				
Services Purchased by Other Funds	\$ 144,925	\$ 141,060	\$ 145,000	2.8
<u>Interest Earned</u>				
Interest Earned	\$ 33,740	\$ 23,040	\$ 40,000	73.6
Interest From Sinking Fund	<u>6,757</u>	<u>2,850</u>	<u>5,000</u>	<u>75.4</u>
Subtotal	\$ 40,497	\$ 25,890	\$ 45,000	73.8
<u>Other Revenues</u>				
Miscellaneous Sewer Revenue	<u>164,543</u>	<u>62,500</u>	<u>50,000</u>	<u>-20.0</u>
Subtotal	\$ 164,543	\$ 62,500	\$ 50,000	-20.0
<b>TOTAL</b>	<b>\$ 31,726,457</b>	<b>\$ 31,097,685</b>	<b>\$ 33,449,056</b>	<b>7.6</b>

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <u>2011-2012</u>
Personal Services	\$ 7,637,209	\$ 7,575,693	\$ 7,880,142	4.0
Outside Services	4,984,336	5,511,389	5,441,348	-1.3
Commodities	1,689,914	1,966,510	2,294,351	16.7
Interfund Services	3,849,857	3,993,683	3,939,661	-1.4
Capital Outlay	138,672	279,871	319,671	14.2
Debt Service	6,171,438	6,067,231	5,585,584	-7.9
Interfund Transfers	4,500,000	3,125,286	5,275,097	68.8
Other Expenses	2,583,592	2,578,022	2,713,202	5.2
<b>TOTAL</b>	<b>\$ 31,555,018</b>	<b>\$ 31,097,685</b>	<b>\$ 33,449,056</b>	<b>7.6</b>

**EXPENDITURES BY DEPARTMENT**

<u>Department</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <u>2011-2012</u>
Sewer Maintenance	\$ 3,167,438	\$ 3,181,809	\$ 3,490,686	9.7
Lift Stations	4,188,016	4,393,646	4,661,312	6.1
President Street Plant	6,423,095	6,518,633	6,676,288	2.4
Regional Plants	2,199,902	2,794,837	2,889,060	3.4
Sewer Interdepartmental	15,576,567	14,208,760	15,731,710	10.7
<b>TOTAL</b>	<b>\$ 31,555,018</b>	<b>\$ 31,097,685</b>	<b>\$ 33,449,056</b>	<b>7.6</b>



# SEWER MAINTENANCE

## PRIMARY SERVICES

This department assures that continuous wastewater service is effectively maintained in the City of Savannah sanitary sewer service area by operating and maintaining approximately 834 miles of gravity and sanitary sewer force mains (i.e. 712 miles of gravity lines and 122 miles of force main) and approximately 16,000 manholes. The system conveys sewage from over 74,000 private service laterals. Maintenance and Operation of the City Sanitary Sewer Collection System as required by the Sewer Use Ordinance is in compliance with the State Clean Water Act and State Underground Facilities Protection Act. Sewer Maintenance personnel clean, repair, install and replace sewer pipelines, manholes and appurtenances as required.

## GOALS AND OBJECTIVES

### Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

### Objectives:

- To comply with the State Clean Water Act and State Underground Facilities Protection Act
- To reduce the number of sewer line breaks/cave-ins in the City sanitary sewer system by 5.00% annually
- To reduce the number of gravity line stoppages by 5.00% annually
- To increase the total gravity line footage cleaned by 5.00% annually
- To separate all Infiltration and Inflow (I & I) from illicit sanitary and storm water connections in the City systems

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Breaks repaired	123	100	70	70
- Feet of line repaired & extended	3,157	4,000	2,750	3,000
- Stoppages cleared	510	450	480	456
- Feet of sewer line cleaned	427,553	448,930	425,000	446,250
<b>Efficiency Measures</b>				
- Cost per break repaired	\$13,813.00	\$18,025.00	\$22,434.00	\$24,271.00
- Cost per stoppage cleared	\$739.00	\$814.00	\$722.00	\$760.00
- Cost per foot cleaned	\$1.40	\$1.80	\$1.28	\$1.72
- Percent budget spent	94.40%	100.00%	95.00%	100.00%
<b>Effectiveness Measures</b>				
- Percent of homes which have not experienced problems with sewer stoppages or slow sewage flow based on customer survey	N/A	N/A	N/A	85.00%
- Percent of Priority 1 service requests completed within standard	100.00%	90.00%	95.00%	90.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
- Sewer Line breaks / overflows resulting in major (> 10,000 gallons) spills	1	0	0	0
- Sewer Line breaks / overflows resulting in minor spills reaching waters of the State	12	0	5	0

#### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	% Change <u>2011-2012</u>
Personal Services	\$ 1,594,284	\$ 1,698,433	\$ 1,867,895	10.0
Outside Services	688,193	570,710	658,272	15.3
Commodities	294,474	352,190	367,053	4.2
Interfund Services	341,816	324,417	353,240	8.9
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	248,670	236,059	244,226	0.0
<b>TOTAL</b>	<b>\$ 3,167,438</b>	<b>\$ 3,181,809</b>	<b>\$ 3,490,686</b>	<b>9.7</b>



# LIFT STATIONS MAINTENANCE

## PRIMARY SERVICES

Lift Stations Maintenance is responsible for conveying a continuous flow of wastewater to the four treatment plant facilities through a series of sewage pumping stations. This is accomplished by operating and maintaining over 190 lift stations throughout the City of Savannah service area. These lift stations are operated and maintained in order to prevent station failures which could cause wastewater spills onto both public and private properties in the City and into the environment. Lift Stations Maintenance staff perform timely inspections, preventative maintenance and repairs of equipment contained at these lift station sites.

## GOALS AND OBJECTIVES

### Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

### Objectives:

- To comply with the State Clean Water Act, State Underground Facilities Protection Act, and specific codes (i.e., electric)
- To eliminate all sanitary sewer spills reaching the waters of the State from lift station failures
- To ensure no lift station failures due to preventable mechanical or electrical breakdowns
- To schedule all lift station maintenance "checks" and ensure they are completed (these checks are done daily or at scheduled times to assure station operation)

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Lift Stations operated	194	185	196	196
- Maintenance tasks, including odor control units	321,148	329,234	315,495	323,556
- Checker inspections	21,243	27,530	21,092	21,500
- Station head / capacity analyses	115	110	115	120
- Air Release valve rehab, maintenance, and inspection	401	490	425	465
<b>Efficiency Measures</b>				
- Cost to operate station repaired	\$8,447.00	\$8,447.00	\$8,324.00	\$7,973.00
- Cost per air release task	\$7,200.00	\$7,200.00	\$7,350.00	\$7,400.00
- Cost per maintenance task, checker and analysis	\$7.61	\$8.00	\$7.68	\$7.42
- Percent budget spent	96.21%	100.00%	100.00%	100.00%
<b>Effectiveness Measures</b>				
- Spill monitoring	0	0	0	0
- Lift Station failures resulting in major spill to the Waters of the State	0	0	0	0
- Lift Station failures resulting in minor spills to the Waters of the State	0	0	0	0

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 1,829,978	\$ 1,730,312	\$ 1,803,847	4.2
Outside Services	1,553,240	1,696,964	1,763,704	3.9
Commodities	474,286	594,076	692,471	16.6
Interfund Services	125,888	140,952	160,568	13.9
Capital Outlay	131,985	159,671	159,671	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	72,638	71,671	81,051	13.1
<b>TOTAL</b>	<b>\$ 4,188,016</b>	<b>\$ 4,393,646</b>	<b>\$ 4,661,312</b>	<b>6.1</b>



# PRESIDENT STREET PLANT

## PRIMARY SERVICES

President Street Plant is the major facility for providing continuous wastewater treatment services to the main part of the City of Savannah and eastern Chatham County.

## GOALS AND OBJECTIVES

### Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

### Objective:

- To provide premium, cost effective, permit compliant wastewater treatment and reuse water for irrigation sales

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Gallons of treated wastewater (billions)	7.3	7	7	7
- Pretreatment permits managed	27	27	26	26
- Miles of existing sewer lines televised	18.79	18	18	18
<b>Efficiency Measures</b>				
- Sanitary sewer revenue cost recovery	100.00%	100.00%	100.00%	100.00%
- Pretreatment permit renewals	100.00%	100.00%	96.30%	100.00%
- TV revenue cost recovery	71.01%	95.00%	95.00%	95.00%
<b>Effectiveness Measures</b>				
- Monthly NPDES permits achieved	12	12	12	12
- Quality wastewater standards achieved	---	---	---	100.00%

## EXPENDITURES BY TYPE

Expenditure Area	2010		2011		2012	% Change 2011-2012
	Actual		Projected		Proposed	
Personal Services	\$ 3,459,934	\$	3,245,662	\$	3,343,079	3.0
Outside Services	1,811,186		1,957,725		1,855,647	-5.2
Commodities	634,047		688,887		878,488	27.5
Interfund Services	349,172		361,277		363,789	0.7
Capital Outlay	6,392		110,200		85,000	-22.9
Debt Service	0		0		0	0.0
Interfund Transfers	0		0		0	0.0
Other Expenses	162,365		154,882		150,285	-3.0
<b>TOTAL</b>	<b>\$ 6,423,095</b>	<b>\$</b>	<b>6,518,633</b>	<b>\$</b>	<b>6,676,288</b>	<b>2.4</b>



# REGIONAL PLANTS

## PRIMARY SERVICES

Regional Plants operates the Crossroads, Georgetown, and Wilshire Plants to provide continuous wastewater treatment services to customers in those areas.

## GOALS AND OBJECTIVES

### Priority Goal:

Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

### Objective:

- To provide premium, cost effective, permit compliant wastewater treatment through the professional operation and maintenance of the three regional wastewater treatment plants

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Gallons of treated wastewater (billions)	2.2	2.2	2.2	2.2
- Monitoring reports completed	36	36	36	36
<b>Efficiency Measures</b>				
- Treated influent	100.00%	100.00%	100.00%	100.00%
- Treated effluent	100.00%	100.00%	96.30%	100.00%
<b>Effectiveness Measures</b>				
- Quality wastewater standards achieved	100.00%	100.00%	100.00%	100.00%
- Compliance standards	100.00%	100.00%	100.00%	100.00%

## EXPENDITURES BY TYPE

Expenditure Area	2010		2011		2012	% Change 2011-2012
	Actual		Projected		Proposed	
Personal Services	\$ 724,265	\$	839,297	\$	803,332	-4.3
Outside Services	930,183		1,285,485		1,163,220	-9.5
Commodities	287,107		331,357		356,339	7.5
Interfund Services	202,653		279,288		300,529	7.6
Capital Outlay	294		10,000		75,000	650.0
Debt Service	0		0		0	0.0
Interfund Transfers	0		0		136,000	0.0
Other Expenses	55,400		49,410		54,640	10.6
<b>TOTAL</b>	<b>\$ 2,199,902</b>	<b>\$</b>	<b>2,794,837</b>	<b>\$</b>	<b>2,889,060</b>	<b>3.4</b>

# SEWER INTERDEPARTMENTAL



## EXPENDITURES BY TYPE

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 28,748	\$ 61,989	\$ 61,989	0.0
Outside Services	1,534	505	505	0.0
Commodities	0	0	0	0.0
Interfund Services	2,830,328	2,887,749	2,761,535	-4.4
Capital Outlay	0	0	0	0.0
Debt Service	6,171,438	6,067,231	5,585,584	-7.9
Interfund Transfers	4,500,000	3,125,286	5,139,097	64.4
Other Expenses	2,044,519	2,066,000	2,183,000	5.7
<b>TOTAL</b>	<b>\$ 15,576,567</b>	<b>\$ 14,208,760</b>	<b>\$ 15,731,710</b>	<b>10.7</b>

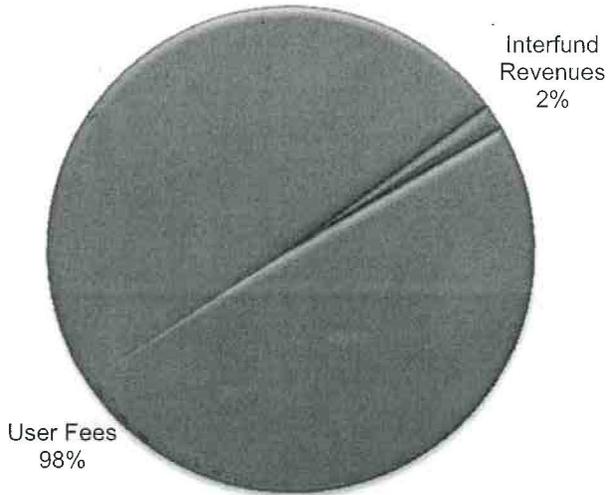
Industrial & Domestic  
Water Fund

# I & D WATER FUND



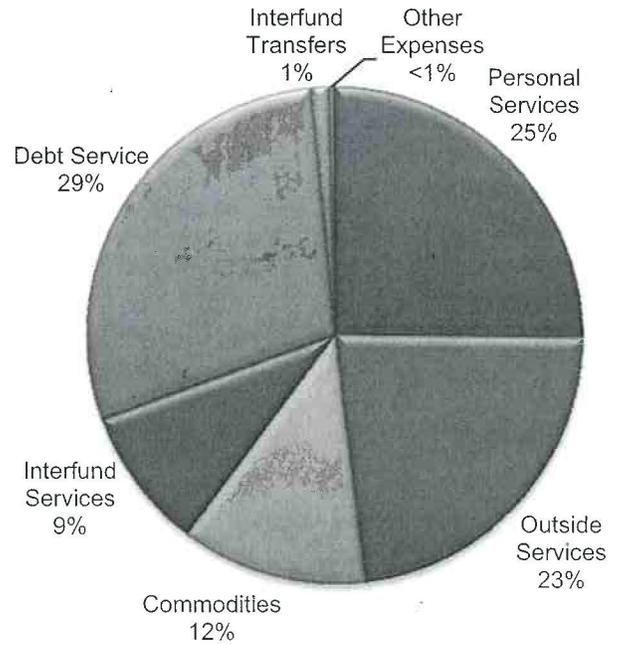
## Where the Money Comes From

Taxes	\$	0
User Fees		8,451,206
Interfund Revenues		144,317
Licenses & Permits		0
Fines, Forfeits, & Penalties		0
Grant Revenues		0
Interest Earned		0
Other Revenues		0
<b>Total</b>		<b>\$ 8,595,523</b>



## Where the Money Goes

Personal Services	\$	2,162,898
Outside Services		1,969,501
Commodities		1,040,854
Interfund Services		795,856
Capital Outlay		0
Debt Service		2,498,625
Interfund Transfers		100,000
Other Expenses		27,789
<b>Total</b>		<b>\$ 8,595,523</b>



### REVENUES BY SOURCE

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<u>User Fees</u>				
Water Sales - Contract	\$ 6,325,664	\$6,327,753	\$ 6,706,206	-4.8
Water Sales - City	1,611,105	2,020,000	1,745,000	7.1
Subtotal	\$ 7,936,768	\$ 8,327,753	\$ 8,451,206	-2.6
<u>Interfund Revenues</u>				
Admin. Services to Water Fund	\$ 142,978	\$ 144,317	\$ 144,317	0.0
<u>Grant Revenue</u>				
Tritium Grant	\$ 54,132	\$ 0	\$ 0	0.0
<u>Interest Earned</u>				
Interest Earned	\$ 12,591	\$ 0	\$ 0	0.0
<u>Other Revenues</u>				
Discounts	\$ 793	\$ 0	\$ 0	0.0
Miscellaneous	8,992	0	0	0.0
Subtotal	\$ 9,785	\$ 0	\$ 0	0.0
TOTAL	\$ 8,156,254	\$ 8,492,070	\$ 8,595,523	-2.5

### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 2,067,132	\$ 2,052,484	\$ 2,162,898	5.4
Outside Services	1,818,730	2,098,558	1,969,501	-6.1
Commodities	1,070,798	1,039,854	1,040,854	0.1
Interfund Services	677,720	776,690	795,856	2.5
Capital Outlay	12,315	0	0	0.0
Debt Service	2,342,908	2,384,827	2,498,625	4.8
Interfund Transfers	100,000	100,000	100,000	0.0
Other Expenses	(124,743)	39,657	27,789	-29.9
TOTAL	\$ 7,964,860	\$ 8,492,070	\$ 8,595,523	1.2



# I & D WATER PLANT



## PRIMARY SERVICES

This service is for the provision of adequate supply of potable water to citizens that use surface water as the source for drinking water as well as meeting the demand of industrial customers.

## GOALS AND OBJECTIVES

### Priority Goal:

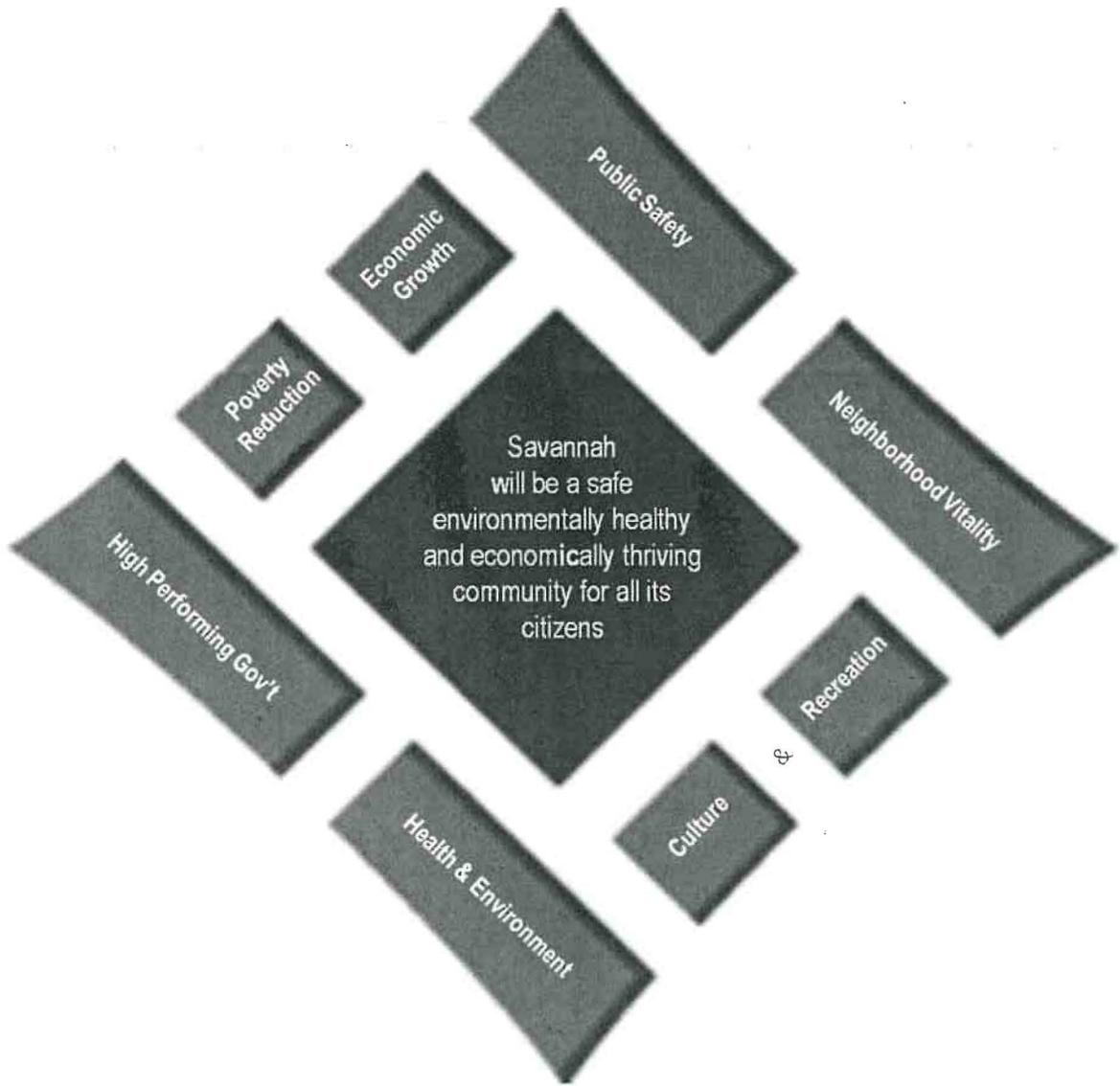
Health & Environment - To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations

### Objective:

- To provide an adequate supply of safe drinking water that complies with all local, state and federal drinking water regulations

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Gallons of water pumped and treated	10,933	10,950	10,950	10,950
- Chemical and bacteriological tests performed	134,052	134,000	134,000	134,000
- Number of instrument calibrations performed	2,071	2,300	2,000	2,000
<b>Efficiency Measures</b>				
- Average unit cost	\$721.00	\$841.00	\$791.00	\$823.00
- Cost per laboratory test	\$9.00	\$9.00	\$10.00	\$12.00
- Cost per calibration	\$42.00	\$38.00	\$40.00	\$40.00
<b>Effectiveness Measures</b>				
- Number of EPD Violations	0	0	0	0
- Valid water quality complaints	0	0	0	0
- Provide water treatment by meeting or exceeding the performance requirement of the Safe Drinking Water Act	100%	100%	100%	100%



Public Safety

Economic Growth

Poverty Reduction

High Performing Gov't

Savannah will be a safe environmentally healthy and economically thriving community for all its citizens

Neighborhood Vitality

Recreation

&

Culture

Health & Environment

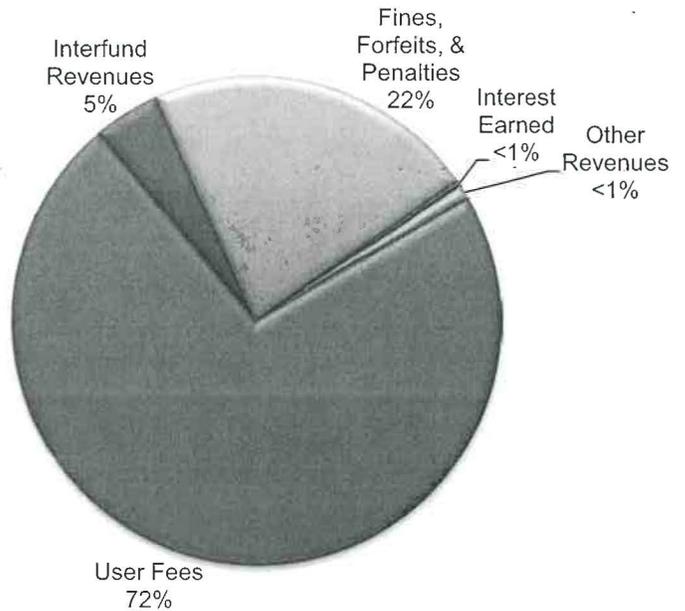
Mobility & Parking  
Services Fund

# MOBILITY AND PARKING SERVICES FUND



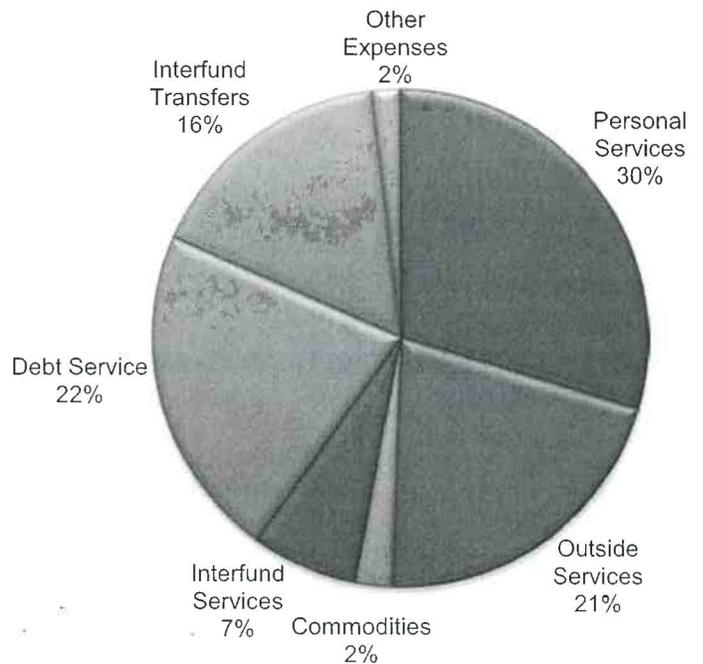
## Where the Money Comes From

Taxes	\$	0
User Fees		8,288,830
Interfund Revenues		517,249
Licenses & Permits		0
Fines, Forfeits, & Penalties		2,530,600
Grant Revenues		0
Interest Earned		45,000
Other Revenues		108,040
<b>Total</b>		<b>\$11,489,719</b>



## Where the Money Goes

Personal Services	\$	3,403,043
Outside Services		2,417,554
Commodities		267,331
Interfund Services		792,449
Capital Outlay		0
Debt Service		2,494,582
Interfund Transfers		1,902,489
Other Expenses		212,271
<b>Total</b>		<b>\$11,489,719</b>



## REVENUES BY SOURCE

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<u>User Fees</u>				
Parking Meters	\$ 1,885,888	\$ 1,837,000	\$ 1,837,000	0.0
Visitors Center Lot	195,562	200,000	200,000	0.0
State Street Parking Garage	667,784	670,000	670,000	0.0
Robinson Parking Garage	743,371	780,000	780,000	0.0
Bryan Street Parking Garage	1,235,587	1,350,000	1,350,000	0.0
Liberty Street Parking Garage	493,636	508,000	508,000	0.0
Whitaker Street Parking Garage	2,182,805	2,400,000	2,400,000	0.0
Commercial Vehicle Decals	278,095	270,000	304,710	12.9
Leased Parking Spaces	72,570	58,860	60,000	1.9
Equine Sanitation Fees	34,800	21,050	0	-100.0
Docking Fees	8,056	8,000	8,000	0.0
MPC Rents - State Street	51,115	51,120	51,120	0.0
Visitor Day Passes	131,213	120,000	120,000	0.0
Subtotal	\$ 7,980,482	\$ 8,274,030	\$ 8,288,830	0.2
<u>Interfund Revenues</u>				
Services to Sanitation Fund	\$ 174,673	\$ 174,673	\$ 174,673	0.0
Services to General Fund	442,354	231,984	342,576	47.7
Subtotal	\$ 617,027	\$ 406,657	\$ 517,249	27.2
<u>Fines, Forfeits &amp; Penalties</u>				
Parking Citations	\$ 2,464,691	\$ 2,500,000	\$ 2,508,900	0.4
Taxi Citations	4,475	6,000	21,700	261.7
Subtotal	\$ 2,469,166	\$ 2,506,000	\$ 2,530,600	1.0
<u>Interest Earned</u>				
Interest Earned	\$ 59,218	\$ 40,000	\$ 45,000	12.5
<u>Other Revenues</u>				
Miscellaneous Revenue	\$ 86,996	\$ 90,000	\$ 108,040	20.0
<b>TOTAL</b>	<b>\$ 11,212,889</b>	<b>\$ 11,316,687</b>	<b>\$ 11,489,719</b>	<b>1.5</b>

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 3,584,173	\$ 3,323,846	\$ 3,403,043	2.4
Outside Services	2,421,503	2,487,901	2,417,554	-2.8
Commodities	276,517	279,797	267,331	-4.5
Interfund Services	801,884	806,158	792,449	-1.7
Capital Outlay				
Debt Service	2,484,117	2,495,650	2,494,582	0.0
Interfund Transfers	14,060,000	1,748,282	1,902,489	8.8
Other Expenses	185,451	175,053	212,271	21.3
<b>TOTAL</b>	<b>\$ 23,813,644</b>	<b>\$ 11,316,687</b>	<b>\$ 11,489,719</b>	<b>1.5</b>

**EXPENDITURES BY DEPARTMENT**

<u>Department</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Mobility and Parking Administration and Enforcement	\$ 3,642,498	\$ 3,389,690	\$ 3,431,817	1.2
Parking Garages and Lots	5,170,009	5,179,402	5,153,843	-0.5
Parking Interdepartmental	15,001,137	2,747,595	2,904,059	5.7
<b>TOTAL</b>	<b>\$ 23,813,644</b>	<b>\$ 11,316,687</b>	<b>\$ 11,489,719</b>	<b>1.5</b>



# MOBILITY AND PARKING ADMINISTRATION AND ENFORCEMENT

## PRIMARY SERVICES

Mobility and Parking Administration and Enforcement is responsible for parking administration, on-street parking, and citation collection. Other functions handled by this department include red light camera citations/collection and regulation of transportation companies (taxi, wreckers, pedicabs, and tour buses). The department is also responsible for the downtown transportation network, which includes the water ferries, streetcars, shuttle buses, recreational docks, and bicycles.

## GOALS AND OBJECTIVES

### Priority Goal:

Economic Growth - To provide citizens a City that encourages and supports appropriate economic growth that creates jobs, expands City revenue and improves neighborhoods and commercial corridors

### Objectives:

- To issue citations to regulate parking and collect fees
- To ensure parking meters are functioning properly on a daily basis
- To issue permits and citations to enforce City ordinances for taxicabs, wreckers, and tour vehicles
- To help build infrastructure that allows citizens to use alternative forms of transportation within the downtown area

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Number of parking citations issued	136,185	162,600	130,000	140,000
- Number of meters repaired	2,812	1,900	2,700	2,700
- Number of permits Issued to taxis, wreckers, & tour vehicles	1,326	1,450	1,450	1,450
- Number of red light citations issued	9,487	10,000	10,500	10,500
- Number of boats utilizing the recreational docks	584	1,200	1,200	1,200
- Number of bicycles traveling through Savannah per survey	1,499	720	3,499	5,000
- Average number of customers using the alternative form of land transportation within the downtown area per month	14,071	15,000	15,000	15,000
<b>Efficiency Measures</b>				
- Cost per parking citation issued	\$3.00	---	\$3.00	\$3.00
- Cost per single head meter repaired	\$23.73	---	\$25.00	\$25.00
- Cost per multi-space meter repaired	\$92.34	---	\$95.00	\$95.00
- Cost per transportation permit issued	\$28.00	\$53.00	\$26.00	\$26.00
- Cost per red light citation issued	\$12.00	\$19.00	\$15.00	\$15.00
- Cost to install a bike rack	\$353.00	-	\$300.00	\$300.00
- Cost per average number of riders to utilize the free shuttles	\$3.00	\$3.33	\$3.00	\$4.00

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Effectiveness Measures</b>				
- Percent of parking citations collected	78.00%	83.00%	85.00%	85.00%
- Percent of reported meter malfunctions which are repaired by meter technicians	100.00%	100.00%	100.00%	100.00%
- Percentage of transportation permit holders in compliance at inspection	95.00%	97.00%	95.00%	95.00%
- Percentage of red light citations collected	87.00%	99.30%	90.00%	90.00%
- Number of bicycle related accidents	65	68	60	55
- Percent of boats using the 3 hour free docking	95.61%	-	95.00%	99.00%

#### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	% Change <u>2011-2012</u>
Personal Services	\$ 1,751,009	\$ 1,720,666	\$ 1,852,230	7.6
Outside Services	1,440,636	1,223,582	1,141,110	-6.7
Commodities	225,892	236,272	223,881	-5.2
Interfund Services	142,623	133,326	136,534	2.4
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	82,338	75,844	78,062	2.9
<b>TOTAL</b>	<b>\$ 3,642,498</b>	<b>\$ 3,389,690</b>	<b>\$ 3,431,817</b>	<b>1.2</b>



# PARKING GARAGES AND LOTS

## PRIMARY SERVICES

Parking Garages and Lots is responsible for the operation of the City's parking garages and surface lots that provide additional off-street parking spaces.

## GOALS AND OBJECTIVES

### Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

### Objectives:

- To maintain 100% or above occupancy rate in all City garages
- To provide serviceable, functioning gate equipment with less than downtime that impacts customers

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Total number of garage spaces	3,413	3,427	3,427	3,427
- Total number of surface lot spaces	693	693	693	693
<b>Efficiency Measures</b>				
- Operating cost per garage/lot space	\$652.00	\$697.00	\$700.00	\$700.00
- Cost per gate equipment repair by contractor	\$647.00	\$820.00	\$820.00	\$650.00
<b>Effectiveness Measures</b>				
- Bryan St. occupancy rate for monthly customers	131.00%	121.00%	128.00%	128.00%
- Liberty St. occupancy rate for monthly customers	110.00%	123.00%	110.00%	110.00%
- Robinson St. occupancy rate for monthly customers	73.00%	72.00%	71.00 %	90.00 %
- State St. occupancy rate for monthly customers	101.00%	123.00%	101.00%	101.00%
- Whitaker St. occupancy rate for monthly customers	49.00%	49.00%	65.00%	75.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 1,809,634	\$ 1,574,180	\$ 1,521,813	-3.3
Outside Services	675,101	907,134	919,259	1.3
Commodities	50,625	43,525	43,450	-0.2
Interfund Services	141,716	151,554	167,380	10.4
Capital Outlay	0	0	0	0.0
Debt Service	2,484,117	2,495,650	2,494,582	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	8,817	7,359	7,359	0.0
<b>TOTAL</b>	<b>\$ 5,170,009</b>	<b>\$ 5,179,402</b>	<b>\$ 5,153,843</b>	<b>-0.5</b>

# PARKING INTERDEPARTMENTAL

## EXPENDITURES BY TYPE

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 23,529	\$ 29,000	\$ 29,000	0.0
Outside Services	305,767	357,185	357,185	0.0
Commodities	0	0	0	0.0
Interfund Services	517,545	521,278	488,535	-6.3
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	14,060,000	1,748,282	1,902,489	8.8
Other Expenses	94,296	91,850	126,850	38.1
TOTAL	\$15,001,137	\$ 2,747,595	\$ 2,904,059	5.7

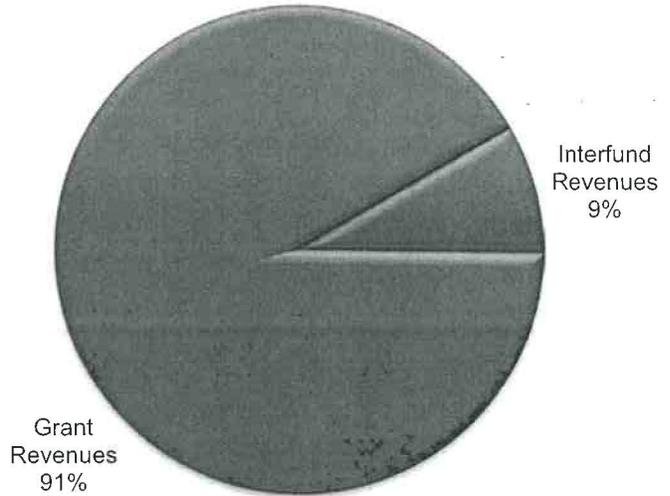


# COMMUNITY DEVELOPMENT FUND



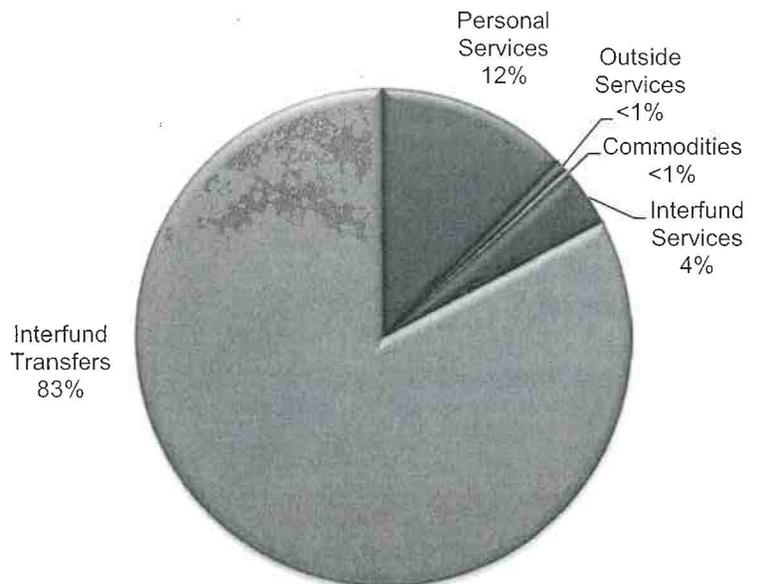
## Where the Money Comes From

Taxes	\$	0
User Fees		0
Interfund Revenues	1,241,671	
Licenses & Permits		0
Fines, Forfeits, & Penalties		0
Grant Revenues	13,281,038	
Interest Earned		0
Other Revenues		0
<b>Total</b>	<b>\$</b>	<b>14,522,709</b>



## Where the Money Goes

Personal Services	\$	1,812,512
Outside Services		113,009
Commodities		54,950
Interfund Services		536,158
Capital Outlay		0
Debt Service		0
Interfund Transfers	11,997,609	
Other Expenses		8,471
<b>Total</b>	<b>\$</b>	<b>14,522,709</b>



**REVENUES BY SOURCE**

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<u>Interfund Revenues</u>				
General Fund Contribution	\$ 1,131,875	\$ 1,172,655	\$ 1,241,671	5.9
<u>Grant Revenues</u>				
CDBG Grants:				
Carryforward	\$ 2,690,573	\$ 3,500,000	\$ 3,500,000	0.0
CDBG Entitlement Grant	3,358,491	2,407,906	2,407,906	0.0
Emergency Shelter Grant	131,800	117,788	117,788	0.0
CDBG Program Income	0	421,798	433,569	2.8
Other Income	197,801	0	0	0.0
Subtotal	\$ 6,378,665	\$ 6,447,492	\$ 6,459,263	0.2
Other Federal Grants:				
Carryforward-Other Federal	\$ 2,205,711	\$ 912,271	\$ 633,135	-30.6
EDA Revolving Loan Fund	(32)	0	0	0.0
HOPWA Program Income	293,817	231,263	231,263	0.0
HUD HPRP	457,845	451,338	212,341	-53.0
MLK SPG Repayment	0	61,335	53,304	-13.1
Shelter Plus Care - Renewal	345,851	329,284	329,284	0.0
Rental Rehab Program Income	11,597	1,250	1,250	0.0
Subtotal	\$ 3,314,789	\$ 1,986,741	\$ 1,460,577	-26.5
NSP Program Grant	477,811	1,356,949	794,995	-41.4
Subtotal	\$ 477,811	\$ 1,356,949	\$ 794,995	-41.4
HOME Grant:				
Carryforward-HOME	\$ 5,101,544	\$ 2,200,000	\$ 2,200,000	0.0
HOME Entitlement	1,385,072	1,096,907	966,203	-11.9
HOME Program Income	392,523	1,400,000	1,400,000	0.0
HOME Other	721,738	0	0	0.0
Subtotal	\$ 7,600,876	\$ 4,696,907	\$ 4,566,203	-2.8
Grant Revenues Subtotal	\$ 17,772,142	\$ 14,488,089	\$ 13,281,038	-8.3
TOTAL	\$ 18,904,017	\$ 15,660,744	\$ 14,522,709	-7.3

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Budget</u>	<b>% Change</b> <u>2011-2012</u>
Personal Services	\$ 1,676,182	\$ 1,659,366	\$ 1,812,512	9.2
Outside Services	152,129	180,612	113,009	-37.4
Commodities	67,366	57,587	54,950	-4.6
Interfund Services	573,159	532,698	536,158	0.6
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	16,423,149	13,220,336	11,997,609	-9.2
Other Expenses	12,031	10,145	8,471	-16.5
<b>TOTAL</b>	<b>\$ 18,904,017</b>	<b>\$ 15,660,744</b>	<b>\$ 14,522,709</b>	<b>-7.3</b>

**EXPENDITURES BY DEPARTMENT**

<u>Department</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Budget</u>	<b>% Change</b> <u>2011-2012</u>
Advancement Center at Moses Jackson	\$ 203,380	\$ 270,581	\$ 278,851	3.1
Micro-Business Development	13,006	41,536	42,377	2.0
Community Planning and Development	939,079	870,076	860,889	-1.1
Housing & Housing Project Delivery Program	1,325,403	1,258,215	1,342,983	6.7
Costs/Carryforward	16,423,149	13,220,336	11,997,609	-9.2
<b>TOTAL</b>	<b>\$ 18,904,017</b>	<b>\$ 15,660,744</b>	<b>\$ 14,522,709</b>	<b>1.5</b>



# HOUSING

## PRIMARY SERVICES

The Department of Housing (DOH) supports four major affordable housing activities: acquiring and developing vacant property into affordable housing, creating homeownership opportunities, providing homeowners with home repair assistance, and encouraging the retention and creation of affordable rental housing. It uses limited public resources to leverage substantial private investment to accomplish these activities. These affordable housing activities also support neighborhood revitalization, increasing private investment, reducing gentrification, reducing crime and blight, and reducing the cost of City services associated with crime and blight.

## GOALS AND OBJECTIVES

### Priority Goal:

Neighborhood Vitality - To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community

### Objectives:

- To acquire and/or facilitate the acquisition and development of 250 vacant properties into 250 units of affordable housing between FY 2008 and FY 2012
- To assist 500 qualified home buyers purchase houses between FY 2008 and FY 2012
- To provide home improvement assistance to 1,100 existing low-income homeowners between FY 2008 and FY 2012
- To retain and/or develop 1,000 units of high quality, affordable, rental housing between FY 2008 and FY 2012

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Number of housing units repaired for low and moderate income households	220	190	171	115
- Number of houses purchased by low to moderate income home buyers	97	90	81	80
- Number of housing units developed for low to moderate income households	240	184	175	120
<b>Efficiency Measures</b>				
- Percent of low and moderate income households satisfied with service delivered	98.00%	90.00%	90.00%	90.00%
- Percent of program participants satisfied with services delivered	98.00%	90.00%	90.00%	90.00%
- Percent of housing units that meet Energy Star or EarthCraft standards	100.00%	90.00%	90.00%	90.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Effectiveness Measures</b>				
- Percent of home improvement goals attained	116.00%	90.00%	90.00%	90.00%
- Percent of homeownership goals attained	108.00%	90.00%	90.00%	90.00%
- Percent of development goals attained	93.00%	90.00%	95.00%	90.00%

#### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	% Change <u>2011-2012</u>
Personal Services	\$ 870,905	\$ 781,777	\$ 946,055	21.0
Outside Services	110,210	134,522	70,817	-47.4
Commodities	25,658	43,287	33,350	-23.0
Interfund Services	308,484	288,484	284,290	-1.5
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	10,145	10,145	8,471	-16.5
<b>TOTAL</b>	<b>\$ 1,325,403</b>	<b>\$ 1,258,215</b>	<b>\$ 1,342,983</b>	<b>6.7</b>



# COMMUNITY PLANNING & DEVELOPMENT

## PRIMARY SERVICES

Community Planning and Development develops plans, funds activities and implement programs and strategies that address deterioration in Community Development Block Grant (CDBG) eligible neighborhoods and engages low-to-moderate income persons in federally supported activities that increase opportunities and improves the quality of life of individuals and families. Department activities include comprehensive neighborhood planning, resident assistance, neighborhood association support, neighborhood improvement, and the investment and management of federal grants that support the City's Housing and Community Development Plan.

## GOALS AND OBJECTIVES

### Priority Goal:

Neighborhood Vitality - To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community

### Objectives:

- To receive a satisfactory performance rating from the U.S. Department of Housing and Urban Development (HUD) on the City's Annual Performance Report
- To fund and/or undertake human service, micro-business and family assistance activities that collectively assist at least 3,000 low and moderate income individuals and/or families annually
- To assist 12 neighborhoods in the development of neighborhood plans or implementation of neighborhood grants/projects which improve neighborhood livability and assist persons in need

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Number of grants administered to assist low-income families and neighborhoods	36	35	35	35
- Compliance monitoring and technical assistance reviews completed	79	50	50	50
- Neighborhoods/civic groups implementing community improvement projects	20	12	12	10
- Resident assistance/service coordination cases handled	262	80	80	80
- Entrepreneurs recruited and referred for micro-business training and assistance and/or capital financing	---	15	15	17
<b>Efficiency Measures</b>				
- Percent grant payment submissions processed within 2 weeks of receipt	100.00%	100.00%	100.00%	100.00%
- Percent of budget expended	---	---	100.00%	100.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
- Percent of resident assistance cases initiated within 24-48 hours of receipt	100.00%	100.00%	100.00%	100.00%
<b>Effectiveness Measures</b>				
- Satisfactory performance rating received from HUD on City's Annual Performance Report	100.00%	100.00%	100.00%	100.00%
- Number of low-and-moderate income persons assisted by federally supported human service programs	11,201	3,000	8,000	8,000
- Number of neighborhood and interagency planning activities completed	10	6	5	6
- Percent neighborhood improvement grants successfully implemented	93.00%	85.00%	85.00%	85.00%
- Percent resident service cases successfully assisted and/or resolved	71.00%	75.00%	75.00%	75.00%
- Percent of referred micro-entrepreneurs completing training, business plans and/or loan applications	---	50.00%	50.00%	50.00%

#### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 649,045	\$ 614,348	\$ 592,486	-3.6
Outside Services	18,385	8,590	10,822	26.0
Commodities	5,088	3,000	5,800	93.3
Interfund Services	264,675	244,138	251,781	3.1
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	1,886	0	0	0.0
<b>TOTAL</b>	<b>\$ 939,079</b>	<b>\$ 870,076</b>	<b>\$ 860,889</b>	<b>-1.1</b>



# ADVANCEMENT CENTER AT MOSES JACKSON

## PRIMARY SERVICES

The Advancement Center at Moses Jackson provides training programs and support services which assist residents of low and moderate income neighborhoods in gaining the skills needed to advance both personally and economically. Services are delivered through onsite trainers and community partners and include business, financial and career development, group and one-on-one academic tutoring, computer training, life skills development, job readiness training, and health and wellness.

## GOALS AND OBJECTIVES

### Priority Goal:

Poverty Reduction - To provide citizens a community that reduces poverty by empowering motivated people to become economically self-sufficient

### Objectives:

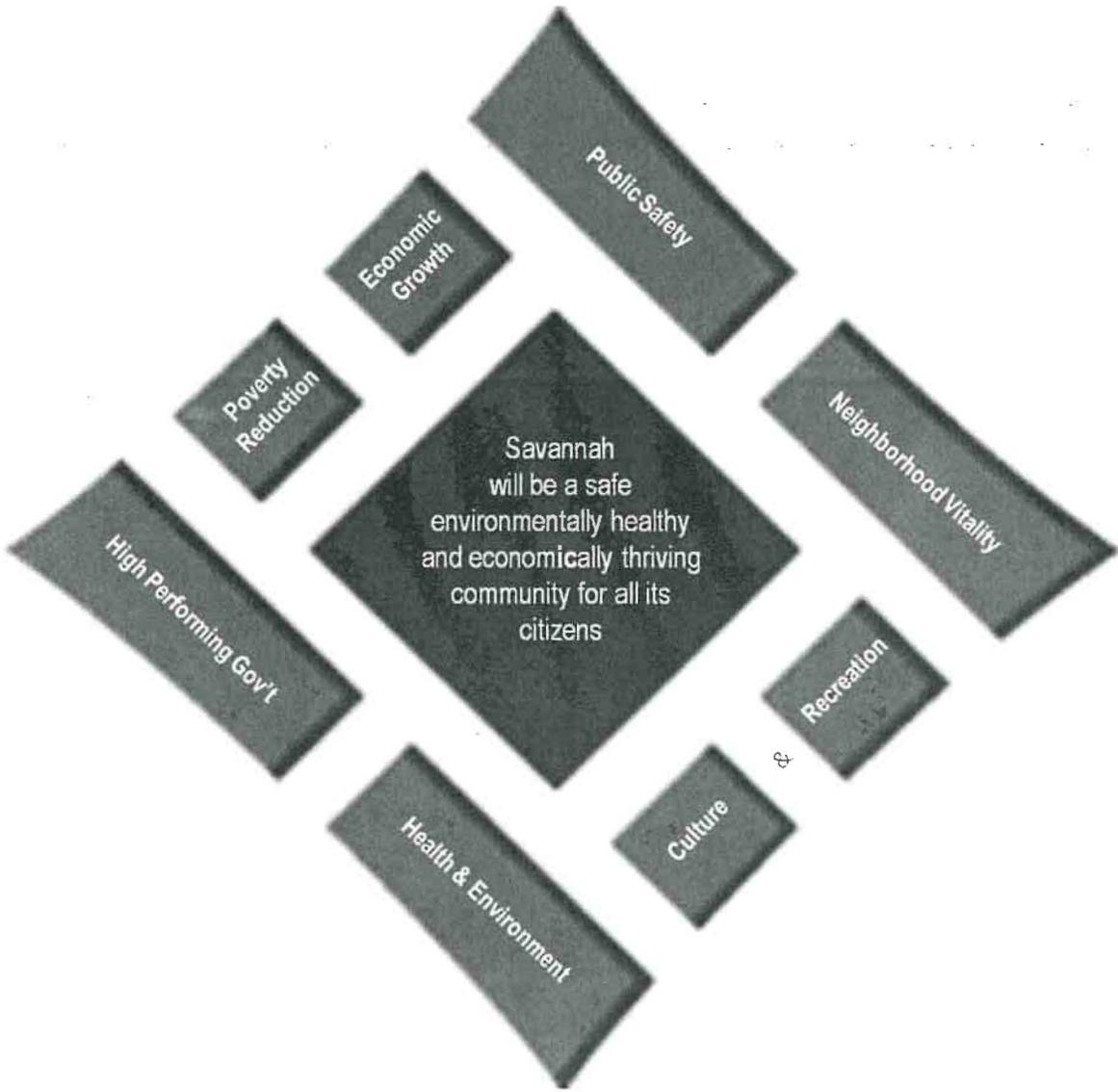
- To engage 70 youths and adults in academic, business, financial, career and/or personal development training and support activities which further their knowledge and skills
- To engage at least 15 community agencies and civic organizations annually in the delivery of training and services to low and moderate income persons through the Advancement Center

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Total number of persons served	122	200	200	200
- Number of youths and adults participating in Advancement Program	40	70	65	70
- Number of community partners (agencies/groups) delivering services	7	15	15	15
<b>Efficiency Measures</b>				
- Annual cost of instruction per participant served	---	---	\$75.00	\$75.00
- Percent of budget expended	---	---	100.00%	100.00%
<b>Effectiveness Measures</b>				
- Percent of participants rating quality of programs/services as satisfactory or beneficial	---	85.00%	85.00%	85.00%
- Percent of youths and adults demonstrating advancement along plan indicators	---	75.00%	75.00%	75.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 144,111	\$ 221,705	\$ 231,594	4.5
Outside Services	22,648	37,500	31,370	-16.3
Commodities	36,621	11,300	15,800	39.8
Interfund Services	0	76	87	14.5
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 203,380</b>	<b>\$ 270,581</b>	<b>\$ 278,851</b>	<b>3.1</b>



Public Safety

Economic Growth

Poverty Reduction

Savannah will be a safe environmentally healthy and economically thriving community for all its citizens

Neighborhood Vitality

Recreation

&

Culture

Health & Environment

High Performing Gov't

0

0

0

0

0

0

0

0

0

0

0

0

0

0

0

0

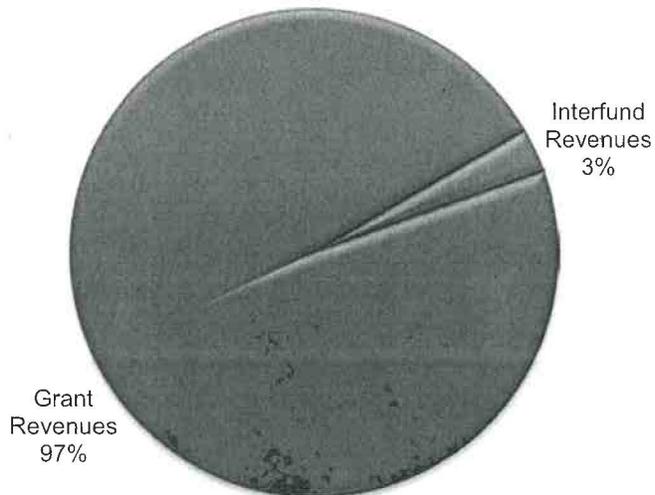
0

0

# GRANT FUND

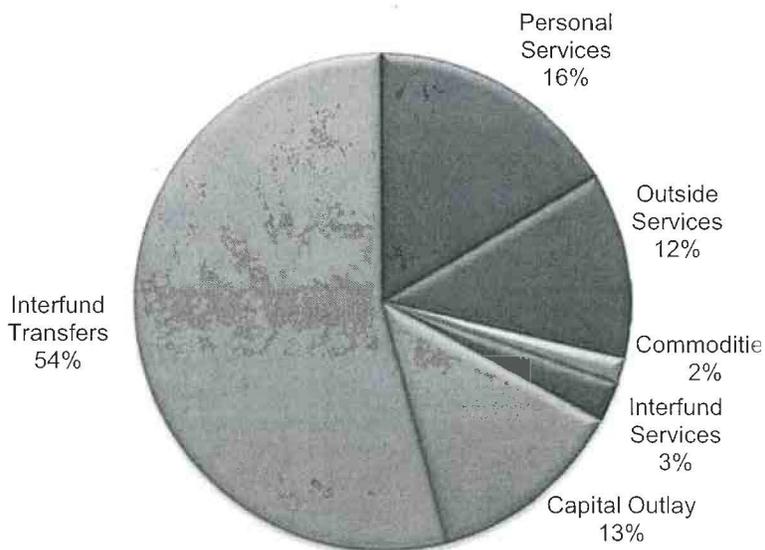
## Where the Money Comes From

Taxes	\$	0
User Fees		0
Interfund Revenues		139,302
Licenses & Permits		0
Fines, Forfeits, & Penalties		0
Grant Revenues		4,660,370
Interest Earned		0
Other Revenues		0
<b>Total</b>		<b>\$ 4,799,672</b>



## Where the Money Goes

Personal Services	\$	793,476
Outside Services		581,315
Commodities		77,096
Interfund Services		127,816
Capital Outlay		624,291
Debt Service		0
Interfund Transfers		2,594,202
Other Expenses		1,476
<b>Total</b>		<b>\$ 4,799,672</b>



**REVENUES BY SOURCE**

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<b><u>Interfund Revenues</u></b>				
General Fund Contribution	\$ 199,738	\$ 181,033	\$ 139,302	-23.1
<b><u>Grant Revenues</u></b>				
Private Donations	\$ 58,355	\$ 165,100	\$ 33,337	-79.8
Matching Contributions	43	27,515	0	-100.0
Workforce Investment Act	6,251,487	3,505,499	3,497,357	-0.2
Youthbuild-HUD	115,419	367,359	0	-100.0
Youthbuild-DOL	239,452	0	0	0.0
Summer Lunch	485,729	470,543	0	-100.0
Federal Grants	388,018	741,534	624,291	-15.8
State Cultural Affairs Grants	6,950	60	0	-100.0
Homeland Security	268,313	5,065,403	102,102	-98.0
Caring Communities Grant	269,647	243,750	213,500	-12.4
SFD Consortium Fees	30,000	0	0	0.0
Dept of Justice Grant Matching Funds	1,010,900	1,024,822	134,583	-86.9
Projects Misc. 1	49,165	0	0	0.0
Projects Misc. 2	112,938	0	0	0.0
From WIA Fund	73,725	0	0	0.0
Subtotal	0	42,660	55,200	29.4
TOTAL	\$ 9,360,141	\$ 11,654,245	\$ 4,660,370	-60.0
TOTAL	\$ 9,559,879	\$ 11,835,278	\$ 4,799,672	-59.4

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 1,031,071	\$ 1,039,599	\$ 793,476	-23.7
Outside Services	1,766,082	1,535,543	581,315	-62.1
Commodities	181,141	800,088	77,096	-90.4
Interfund Services	88,418	89,657	127,816	42.6
Capital Outlay	524,109	1,496,779	624,291	-58.3
Debt Service	0	0	0	0.0
Interfund Transfers	1,245,975	6,873,612	2,594,202	-62.3
Other Expenses	5,754,886	0	1,476	100.0
TOTAL	\$ 10,591,682	\$ 11,835,278	\$ 4,799,672	-59.4

**EXPENDITURES BY PROGRAM**

<u>Program</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
<b>Federal</b>				
Coastal Workforce Services	\$ 6,251,509	\$ 3,508,277	\$ 3,494,523	-0.4
Youth Build-DOL	354,880	367,359	0	-100.0
Youth Build-General Fund	199,733	178,255	142,136	-20.3
Summer Lunch	485,730	470,543	0	-100.0
Homeland Security - Police	77,688	54,003	0	-100.0
Justice Assistance-Police	710,988	431,434	134,583	0.0
Homeland Security - Fire	53,789	8,990	20,000	122.5
Other - Fire	141,863	1,248,000	0	-100.0
Youth Futures Grant	269,646	243,750	213,500	-12.4
Port Security	1,000,000	725,000	0	-100.0
Energy Efficiency	138,167	191,825	0	-100.0
Vernon River Improvement	249,851	0	0	0.0
GA Tech Project	299,915	593,388	706,393	19.0
Safe Kids	1,030	0	0	0.0
Bonaventure Kiosk Project	43	27,515	0	-100.0
Other Federal	122,890	3,529,410	0	-100.0
Subtotal	\$ 10,357,722	\$ 11,577,749	\$ 4,711,135	-59.3
<b>State</b>				
Wireless Communities	\$ 112,938	\$ 0	\$ 0	0.0
Cities of Services	58,354	100,000	33,337	-66.7
Coastal Incentive	0	49,709	0	-100.0
Other State	62,668	107,820	55,200	-48.8
Subtotal	\$ 233,960	\$ 257,529	\$ 88,537	-65.6
<b>TOTAL</b>	\$ 10,591,682	\$ 11,835,278	\$ 4,799,672	-59.4

# COASTAL WORKFORCE SERVICES

## PRIMARY SERVICES

To provide grants management services for the Federal Workforce Investment Act funds allocated to the nine county Coastal areas and to provide administrative support to the 42 member Coastal Workforce Investment Board comprised of appointed members from the counties served.

## GOALS AND OBJECTIVES

### Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

### Objectives:

- To have no questioned costs as defined by the City's single audit
- To meet necessary and appropriate levels of grant expenditures in a timely manner
- To increase the number of training opportunities for Board members

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Number of onsite reviews and monitoring sessions	---	---	5	8
- Number of training opportunities made available to CWIB members	---	---	2	4
<b>Efficiency Measures</b>				
- Number of days between site visit and issuance of final report to contractor	---	---	60	45
- Number of days to process contractor invoices	---	---	25	20
- Number of days to complete monitoring process	---	---	120	90
<b>Effectiveness Measures</b>				
- Percent of financial reports submitted to state by deadline	---	---	100.00%	100.00%
- Percent of board members attending training who indicate the training was helpful	---	---	40.00%	50.00%
- Percent of grant funds expended within first year of availability	---	---	68.00%	70.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>% Change</b>
	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>2011-2012</u>
Personal Services	\$ 913,546	\$ 523,152	\$ 537,155	2.7
Outside Services	300,681	232,000	164,452	-29.1
Commodities	(248,726)	71,500	72,250	1.0
Interfund Services	85,758	87,423	126,464	44.7
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	2,594,202	2,594,202	0.0
Other Expenses	1,476	0	0	0.0
Carry Forward / Program Costs	5,754,864	0	0	0.0
<b>TOTAL</b>	<b>\$ 6,807,599</b>	<b>\$ 3,508,277</b>	<b>\$ 3,494,523</b>	<b>-0.4</b>

# YOUTHBUILD



## PRIMARY SERVICES

YouthBuild Savannah is a grant-funded full-time youth and community development program which provides GED Instruction, construction training, leadership training, community involvement and counseling services. Counseling services are provided to 16-24 year old participants who are unemployed and out of school.

## GOALS AND OBJECTIVES

### Priority Goal:

Poverty Reduction - To provide citizens a community that reduces poverty by empowering motivated people to become economically self-sufficient

### Objective:

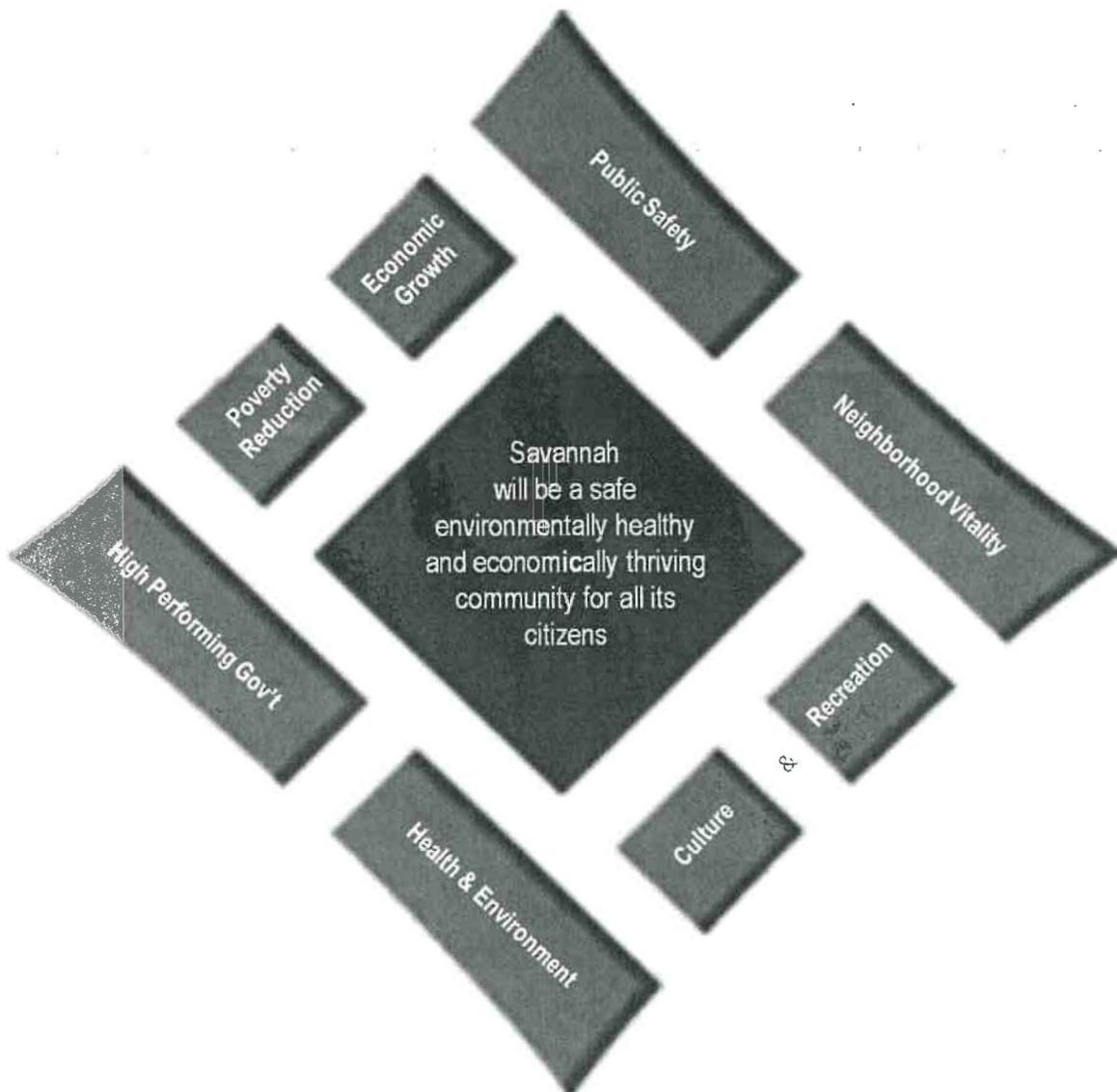
- To provide a second chance opportunity for unemployed young adults to rebuild their communities and their lives with a commitment to work, education, responsibility, and family

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Participants served	22	26	26	26
- GED/HS diploma attainment	15	13	13	13
- Post secondary enrollment/ job attainment	15	13	13	13
<b>Efficiency Measures</b>				
- Less than half of the YouthBuild trainees exit before completion	40.00%	50.00%	50.00%	<50.00%
- Percent YouthBuild trainees who will receive their credentials; GED/High School Diploma and/or Technical College credit	93.00%	75.00%	75.00%	75.00%
- Percent graduates who will obtain employment in the building trades industry	62.00%	60.00%	60.00%	60.00%
<b>Effectiveness Measures</b>				
- Percent YouthBuild trainees who will complete the program	62.00%	60.00%	60.00%	60.00%
- Percent YouthBuild graduates who will enroll in college or post secondary training	42.00%	40.00%	50.00%	40.00%
- Percent employed YouthBuild graduated who will remain employed for 6 months or longer	62.00%	50.00%	50.00%	50.00%

**EXPENDITURES BY TYPE**

<u>Expenditure Area</u>	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Projected</u>	<u>2012</u> <u>Proposed</u>	<u>% Change</u> <u>2011-2012</u>
Personal Services	\$ 199,428	\$ 177,855	\$ 137,274	-22.8
Outside Services	0	0	1,634	100.0
Commodities	0	400	400	0.0
Interfund Services	0	0	1,352	100.0
Capital Outlay	0	0	1,476	100.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	0	0	0	0.0
Carry Forward / Program Costs	0	0	0	0.0
<b>TOTAL</b>	<b>\$ 199,428</b>	<b>\$ 178,255</b>	<b>\$ 142,136</b>	<b>-20.3</b>



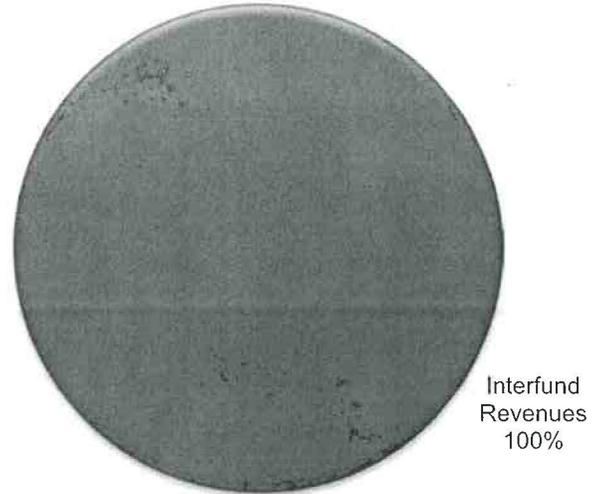


# INTERNAL SERVICES FUND



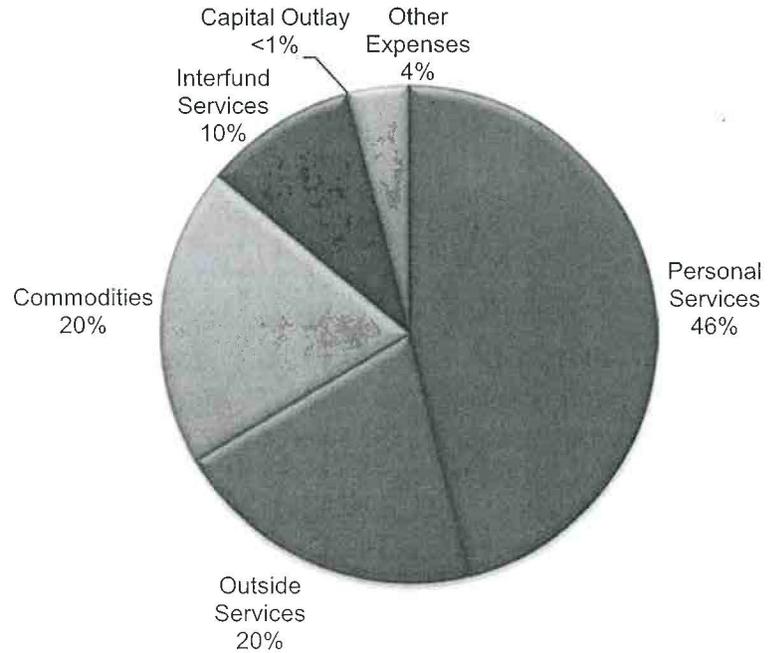
## Where the Money Comes From

Taxes	\$	0
User Fees		0
Interfund Revenues	10,634,047	
Licenses & Permits		0
Fines, Forfeits, & Penalties		0
Grant Revenues		0
Interest Earned		0
Other Revenues		0
<b>Total</b>	<b>\$10,634,047</b>	



## Where the Money Goes

Personal Services	\$	4,908,262
Outside Services	2,165,502	
Commodities	2,072,815	
Interfund Services	1,063,632	
Capital Outlay	6,500	
Debt Service		0
Interfund Transfers		0
Other Expenses	417,336	
<b>Total</b>	<b>\$10,634,047</b>	



### REVENUES BY SOURCE

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<u>Interfund Revenues</u>				
General Fund	\$ 6,658,133	\$ 6,465,582	\$ 6,846,012	5.9
Hazardous Material Team Fund	22,884	20,691	35,964	73.8
Grant Fund	21,119	22,068	27,559	24.9
Community Development Fund	77,345	78,242	79,051	1.0
Public Safety Communications Fund	160,662	174,410	223,010	27.9
Sanitation Fund	1,509,429	1,698,858	1,781,776	4.9
Water and Sewer Funds	999,306	1,063,553	1,092,184	2.7
I and D Water Fund	66,433	79,921	81,437	1.9
Civic Center Fund	37,255	39,335	35,052	-10.9
Mobility and Parking Services Fund	159,542	155,203	157,811	1.7
Internal Services Fund	219,812	254,117	271,282	6.8
Land Bank Authority	3,966	3,641	2,909	-20.1
Subtotal	\$ 9,935,886	\$ 10,055,621	\$ 10,634,047	5.8
<u>Other Revenues</u>				
Discounts	\$ 1,758	\$ 0	\$ 0	0.0
Other	55,399	0	0	0.0
Miscellaneous	3,367	0	0	0.0
Subtotal	\$ 60,525	\$ 0	\$ 0	0.0
TOTAL	\$ 9,996,410	\$ 10,055,621	\$ 10,634,047	5.8

### EXPENDITURES BY TYPE

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 4,847,661	\$ 4,466,467	\$ 4,908,262	9.9
Outside Services	1,689,593	2,056,870	2,165,502	5.3
Commodities	1,764,576	2,027,518	2,072,815	2.2
Interfund Services	986,790	1,083,100	1,063,632	-1.8
Capital Outlay	0	6,500	6,500	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	26,200	0	0	0.0
Other Expenses	517,719	415,166	417,336	0.5
TOTAL	\$ 9,832,538	\$ 10,055,621	\$ 10,634,047	5.8

**EXPENDITURES BY DEPARTMENT**

<u>Department</u>	<b>2010</b> <u>Actual</u>	<b>2011</b> <u>Projected</u>	<b>2012</b> <u>Proposed</u>	<b>% Change</b> <u>2011-2012</u>
Vehicle Maintenance	\$ 4,867,916	\$ 5,018,426	\$ 5,262,686	4.9
Information Technology Bureau	4,964,622	5,037,195	5,371,361	6.6
<b>TOTAL</b>	<b>\$ 9,832,538</b>	<b>\$ 10,055,621</b>	<b>\$ 10,634,047</b>	<b>5.8</b>



# VEHICLE MAINTENANCE



## PRIMARY SERVICES

Vehicle Maintenance is a full service facility that provides reliable and cost effective services to user departments that include preventative maintenance (PM), major and minor repair services, tire repair/replacement, service calls, welding/fabrication, fueling, warranty recalls, new vehicle preparation, and vehicle disposal preparation. In addition, the department is responsible for the acquisition of new vehicles/equipment, preparing specifications, and ensuring compliance with local, state, and federally mandated regulations.

## GOALS AND OBJECTIVES

### Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

### Objectives:

- To provide City departments with safe, reliable, and well-maintained vehicles/equipment that will facilitate the delivery of services to citizens
- To maximize the amount of time vehicles and equipment are available to customers
- To perform all maintenance services in accordance with manufacturer's specification requirements
- To increase awareness of the need to support the Preventative Maintenance Service Programs

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Number of PM's performed	3,989	4,273	3,400	3,700
- Number of repair work orders	---	---	---	5,500
- Number of scheduled services	7,026	7,300	6,200	6,500
<b>Efficiency Measures</b>				
- Number of PM's completed in 24 hours or less	---	---	---	225
- Percent of budget spent	---	---	---	100.00%
<b>Effectiveness Measures</b>				
- Percent of Scheduled vs. Non-scheduled work orders	55.00%	57.00%	55.00%	57.00%
- PM Compliance	---	---	---	90.00%
- Percent of vehicle availability	96.50%	96.00%	96.00%	96.00%
- Percent of PM's	--	100.00%	90.00%	100.00%

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
performed				
- Percent reduction in breakdown work orders	---	10.00%	5.00%	10.00%

#### EXPENDITURES BY TYPE

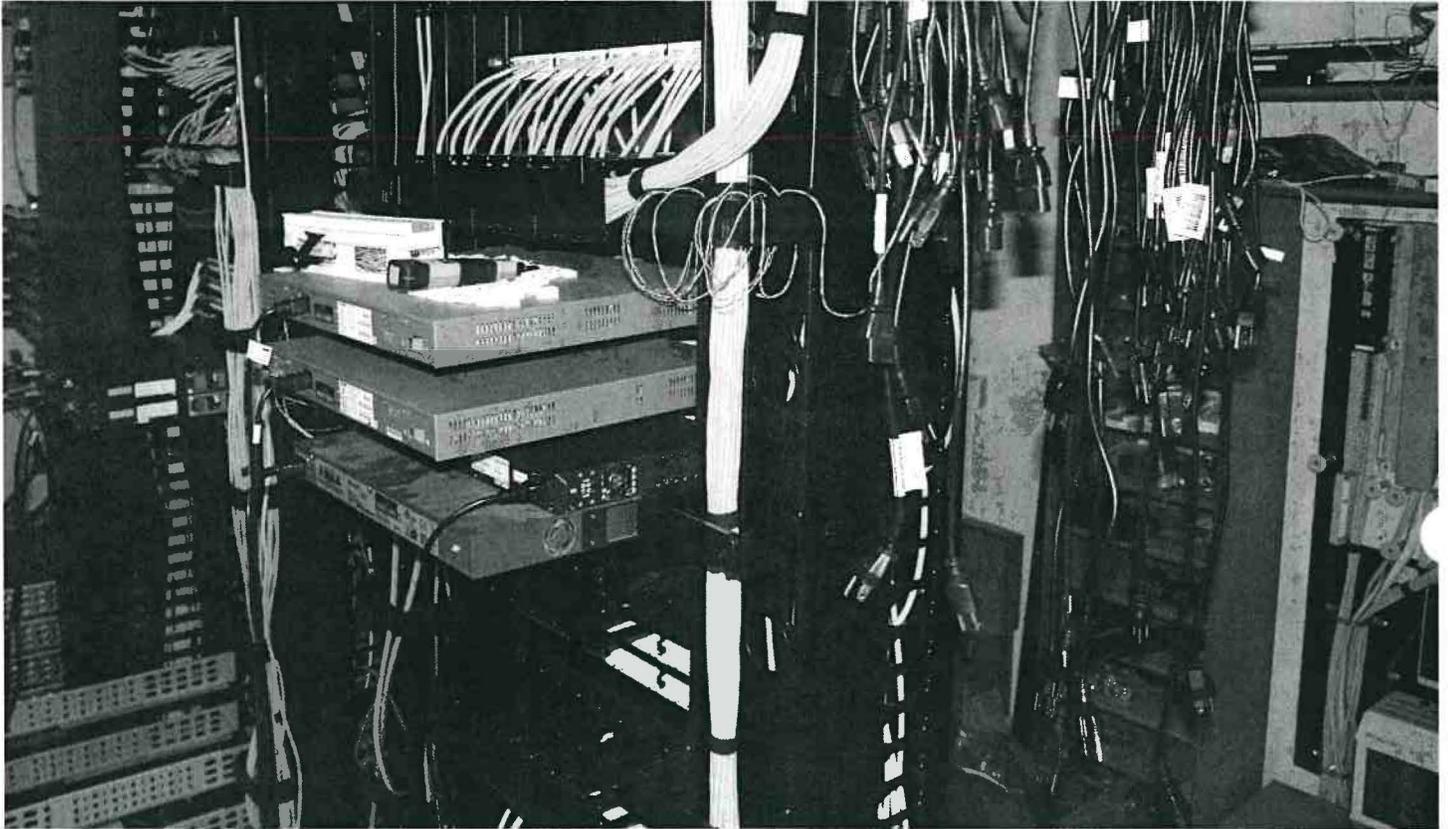
<u>Expenditure Area</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	<u>% Change 2011-2012</u>
Personal Services	\$ 2,382,288	\$ 2,249,081	\$ 2,498,540	11.1
Outside Services	683,402	699,578	719,985	2.9
Commodities	1,239,254	1,423,018	1,447,018	1.7
Interfund Services	501,551	594,044	554,093	-6.7
Capital Outlay	0	6,500	6,500	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	26,200	0	0	0.0
Other Expenses	35,221	46,205	36,550	-20.9
<b>TOTAL</b>	<b>\$ 4,867,916</b>	<b>\$ 5,018,426</b>	<b>\$ 5,262,686</b>	<b>4.9</b>

# INFORMATION TECHNOLOGY

---

## *Mission*

*The Bureau of Information Technology plans, creates, implements and maintains technology that facilitates services across City Government. The Bureau conducts business analyses with all departments to develop solutions that improve productivity and efficiency of City employees while offering better service to our citizens.*



# trends and issues

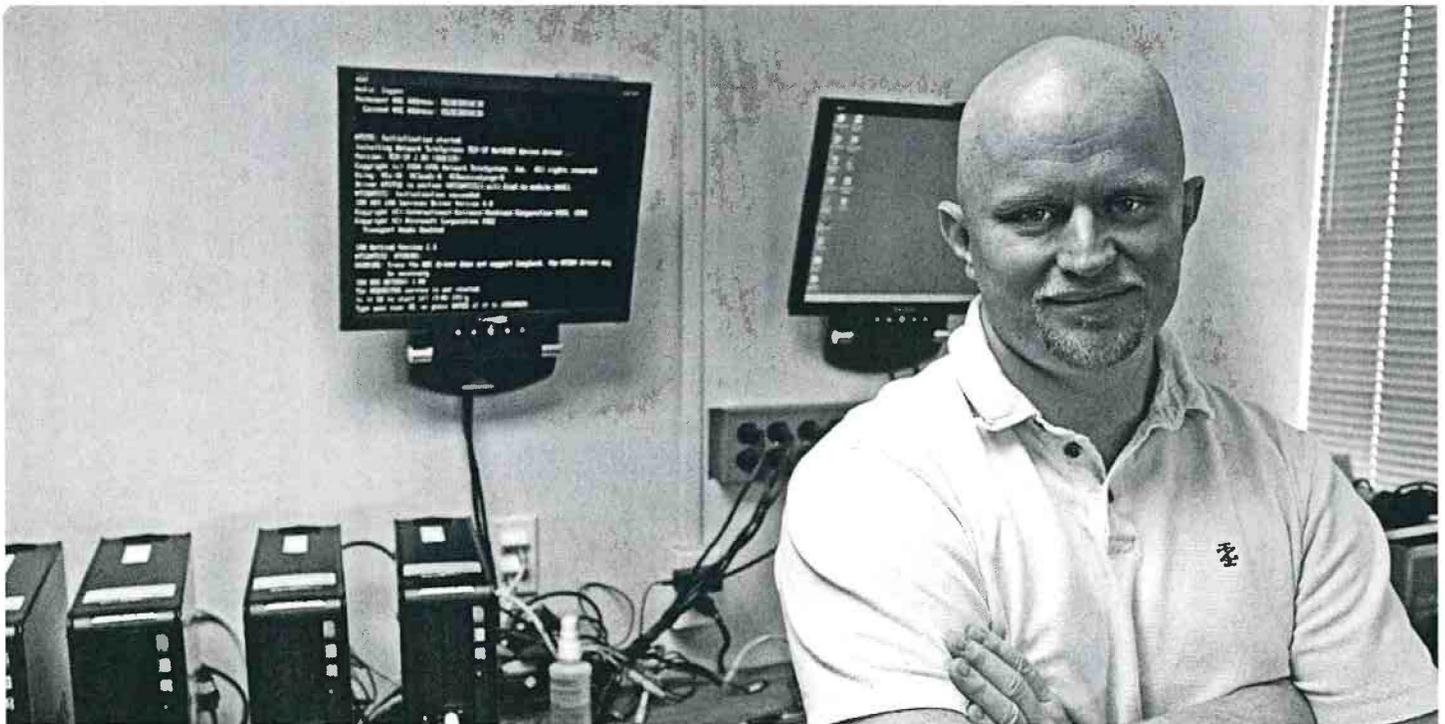
In 2011, Information Technology moved from a department within the Management Services Bureau to become its own separate Bureau of Information Technology, with the newly created Chief Information Technology Officer reporting directly to the City Manager. The move was made out of recognition of the growing importance and complexity of technology in the modern workplace.

The Bureau of Information Technology consists of five sections: Application Services, Network Services, Mobile Services, Desktop Services and Phones Services. The Bureau provides on-going support for applications, hardware, installations, connectivity, communications, maintenance and user-training.

In 2012, IT will continue its implementation of an Enterprise Resource Planning system to completely replace major administrative software running our financial, purchasing, and human resources systems. Work will continue to complete implementations of Revenue systems for Utility Billing and Business License; these implementations will include the opportunity for on-line inquiry and bill payment. Work will also continue to implement a replacement system for permitting and inspections which will also include on-line components for scheduling inspections and permit payment. A later phase of this implementation may also include Improvements to the citizen call center. IT anticipates working closely

with the court system to implement a comprehensive, cohesive system that will facilitate the flow of case information through the court hierarchy.

The Bureau will also develop a strategic technology plan for the City organization to better anticipate and implement technology needs for our employees and citizens, who increasingly expect to be able to complete their business via the Internet. The Bureau anticipates the establishment of an internal Technology Governance process to direct the implementation of the strategic technology plan to ensure that projects are prioritized so they can be implemented successfully.



*I enjoy the working relationships and camaraderie that have developed from working with employees in departments across the City organization.*

Jason Brannen, Network Technician  
4 years of service

# INFORMATION TECHNOLOGY

## *expenditures by type*

	2010	2011	2012	% Change
Department	Actual	Projected	Proposed	2011-2012
Personal Services	\$ 2,465,373	\$ 2,217,386	\$ 2,409,722	8.7
Outside Services	1,006,190	1,357,292	1,445,517	6.5
Commodities	525,322	604,500	625,797	3.5
Interfund Services	485,239	489,056	509,539	4.2
Capital Outlay	0	0	0	0.0
Debt Service	0	0	0	0.0
Interfund Transfers	0	0	0	0.0
Other Expenses	482,498	368,961	380,786	3.2
<b>TOTAL</b>	<b>\$ 4,964,622</b>	<b>\$ 5,037,195</b>	<b>\$ 5,371,361</b>	<b>6.6</b>



# INFORMATION TECHNOLOGY



## PRIMARY SERVICES

Information Technology consists of five sections: Application Services, Network Services, Mobile Services, Desktop Services and Phone Services. IT provides technology services to City employees and assists departments in achieving their stated business goals. This includes conducting business analysis to provide solutions that improve productivity and efficiency. On-going support for applications, hardware, installations, maintenance and user-training are also provided. Additionally, IT manages vendor contracts and provides a means for ordering software and equipment.

## GOALS AND OBJECTIVES

### Priority Goal:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

### Objectives:

- To record, report and analyze all systems, services, installations, problems, utilization and availability
- To make improvements to existing services and provide new services which provide productivity improvements, better service delivery or support mandates
- To make improvements which increase functionality of services or reduce costs
- To achieve average customer satisfaction ratings of 90%
- To complete 100% of critical repairs in 24 hours

## PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Network devices/ buildings supported	800/135	800/135	713/131	713/131
- Physical/virtual servers supported	56/46	56/46	55/105	55/105
- Usable storage supported (terabytes)	87.40	87.74	108.47	108.47
- Mobile Equipment Work Orders/Total Units	626/591	591/591	448/591	457/591
- Portable Equipment Work Orders/Total Units	1363/1544	1544/1544	1545/1544	1576/1544
- Fixed equipment Work Orders/Total Units	162/341	341/341	124/341	126/341
- MDT Equipment Work Orders/Total Units	646/478	478/478	744/478	759/478
- Applications supported	224	224	230	235
- Applications changes made	463	463	475	480
- Client Devices supported	2,200	2,200	2,350	2,350
- Logins supported	2,300	2,300	2,325	2,325

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
- Moves, adds, changes	800	800	800	800
- ShortTel phones installed	1236	1236	1276	1276
- Cell/Blackberrys supported	462/193	462/222	482/215	482/215
- iPhones	0	6	26	26
<b>Efficiency Measures</b>				
- Percent availability of critical services	99.50%	99.50%	99.86%	99.86%
- Percent of critical Mobile & Application repairs completed within 24 hours	100.00%	100.00%	100.00%	100.00%
- No perceptible down time or systemic loss of radio transmission indicating 99.999% system availability	Yes	Yes	Yes	Yes
- Percent of all work and changes that are documented	60.00%	60.00%	65.00%	75.00%
- Percent of desktop repair calls completed within 24 hours	80.00%	80.00%	80.00%	80.00%
- Percent of calls completed by the Help Desk	N/A	N/A	60.00%	60.00%
- Percent availability to receive/send premise phone calls	100.00%	100.00%	99.92%	99.92%
- Cost per minute for premise phone calls	\$.05	\$.05	\$.03	\$.03
<b>Effectiveness Measures</b>				
- Customer Survey - Overall Services Satisfaction	---	90.00%	90.00%	90.00%
- Customer Survey - Quality and Timeliness	---	90.00%	90.00%	90.00%
- Customer Survey - Service Improvements	4	5	5	5



# CAPITAL IMPROVEMENT PROGRAM FUND



## CAPITAL BUDGET OVERVIEW

### PREPARATION

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

### STRATEGIES

Budget strategies for development of the 2012 – 2016 Capital Improvement Program included:

- Focusing limited resources on Council priorities
- Maintaining infrastructure and capital assets to protect the public and avoid future financial liabilities
- Holding the SPLOST V capital plan allocations to the new lower projection as agreed to in 2010
- Maintaining capital improvements funded by other sources
- Preparing to meet stricter environmental regulations that are on the horizon for Water/Sewer and Sanitation infrastructure

Future capital planning actions will include:

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

### PROCESS

The capital budget process began in April with the distribution of the capital budget preparation manual to departments. The manual provided instructions to departments on how and when project requests should be submitted. Requests were submitted by departments in May. From mid-May to June, requests were reviewed by the Research and Budget Department and the CIP Review Committee. Formal presentations were made to the CIP Review Committee by applicable bureaus on their requests during this time period.

Evaluation criteria, along with specific Council priorities, goals and objectives, guide the Review Committee when allocating resources for capital project requests. Evaluation criteria include the following:

- Legal Mandate
- Public Health or Safety
- Maintenance of a Public Asset/Resiliency
- Economic Vitality Impact
- Operating Budget Impact
- Geographic Equity
- Resiliency

The Research and Budget Department, in conjunction with the CIP Review Committee, developed and submitted a preliminary five year capital plan recommendation to the Bureau Chiefs in June and July 2011. After their input, a recommendation was submitted to the City Manager in August 2011. A workshop on the capital plan recommendations was conducted with the Mayor and Council in September 2011. The City Manager's final recommendation for the updated plan to the Mayor and Council was made in October. After several work sessions and a public hearing, the recommended plan was revised with noted changes. During the ensuing year, sources of funding will be confirmed and funds appropriated for approved projects in the first year of the capital plan.

**CAPITAL BUDGET PROCESS SCHEDULE**

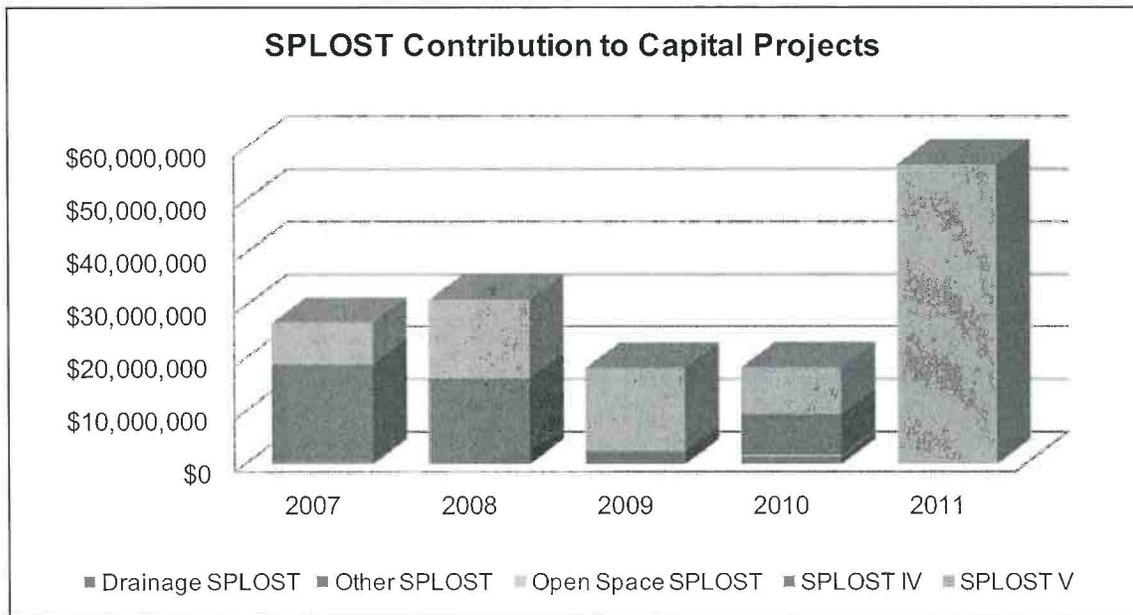
<u>ACTIVITY</u>	<u>DATE</u>
Capital Budget Kick-Off Materials Provided to Bureau Contacts	April 4, 2011
Capital Plan Review Committee Work Sessions	April 18 and 25, 2011
Capital Plan Discussions with Department/Bureau Representatives	April – July 2011
Capital Plan Review Committee Work Sessions by Bureau	May – July 2011
2012-2016 Proposed Capital Plan Presented to Bureau Chiefs	August 1, 2011
2012-2016 Proposed Capital Plan Recommendations Made to City Manager	August 8, 2011
Efficiency Teams Submit Recommendations for Cost Savings	August 30, 2011
Council Retreat to Discuss 2012-2016 Capital Improvement Plan	September 1, 2011
Budget Meetings with City Manager	September-October 2011
2012 Preliminary Budget Available	November 7, 2011
Council Budget Retreat and Public Hearing	November 14-16, 2011
Budget Adopted	December 15, 2011

## HISTORICAL CAPITAL FUNDING

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

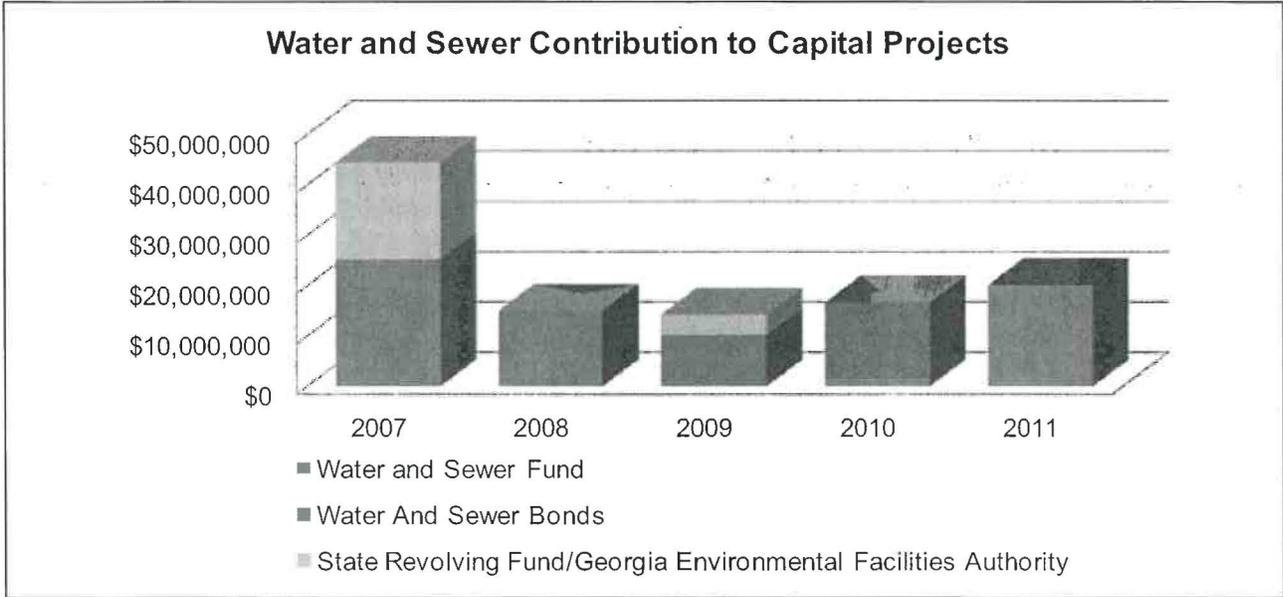
### SPECIAL PURPOSE LOCAL OPTION SALES TAX (SPLOST)

In anticipation of SPLOST funding, the City has pre-funded approximately \$41 million in total projects. While this source of revenue has been a tremendous asset to the City's capital program, it is also a source that must be carefully monitored because it is sensitive to changes in economic conditions. At the present time, the City has received about \$23 million of funds from the most recent voter approved SPLOST (SPLOST V) for the period October 1, 2008 – September 30, 2014. Based on recent economic conditions, the City's share of SPLOST will be less than the anticipated \$160 million projected during 2005-2006, the peak of sales tax growth. In 2010, the projection was reduced to \$122 million, which required adjustments such as project increases and decreases based on new information and Council Priorities. These adjustments remained in place for the development of the 2012-2016 Capital Plan.



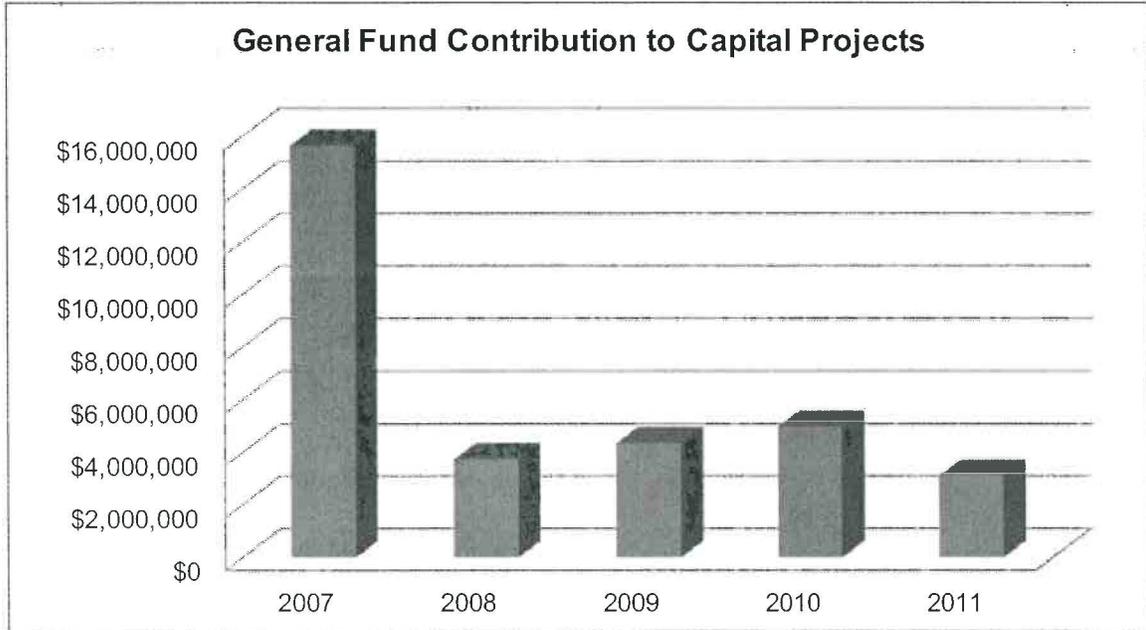
**WATER AND SEWER FUND**

Water and sewer rates are projected five years into the future in order to anticipate needs for operation and maintenance of the system and to fund the capital improvement/maintenance plan. The graph below shows historical contributions to capital projects and funding source by type.

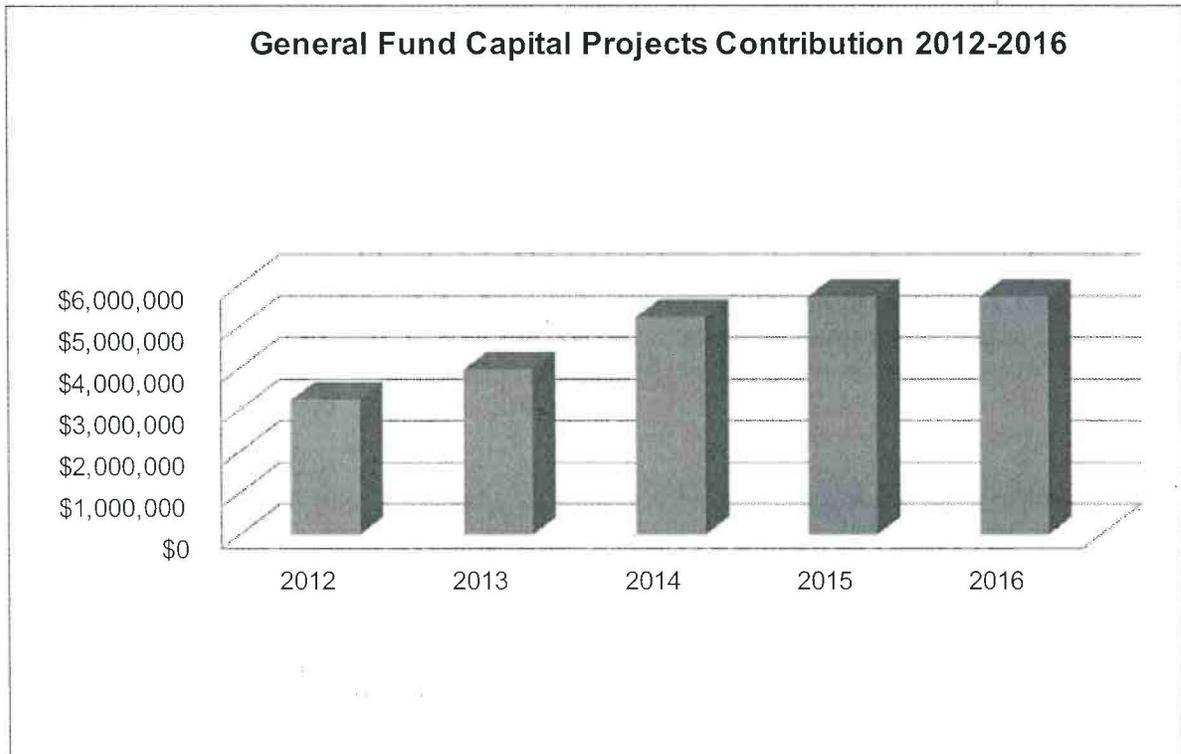


## GENERAL FUND

General Fund revenue supports general government projects. This source of funding can be used for any lawful project. The graph below shows budgeted contributions from the General Fund for various capital projects during the period 2007 – 2011. In 2009, the capital plan did not include any funding for General Fund projects due to financial conditions that were impacting revenue at the local level. In the 2010 and 2011 CIP budgets, some level of funding was restored, though economic conditions remain uncertain. For the period 2012-2016 this funding increases each year, reaching the ideal amount of between \$5 and \$6 million in 2014.



As shown in the graph below, General Fund contributions are projected to increase beginning in 2012. This will restore funding to maintenance and development projects.



## 2012 – 2016 CAPITAL PLAN OVERVIEW

### REVENUES

The five year Capital Improvement Program revenue sources are projected to total \$174,545,800. The table below provides a breakdown of allocations by year. Revenue changes are as follows:

- Special Purpose Local Option Sales Tax (SPLOST) will make up \$17,050,000 or 11.56% of the revenue stream during the plan period
- SPLOST will be used primarily to fund Public Building Improvements, Civic Center, and Community Development Improvements
- General Fund will contribute \$23,955,800 or 14.00% during the plan period

Revenue	2012	2013	2014	2015	2016	5 Year Total
General Fund	\$3,254,800	\$3,985,000	\$5,243,000	\$5,738,000	\$5,735,000	\$23,955,800
40% of Cemetery Lot Sales	120,000	120,000	120,000	120,000	180,000	660,000
Civic Center Fund	300,000	412,000	500,000	502,000	350,000	2,064,000
General Fund (Preservation Fee)	600,000	600,000	650,000	600,000	600,000	3,050,000
Georgia DOT	51,000	0	0	0	0	51,000
Golf Course Fund	95,500	95,500	0	0	0	191,000
I & D Fund	1,000,000	1,596,000	825,000	450,000	1,425,000	5,296,000
Parking Fund	400,000	400,000	400,000	400,000	0	1,600,000
Sanitation Fund	0	0	0	17,010,000	0	17,010,000
Sewer Fund	9,795,000	12,022,000	14,077,000	16,258,000	19,518,000	71,670,000
SPLOST V	17,050,000	0	0	0	0	17,050,000
State Aid	0	38,000	67,000	67,000	0	172,000
Water Fund	5,629,000	5,934,000	6,593,000	7,033,000	6,587,000	31,776,000
<b>Total</b>	<b>\$38,295,300</b>	<b>\$25,202,500</b>	<b>\$28,475,000</b>	<b>\$48,178,000</b>	<b>\$34,395,000</b>	<b>\$174,545,800</b>

### EXPENDITURES

Capital Improvement Program expenditures for the five year period are projected to total \$174,545,800. **Water, Sewer, and I&D Water Improvements** account for \$107,992,000 or 62% of planned capital project spending. Many of these projects prepare the City for compliance with new federal and state regulations regarding groundwater use and BOD discharge, which will take effect in the coming years. Other projects address routine maintenance and infrastructure replacement.

Major **Public Building Improvements** include plans to construct a Cultural Arts Center, a Central police precinct, new police headquarters, new police and fire training facilities, new fire stations, and an expanded and renovated Tompkins Recreation Center. This will account for \$23,563,000 or 13.5% of planned capital spending.

**Park and Recreation Improvements** account for \$3,111,000 or 2% of capital spending. These funds are to provide for planning and design of new facilities, and upkeep and improvements to existing ones.

**Civic Center Improvements**, which account for \$5,064,000 or 3% of total planned expenditures, are for planning and design of a new Civic Center and repairs and maintenance to the existing facility.

New **Drainage** infrastructure will be installed to reduce flooding incidents as well as continue ongoing rehabilitation of the City's storm sewers over the five year period. These improvements account for \$1,400,000 or less than 1% of planned capital spending.

**Sanitation Improvements** account for \$17,010,000 or 10% of capital expenditures. This funding is for the planning and development of a new cell at the Dean Forest Road Landfill site to provide needed capacity for future waste disposal.

**Street Improvements** account for \$6,222,500 or 4%, and include reconstruction of River Street ramps as well as resurfacing and repairs of other existing roads and sidewalks.



The **Other Projects** category accounts for \$3,732,000 or 2% and includes items such as purchase of apparatus for Fire Stations, expansion and repair of Information Technology data storage and network infrastructure, and upgrades to parking meter systems.

<b>Project Name</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>5 Year Total</b>
Cemetery Improvements	\$ 150,800	\$ 184,000	\$ 120,000	\$ 177,000	\$ 180,000	\$ 811,800
Civic Center Improvements	3,300,000	412,000	500,000	502,000	350,000	5,064,000
Community Development	510,000	10,000	10,000	10,000	810,000	1,350,000
Drainage Improvements	200,000	250,000	350,000	300,000	300,000	1,400,000
I & D Water Improvements	1,000,000	1,596,000	825,000	450,000	1,425,000	5,296,000
Park and Recreation Improvements	297,000	719,000	463,000	682,000	950,000	3,111,000
Public Building Improvements	15,829,500	2,139,500	2,369,000	2,000,000	1,225,000	23,563,000
Sanitation Improvements	0	0	0	17,010,000	0	17,010,000
Sewer Improvements	9,795,000	12,022,000	14,077,000	16,258,000	19,518,000	71,670,000
Squares and Monuments	205,000	310,000	370,000	372,500	230,000	1,487,500
Street Improvements	1,100,000	745,000	1,605,000	1,027,500	1,745,000	6,222,500
Traffic Improvements	574,000	501,000	813,000	556,000	358,000	2,802,000
Water Improvements	4,879,000	5,934,000	6,593,000	7,033,000	6,587,000	31,026,000
Other Improvements	455,000	380,000	380,000	1,800,000	717,000	3,732,000
<b>Total</b>	<b>\$38,295,300</b>	<b>\$25,202,500</b>	<b>\$28,475,000</b>	<b>\$48,178,000</b>	<b>\$34,395,000</b>	<b>\$174,545,800</b>

## 2012 CAPITAL PLAN

### REVENUES

The five year Capital Improvement Program revenues total \$174,545,800. Of this amount, \$38,295,300 is included for projects in the first year of the plan. The funding sources are identified in the table below.

<b>Revenue</b>	<b>2012</b>	<b>5 Year Total</b>
General Fund	\$3,254,800	\$23,95,800
40% of Cemetery Lot Sales	\$120,000	\$660,000
Civic Center Fund	\$300,000	\$2,064,000
General Fund (Preservation Fee)	\$600,000	\$3,050,000
Georgia DOT	\$51,000	\$51,000
Golf Course Fund	\$95,500	\$191,000
I & D Fund	\$1,000,000	\$5,296,000
Parking Fund	\$400,000	\$1,600,000
Sanitation	\$0	\$17,010,000
Sewer Fund	\$9,795,000	\$71,670,000
SPLOST V	\$17,050,000	\$17,050,000
State Aid	\$0	\$172,000
Water Fund	\$5,629,000	\$31,776,000
<b>Total</b>	<b>\$38,295,300</b>	<b>\$174,545,800</b>

Key SPLOST-funded projects included in the 2012 Budget are:

- New Arena Planning and Design
- Police Administration Building, housing state of the art evidence facility and TRAP unit
- Downtown Police Precinct to replace leased facilities for police
- Cultural Arts Center
- Revitalization of Montgomery/MLK corridors

## EXPENDITURES

Capital Improvement Program expenditures will impact fourteen improvement categories. The categories and associated funding are identified in the table below.

<b>Expenditure Category</b>	<b>2012</b>	<b>5 Year Total</b>
Cemetery Improvements	\$ 150,800	\$ 811,800
Civic Center Improvements	3,300,000	5,064,000
Community Development	510,000	1,350,000
Drainage Improvements	200,000	1,400,000
I & D Water Improvements	1,000,000	5,296,000
Park and Recreation Improvements	297,000	3,111,000
Public Building Improvements	15,829,500	23,563,000
Sanitation Improvements	0	17,010,000
Sewer Improvements	9,795,000	71,670,000
Squares and Monuments	205,000	1,487,500
Street Improvements	1,100,000	6,222,500
Traffic Improvements	574,000	2,802,000
Water Improvements	4,879,000	31,026,000
Other Improvements	455,000	3,732,000
<b>Total</b>	<b>\$38,295,300</b>	<b>\$174,545,800</b>

## OPERATING BUDGET IMPACT

Five projects included in the Capital Improvement Program are expected to have a direct impact on the operating budget of City departments. All are expenditure impacts and are anticipated from new, ongoing costs as follows:

- \$65,000 – Materials and operating supplies
- \$88,000 – Maintenance and utilities

## 2012 CAPITAL IMPROVEMENT PROJECT SUMMARIES

Projects funded in 2012 are listed below by Category with a brief description. An "R" or "N" is shown by each project to indicate, respectively, whether the cost is recurring or non-recurring. A recurring project is included in almost every budget and/or will have no significant impact on the operating budget. Each description includes the 2012 cost, five-year cost, funding source, operating budget impact amount and impact where applicable, and service impact.

### CEMETERY IMPROVEMENTS

**\$150,800**

<b>Laurel Grove Perimeter Fence</b>		<b>N</b>
Install masonry/iron fencing and replace galvanized chain-link fencing with black vinyl chain link fencing.		
<b>2012 Cost:</b>	\$30,800	
<b>Total 5 Year Cost:</b>	\$151,800	
<b>Funding Source:</b>	General Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Improve appearance while providing higher level of security and access control.	

<b>Bonaventure Cemetery Columbarium</b>		<b>N</b>
Design and construct a columbarium and other facilities at Bonaventure Cemetery.		
<b>2012 Cost:</b>	\$120,000	
<b>Total 5 Year Cost:</b>	\$420,000	
<b>Funding Source:</b>	Cemetery Lot Sales	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	The improved Bonaventure Landing will become a point of interest to many local citizens and visitors to Savannah.	

### CIVIC CENTER IMPROVEMENTS

**\$3,300,000**

<b>New Arena Planning and Design</b>		<b>N</b>
Develop a plan to design and build a new arena to replace existing outdated arena.		
<b>2012 Cost:</b>	\$3,000,000	
<b>Total 5 Year Cost:</b>	\$3,000,000	
<b>Funding Source:</b>	SPLOST V	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Meet current facility touring show requirements, attract more variety shows, and possibly bring minor league sports to Savannah.	

<b>Civic Center Elevator Renovation</b>		<b>N</b>
Renovate and upgrade both original elevators.		
<b>2012 Cost:</b>	\$75,000	
<b>Total 5 Year Cost:</b>	\$75,000	
<b>Funding Source:</b>	Civic Center Fund	
<b>Operating Budget Impact Amount:</b>	NA	
<b>Operating Budget Impact:</b>	NA	
<b>Service Impact:</b>	Allow elevators to remain compliant with State regulation, and to be more attractive to visitors.	

<b>Civic Center Electrical Switch Gear Replacement</b>		<b>N</b>
Replace the outdated electrical switch gear at the Civic Center.		
<b>2012 Cost:</b>	\$225,000	
<b>Total 5 Year Cost:</b>	\$225,000	
<b>Funding Source:</b>	Civic Center Fund	
<b>Operating Budget Impact Amount:</b>	NA	
<b>Operating Budget Impact:</b>	NA	
<b>Service Impact:</b>	Will allow for safer switching to emergency generators at the Civic Center, which is necessary due to the location of IT's data center and the Emergency Central Command Center there.	

---

<b>COMMUNITY DEVELOPMENT IMPROVEMENTS</b>	<b>\$510,000</b>
---	------------------

<b>MLK/Montgomery Corridor Revitalization</b>		<b>N</b>
Make streetscape and building improvements along the corridor.		
<b>2012 Cost:</b>	\$500,000	
<b>Total 5 Year Cost:</b>	\$500,000	
<b>Funding Source:</b>	SPLOST V	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Revitalization of a significant portion of the area around downtown Savannah.	

<b>Neighborhood Matching Funds</b>		<b>R</b>
Provide matching funds for neighborhood projects such as tree planting, park renovations, and streetscape improvements.		
<b>2012 Cost:</b>	\$10,000	
<b>Total 5 Year Cost:</b>	\$50,000	
<b>Funding Source:</b>	General Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Improve neighborhood appearances and encourage citizens to take pride in their areas.	

---

<b>DRAINAGE IMPROVEMENTS</b>	<b>\$200,000</b>
------------------------------	------------------

<b>Storm Sewer Rehabilitation</b>		<b>R</b>
Rehabilitate structural defects in storm water lines.		
<b>2012 Cost:</b>	\$200,000	
<b>Total 5 Year Cost:</b>	\$1,200,000	
<b>Funding Source:</b>	General Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Provide more efficient drainage operating capacity.	



**I&D WATER IMPROVEMENTS****\$1,000,000****Dewatering Improvements****R**

Addition of second centrifuge and associated equipment to dewatering facility.

**2012 Cost:** \$400,000**Total 5 Year Cost:** \$1,000,000**Funding Source:** I & D Water Fund, Water Fund**Operating Budget Impact Amount:** \$0**Service Impact:** Second centrifuge will eliminate current practice of by-passing sludge to pond each time routine or emergency maintenance is required on single centrifuge equipment.**Sludge Drying and Hauling****R**

Minimize the sludge in the overflow pond which will help the department meet the NPDES discharge permit.

**2012 Cost:** \$200,000**Total 5 Year Cost:** \$1,000,000**Funding Source:** I & D Water Fund, Water Fund**Operating Budget Impact Amount:** \$0**Service Impact:**

Remove sludge from the pond and place in the drying bed.

**I & D Replacement of SCADA Remote Terminal Units (RTUs)****R**

Replace, in phases, aged RTUs that are no longer supported by manufacturer.

**2012 Cost:** \$25,000**Total 5 Year Cost:** \$50,000**Funding Source:** I & D Water Fund, Water Fund**Operating Budget Impact Amount:** \$0**Service Impact:** Allow for replacement of 12 RTUs in a scheduled and controlled manner.**Cathodic Protection Rehabilitation****R**

Replace expended anode beds and fix any pipe continuity bonds.

**2012 Cost:** \$150,000**Total 5 Year Cost:** \$250,000**Funding Source:** I & D Water Fund, Water Fund**Operating Budget Impact Amount:** \$0**Service Impact:** Maintain integrity of I&D raw water lines and extend useful life of these assets.**Main Electrical Gear****N**

Upgrade/replace the electrical gear at the plant.

**2012 Cost:** \$125,000**Total 5 Year Cost:** \$500,000**Funding Source:** I & D Water Fund**Operating Budget Impact Amount:** \$0**Service Impact:** Modifications will provide increased flexibility and allow the extension of power to incorporate additional electrical loads.

<b>I &amp; D Water Laboratory</b>		<b>N</b>
Design and build a new laboratory to replace the existing one.		
<b>2012 Cost:</b>	\$100,000	
<b>Total 5 Year Cost:</b>	\$300,000	
<b>Funding Source:</b>	I & D Water Fund	
<b>Operating Budget Impact Amount:</b>	\$9,500	
<b>Operating Budget Impact:</b>	The cost includes electricity and maintenance expenditures.	
<b>Service Impact:</b>	Provide more efficient and effective laboratory space.	

**PARK AND RECREATION IMPROVEMENTS** **\$297,000**

<b>Playground Equipment Reserve</b>		<b>R</b>
Provide replacement funding for playground equipment.		
<b>2012 Cost:</b>	\$50,000	
<b>Total 5 Year Cost:</b>	\$250,000	
<b>Funding Source:</b>	General Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Allow for replacement of playground equipment in a scheduled manner.	

<b>Joseph Tribble Park Phase II</b>		<b>R</b>
Design added amenities and parking to recreational development of Windsor Lake		
<b>2012 Cost:</b>	\$92,000	
<b>Total 5 Year Cost:</b>	\$92,000	
<b>Funding Source:</b>	General Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Provide recreational opportunities for area residents.	

<b>Godley Improvements and Park Development</b>		<b>R</b>
Develop a community and linear park in the Godley area.		
<b>2012 Cost:</b>	\$70,000	
<b>Total 5 Year Cost:</b>	\$640,000	
<b>Funding Source:</b>	General Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Provide open space and recreational area in this newly annexed and constructed area.	



<b>Tennis Courts Resurfacing</b>		<b>R</b>
Resurface tennis courts at three parks.		
<b>2012 Cost:</b>	\$85,000	
<b>Total 5 Year Cost:</b>	\$159,000	
<b>Funding Source:</b>	General Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Bring tennis courts up to acceptable playing conditions.	

**PUBLIC BUILDING IMPROVEMENTS**

**\$15,829,500**

**Police Precinct-Downtown**

**N**

Construct facilities for the police officers working in the precinct.

**2012 Cost:** \$5,500,000

**Total 5 Year Cost:** \$5,500,000

**Funding Source:** SPLOST V

**Operating Budget Impact Amount:** TBD

**Service Impact:** Provide a purpose-built building better suited to the workings of the Police Department.



**Fire Station-Sweetwater**

**N**

Add a new fire station to newly annexed area.

**2012 Cost:** \$700,000

**Total 5 Year Cost:** \$1,000,000

**Funding Source:** General Fund

**Operating Budget Impact Amount:** \$0

**Service Impact:** Fire protection for citizens of the City of Savannah.

**Police Administration Building**

**N**

Updated building to house many police administrative functions.

**2012 Cost:** \$4,050,000

**Total 5 Year Cost:** \$4,050,000

**Funding Source:** SPLOST V

**Operating Budget Impact Amount:** TBD

**Operating Budget Impact:** The impact will be estimated as specific projects are identified and designed.

**Service Impact:** An improved, energy efficient, up-to date facility for employees, expanded property room space, and covered protected parking for specialized vehicles.

**Visitor's Center Improvements**

**R**

Improve ADA accessibility to the facility and restroom, which is one component to support the implementation of the Visitor's Center Master Plan.

**2012 Cost:** \$320,000

**Total 5 Year Cost:** \$320,000

**Funding Source:** General Fund – Preservation Fee

**Operating Budget Impact Amount:** \$0

**Service Impact:** Increase spending and lengthen average stays per visitor.

**Cultural Arts Center**

**N**

Construct a community-use theater.

**2012 Cost:** \$4,000,000

**Total 5 Year Cost:** \$4,000,000

**Funding Source:** SPLOST V

**Operating Budget Impact Amount:** TBD

**Operating Budget Impact:** TBD

**Service Impact:** Provide equipment, work area and a performance venue for the community and act as an anchor for MLK revitalization.

<b>BMB Exterior Lintel Replacement</b>		<b>R</b>
Remove and replace steel lintels for the Broughton Municipal Building.		
<b>2012 Cost:</b>	\$9,000	
<b>Total 5 Year Cost:</b>	\$422,000	
<b>Funding Source:</b>	General Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Revitalize City building located in downtown business district.	

<b>BMB Interior Renovation</b>		<b>R</b>
Reconfigure interior walls, install new carpet and tile flooring, paint, and renovate some bathrooms.		
<b>2012 Cost:</b>	\$750,000	
<b>Total 5 Year Cost:</b>	\$1,250,000	
<b>Funding Source:</b>	General Fund, Water Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Improve safety and structural integrity of busy municipal office building.	

<b>Bureau of Public Events, Facilities, and Services Office Repairs</b>		<b>R</b>
Provide for ADA parking as well as general exterior and plumbing renovations.		
<b>2012 Cost:</b>	\$80,000	
<b>Total 5 Year Cost:</b>	\$80,000	
<b>Funding Source:</b>	General Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Make the building safer, more accessible, and more hygienic.	

<b>Parking Garages Repair and Restoration</b>		<b>R</b>
Complete repair of all parking garages.		
<b>2012 Cost:</b>	\$325,000	
<b>Total 5 Year Cost:</b>	\$1,175,000	
<b>Funding Source:</b>	Parking Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Maintain safety and life expectancy of the garages for use by daily and monthly customers.	

<b>Bacon Park Golf Course Facilities Improvement</b>		<b>R</b>
Renovate and expand the parking lot, and make irrigation and drainage improvements.		
<b>2012 Cost:</b>	\$95,500	
<b>Total 5 Year Cost:</b>	\$191,000	
<b>Funding Source:</b>	Golf Course Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Preventative maintenance and improvement of customers' experiences.	

---

<b>SEWER IMPROVEMENTS</b>	<b>\$9,795,000</b>
---------------------------	--------------------

<b>Developer Over Sizing for Sewer Lines</b>		<b>R</b>
Enlarge or upgrade the sewer system or lift stations to meet future system demands.		
<b>2012 Cost:</b>	\$112,000	
<b>Total 5 Year Cost:</b>	\$590,000	
<b>Funding Source:</b>	Sewer Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Ensure future capacity in areas of potential growth.	

<b>Sewer Large Tract Infrastructure Extension</b>		<b>R</b>
Extend existing infrastructure to newly annexed areas.		
<b>2012 Cost:</b>	\$100,000	
<b>Total 5 Year Cost:</b>	\$500,000	
<b>Funding Source:</b>	Sewer Fund	
<b>Operating Budget Impact Amount:</b>	The impact will be estimated as specific projects are identified and designed.	
<b>Service Impact:</b>	Support economic development of newly annexed areas that will increase the tax base and water revenue.	



<b>Sewer Line Rehabilitation</b>		<b>R</b>
Rehabilitate and/or replace deteriorated or damaged sewer lines.		
<b>2012 Cost:</b>	\$2,093,000	
<b>Total 5 Year Cost:</b>	\$10,817,000	
<b>Funding Source:</b>	Sewer Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Reduction of sewer stoppages and cave-ins.	

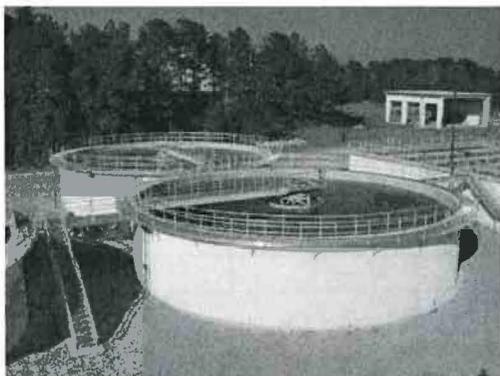
<b>Equalization System</b>		<b>N</b>
Add a flow equalization system to the President Street Plant.		
<b>2012 Cost:</b>	\$1,560,000	
<b>Total 5 Year Cost:</b>	\$7,800,000	
<b>Funding Source:</b>	Sewer Fund	
<b>Operating Budget Impact Amount:</b>	\$65,000	
<b>Operating Budget Impact:</b>	The cost reflects the contracted equipment cost of repairs.	
<b>Service Impact:</b>	Prevention of regulatory permit (NPDES) non-compliance issues that may be caused by peak flow flushing action.	

<b>Reclaimed Water Phase I</b>		<b>N</b>
Install new reclaimed water mains to serve specific areas with reclaimed water.		
<b>2012 Cost:</b>	\$750,000	
<b>Total 5 Year Cost:</b>	\$3,000,000	
<b>Funding Source:</b>	Sewer Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Compliance with the new State water plan requirement for reclaimed water use.	

<b>Lift Station Rehabilitation</b>		<b>R</b>
Rehabilitate or replace pump stations currently obsolete and/or reaching capacity.		
<b>2012 Cost:</b>	\$800,000	
<b>Total 5 Year Cost:</b>	\$4,800,000	
<b>Funding Source:</b>	Sewer Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Create more reliable pump stations with the capacity to serve future customers.	

<b>Treatment Plant Capital Improvements</b>		<b>R</b>
Make various improvements to the wastewater treatment plants.		
<b>2012 Cost:</b>	\$500,000	
<b>Total 5 Year Cost:</b>	\$2,500,000	
<b>Funding Source:</b>	Sewer Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Allow the City to continue to meet its discharge requirements under the NPDES permit.	

<b>Treatment Plant Capital Expansion</b>		<b>R</b>
Make treatment capacity increases as needed at the City's wastewater treatment plants.		
<b>2012 Cost:</b>	\$100,000	
<b>Total 5 Year Cost:</b>	\$700,000	
<b>Funding Source:</b>	Sewer Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Enhance public health and safety, provide for economic stimulus, and further ensure compliance with the law.	



<b>Treatment Plant Capital Maintenance</b>		<b>R</b>
Replace equipment, correct design deficiencies, and achieve other goals to meet permit to discharge limits.		
<b>2012 Cost:</b>	\$350,000	
<b>Total 5 Year Cost:</b>	\$1,750,000	
<b>Funding Source:</b>	Sewer Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Allow the City to continue to meet its discharge requirements as required under the NPDES permit.	

<b>Lift Station SCADA Remote Terminal Replacements (RTUs)</b>		<b>R</b>
Replace existing Lift Station (Supervisory Control & Data Acquisition) unit RTUs controlling lift station operations.		
<b>2012 Cost:</b>	\$200,000	
<b>Total 5 Year Cost:</b>	\$400,000	
<b>Funding Source:</b>	Sewer Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Replace old units and further automate the Lift Station operations.	

<b>Sewer Extensions</b>		<b>R</b>
Install sanitary sewers in areas where the City will provide future service.		
<b>2012 Cost:</b>	\$117,000	
<b>Total 5 Year Cost:</b>	\$610,000	
<b>Funding Source:</b>	Sewer Fund	
<b>Operating Budget Impact Amount:</b>	The impact will be estimated as specific projects are identified and designed.	
<b>Service Impact:</b>	Support economic development in new service areas.	

<b>Sewer Stormwater Separation</b>		<b>R</b>
Direct storm water out of the sanitary sewer system.		
<b>2012 Cost:</b>	\$117,000	
<b>Total 5 Year Cost:</b>	\$615,000	
<b>Funding Source:</b>	Sewer Fund	
<b>Operating Budget Impact</b>	\$0	
<b>Service Impact:</b>	Remove stormwater that could create additional wastewater flows and stoppages.	

<b>Lift Station/Small Plants Monitoring</b>		<b>R</b>
Place remote terminal units at lift stations for the SCADA system.		
<b>2012 Cost:</b>	\$85,000	
<b>Total 5 Year Cost:</b>	\$451,000	
<b>Funding Source:</b>	Sewer Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Serve as an additional safety mechanism to monitor lift stations to avoid system failures.	

<b>Sewer SCADA Upgrade</b>		<b>R</b>
Provide SCADA system hardware and software upgrades.		
<b>2012 Cost:</b>	\$26,000	
<b>Total 5 Year Cost:</b>	\$140,000	
<b>Funding Source:</b>	Sewer Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Remote monitoring and control allows for prompt response to potential problems.	

<b>Sewer Share of Paving</b>		<b>R</b>
Replace damaged or deteriorated sewer lines prior to street paving projects.		
<b>2012 Cost:</b>	\$85,000	
<b>Total 5 Year Cost:</b>	\$447,000	
<b>Funding Source:</b>	Sewer Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Replace deteriorated lines prior to paving to prevent damaging newly paved streets.	

<b>Directional Bore for 23 Parallel Force Main</b>		<b>N</b>
Install a new LS 23 force main to replace the existing old and deteriorated one.		
<b>2012 Cost:</b>	\$300,000	
<b>Total 5 Year Cost:</b>	\$1,800,000	
<b>Funding Source:</b>	Sewer Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Prevention of sinkholes, sewage spills and contamination.	

<b>President Street TMDL Improvements</b>		<b>N</b>
Improvements to the President Street Treatment Plant.		
<b>2012 Cost:</b>	\$1,500,000	
<b>Total 5 Year Cost:</b>	\$12,500,000	
<b>Funding Source:</b>	Sewer Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Ensure compliance with upcoming TMDL limits.	

**Wilshire TMDL Improvements****N**

Improvements to Wilshire Treatment Plant.

<b>2012 Cost:</b>	\$1,000,000
<b>Total 5 Year Cost:</b>	\$10,000,000
<b>Funding Source:</b>	Sewer Fund
<b>Operating Budget Impact Amount:</b>	\$0
<b>Service Impact:</b>	Ensure compliance with upcoming TMDL limits.

**SQUARE AND MONUMENT IMPROVEMENTS****\$205,000****Square Renovation****R**

Improve the lighting, paving, landscaping and furnishing in squares.

<b>2012 Cost:</b>	\$100,000
<b>Total 5 Year Cost:</b>	\$340,000
<b>Funding Source:</b>	General Fund – Preservation Fee
<b>Operating Budget Impact Amount:</b>	\$0
<b>Service Impact:</b>	Improved aesthetics of the historic squares.

**Park, Square, Median Improvements****R**

Improvements to parks, squares and medians throughout the City.

<b>2012 Cost:</b>	\$105,000
<b>Total 5 Year Cost:</b>	\$306,250
<b>Funding Source:</b>	General Fund – Preservation Fee
<b>Operating Budget Impact Amount:</b>	\$0
<b>Service Impact:</b>	Improved aesthetics of parks, squares and medians.

**STREET IMPROVEMENTS****\$1,100,000****Bridge Maintenance****R**

Maintain and repair the City's bridges.

<b>2012 Cost:</b>	\$150,000
<b>Total 5 Year Cost:</b>	\$600,000
<b>Funding Source:</b>	General Fund
<b>Operating Budget Impact Amount:</b>	\$0
<b>Service Impact:</b>	Provide safe and well maintained bridges.

**LARP Resurfacing****R**

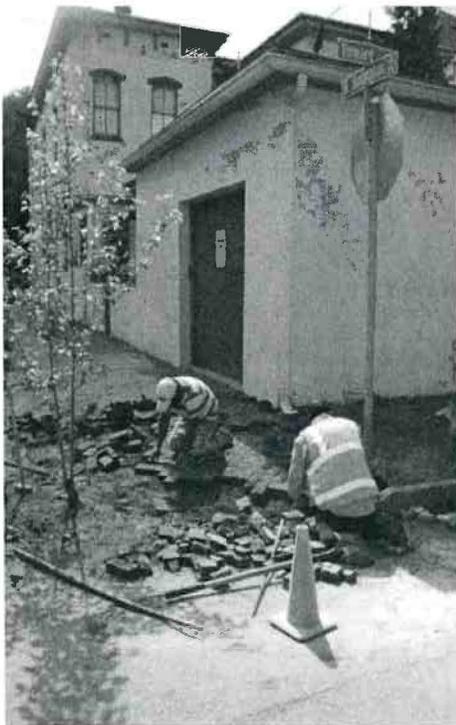
Adjust manhole covers and frames in conjunction with resurfacing by GA DOT (LARP).

<b>2012 Cost:</b>	\$100,000
<b>Total 5 Year Cost:</b>	\$500,000
<b>Funding Source:</b>	General Fund
<b>Operating Budget Impact Amount:</b>	\$0
<b>Service Impact:</b>	Provide safe riding surfaces for the public and longer life span of the road.



<b>Resurfacing</b>		<b>R</b>
Resurface City streets.		
<b>2012 Cost:</b>	\$275,000	
<b>Total 5 Year Cost:</b>	\$1,555,000	
<b>Funding Source:</b>	General Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Perform repairs, prevent deterioration and eliminate costly future repairs.	

<b>Street Paving</b>		<b>R</b>
Pave the remaining .90 miles of unpaved streets.		
<b>2012 Cost:</b>	\$200,000	
<b>Total 5 Year Cost:</b>	\$600,000	
<b>Funding Source:</b>	General Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Provide paved streets, enhance adjacent properties, eliminate grading and dust, and improve the quality of life for residents.	



<b>Sidewalk Repairs</b>		<b>R</b>
Remove and replace hazardous sidewalk segments.		
<b>2012 Cost:</b>	\$100,000	
<b>Total 5 Year Cost:</b>	\$500,000	
<b>Funding Source:</b>	General Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	This project will result in fixing sidewalks for pedestrian safety.	

<b>Repair/Install Curbs</b>		<b>R</b>
Remove and replace broken curbing by tree roots or normal wear and tear.		
<b>2012 Cost:</b>	\$100,000	
<b>Total 5 Year Cost:</b>	\$500,000	
<b>Funding Source:</b>	General Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Repair defective infrastructure, improve drainage and eliminate public hazards.	

<b>Wheel Chair Access Ramps</b>		<b>R</b>
Install wheelchair access ramps at locations currently without ramps.		
<b>2012 Cost:</b>	\$100,000	
<b>Total 5 Year Cost:</b>	\$500,000	
<b>Funding Source:</b>	General Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Allow the City to work towards compliance with Federal ADA standards.	

<b>River Street Ramps Reconstruction</b>		<b>R</b>
Remove and salvage stone surface, repair sub-base, base, and replace the stone surface at the proper grade.		
<b>2012 Cost:</b>	\$75,000	
<b>Total 5 Year Cost:</b>	\$550,000	
<b>Funding Source:</b>	General Fund—Preservation Fee	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Maintain area appearance and prevent vehicle damages while allowing access to River Street.	

**TRAFFIC IMPROVEMENTS** **\$574,000**

<b>Separate Right Lane Addition on Waters Ave Southbound at Montgomery Crossroads</b>		<b>N</b>
Add a right turn lane at the indicated intersection.		
<b>2012 Cost:</b>	\$170,000	
<b>Total 5 Year Cost:</b>	\$170,000	
<b>Funding Source:</b>	General Fund—\$119,000, Georgia DOT--\$51,000	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Alleviate current congestion, and provide capacity for growth in the area.	

<b>Traffic Calming</b>		<b>R</b>
Install devices and/or signage to decrease speed on selected streets.		
<b>2012 Cost:</b>	\$50,000	
<b>Total 5 Year Cost:</b>	\$390,000	
<b>Funding Source:</b>	General Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Increased safety in neighborhoods where traffic moves too quickly.	



<b>Signal Installation at Hall and MLK Streets</b>		<b>N</b>
Install a signal to aid pedestrian crossing at this intersection.		
<b>2012 Cost:</b>	\$100,000	
<b>Total 5 Year Cost:</b>	\$100,000	
<b>Funding Source:</b>	General Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Will increase the safety of pedestrians traveling to and from the new grocery store in this location.	

<b>Comcast Building Buyback</b>		<b>N</b>
Repay the county for building purchased as part of Project Derenne.		
<b>2012 Cost:</b>	\$254,000	
<b>Total 5 Year Cost:</b>	\$1,280,000	
<b>Funding Source:</b>	General Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	The building houses some City offices and may impact routing as Project Derenne moves forward.	

**WATER IMPROVEMENTS****\$4,879,000****Miscellaneous Water Line Improvements****R**

Replace certain deteriorated and/or undersized water lines.

**2012 Cost:** \$660,000**Total 5 Year Cost:** \$3,498,000**Funding Source:** Water Fund**Operating Budget Impact Amount:** \$0**Service Impact:** Reduce water leaks in the system.**I & D Water Quality Improvements****R**

Prepare to ensure compliance with EPA regulations and ensure the capability to blend surface and groundwater is in place.

**2012 Cost:** \$250,000**Total 5 Year Cost:** \$250,000**Funding Source:** Water Fund**Operating Budget Impact Amount:** \$0**Service Impact:** Ensure proper treatment processes and techniques meet new drinking water regulations.**Critical Workforce Shelter****N**

Build a shelter at the I &amp; D facility to house and shelter critical work force during necessary events.

**2012 Cost:** \$400,000**Total 5 Year Cost:** \$900,000**Funding Source:** Water Fund**Operating Budget Impact Amount:** \$3,600**Operating Budget Impact:** The impact reflects the annual cost of electricity and air conditioning.**Service Impact:** Provide a safe sheltering place for critical work force.**Bacon Park Re-Use Water System****N**

Reuse water side stream system.

**2012 Cost:** \$500,000**Total 5 Year Cost:** \$3,000,000**Funding Source:** Water Fund**Operating Budget Impact Amount:** \$0**Service Impact:** Construction of a mid-size re-use water system for irrigation of the golf courses and ball fields.**Water Extension to Un-served Areas****R**

Extend water mains to sparsely populated areas within the distribution system that are presently served by private well, or are potential growth areas.

**2012 Cost:** \$170,000**Total 5 Year Cost:** \$900,000**Funding Source:** Water Fund**Operating Budget Impact Amount:** The specific impact will be estimated as projects are identified and designed.**Service Impact:** Provide increased revenue as the customer base increases and the City is fulfilling its obligation to provide services.

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

Repaint the overhead storage tanks at Wilmington Island, Travis Field and Savannah State University.

**2012 Cost:** \$50,000

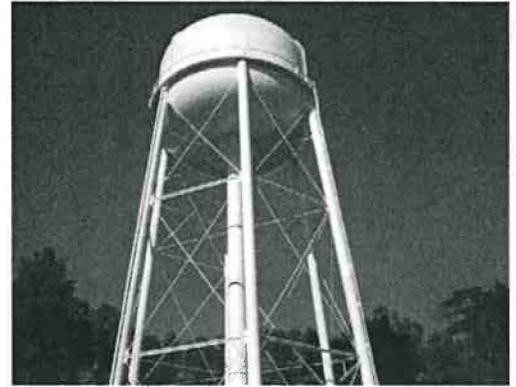
**Total 5 Year Cost:** \$250,000

**Funding Source:** Water Fund

**Operating Budget Impact Amount:** \$0

**Service Impact:**

Insure the physical integrity of the infrastructure.



**Water Large Tract Infrastructure Extension** R

Extend existing infrastructure to newly annexed areas.

**2012 Cost:** \$370,000

**Total 5 Year Cost:** \$1,902,000

**Funding Source:** Water Fund

**Operating Budget Impact Amount:** The specific impact will be estimated as projects are identified and designed.

**Service Impact:** Support economic development of newly annexed areas.

**Developer Over Sizing for Water Lines** R

Enlarge or upgrade the sewer system or lift stations to meet future system demands.

**2012 Cost:** \$167,000

**Total 5 Year Cost:** \$995,000

**Funding Source:** Water Fund

**Operating Budget Impact Amount:** \$0

**Service Impact:** Ensure future capacity in areas of potential growth.

**Alternate Disinfection Modification** N

Switch the disinfection process from gas to liquid.

**2012 Cost:** \$100,000

**Total 5 Year Cost:** \$200,000

**Funding Source:** Water Fund

**Operating Budget Impact Amount:** \$0

**Service Impact:** Improve employee safety and reduce liability from potential exposure to surrounding community.

**Well Preventative Maintenance Program** R

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

**2012 Cost:** \$100,000

**Total 5 Year Cost:** \$500,000

**Funding Source:** Water Fund

**Operating Budget Impact Amount:** \$0

**Service Impact:** Provide wells that perform at 100% design capacity.

**Water Replacement of SCADA Remote Terminal Units** R

Replace aged equipment.

**2012 Cost:** \$80,000

**Total 5 Year Cost:** \$80,000

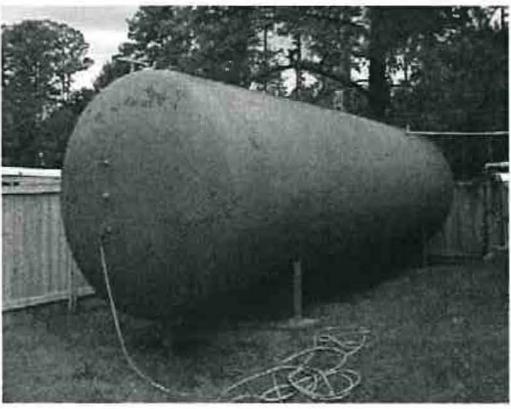
**Funding Source:** Water Fund

**Operating Budget Impact Amount:** \$0

**Service Impact:** Prevent disruption of services due to unplanned failures.

<b>Well Electrical Preventative Maintenance</b>		<b>R</b>
Inspect periodically, clean, repair and/or replace electrical power and control systems of 44 wells.		
<b>2012 Cost:</b>	\$50,000	
<b>Total 5 Year Cost:</b>	\$250,000	
<b>Funding Source:</b>	Water Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Provide for well preventive maintenance.	

<b>Replacement of Hydro-Pneumatic Tanks</b>		<b>R</b>
Replace hydro-pneumatic tanks at various well sites throughout the supply system.		
<b>2012 Cost:</b>	\$50,000	
<b>Total 5 Year Cost:</b>	\$250,000	
<b>Funding Source:</b>	Water Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Help the wells continue to perform at design capacity 24 hours per day.	



<b>Water SCADA Upgrade</b>		<b>R</b>
Upgrade SCADA system hardware and software.		
<b>2012 Cost:</b>	\$32,000	
<b>Total 5 Year Cost:</b>	\$168,000	
<b>Funding Source:</b>	Water Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Provide remote monitoring and control to allow for prompt response to potential problems.	

<b>Crossroads Booster Station Upgrade</b>		<b>N</b>
Upgrade/replace electrical gear at the Crossroads Booster Station at the I&D Plant.		
<b>2012 Cost:</b>	\$250,000	
<b>Total 5 Year Cost:</b>	\$1,250,000	
<b>Funding Source:</b>	Water Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Increase water capacity for Crossroads.	

<b>Water Improvements for Paving Projects</b>		<b>R</b>
Replace damaged or deteriorated water lines prior to street paving projects.		
<b>2012 Cost:</b>	\$100,000	
<b>Total 5 Year Cost:</b>	\$500,000	
<b>Funding Source:</b>	Water Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Deteriorated lines should be replaced prior to paving to prevent damaging newly paved streets.	



<b>Water Share of Laboratory</b>		<b>R</b>
Continued capital funding for construction of an expanded laboratory facility.		
<b>2012 Cost:</b>	\$100,000	
<b>Total 5 Year Cost:</b>	\$300,000	
<b>Funding Source:</b>	Water Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Ensure quality and integrity of both the City's groundwater and surface water supplies.	

<b>Savannah Ports Authority</b>		<b>R</b>
Connection of SPA Park to City's surface water system.		
<b>2012 Cost:</b>	\$750,000	
<b>Total 5 Year Cost:</b>	\$2,250,000	
<b>Funding Source:</b>	Water Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Provide adequate quantity and quality of water necessary to serve existing SPA customers as well as provide water in quantities necessary for expansion by several existing industries currently located with the SPA Park.	

<b>New Water Systems Upgrades</b>		<b>R</b>
Purchase and improvements of some smaller existing water systems.		
<b>2012 Cost:</b>	\$250,000	
<b>Total 5 Year Cost:</b>	\$1,000,000	
<b>Funding Source:</b>	Water Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Augment existing City water systems.	

<b>Large Tract Water Supply</b>		<b>R</b>
Initial construction costs of water and sewer infrastructure within large land tracts.		
<b>2012 Cost:</b>	\$100,000	
<b>Total 5 Year Cost:</b>	\$1,850,000	
<b>Funding Source:</b>	Water Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Provide necessary infrastructure to large commercial and industrial development.	

<b>Gulfstream 16" Water Relocation</b>		<b>R</b>
Relocation of water supply and infrastructure as needed for Gulfstream.		
<b>2012 Cost:</b>	\$100,000	
<b>Total 5 Year Cost:</b>	\$700,000	
<b>Funding Source:</b>	Water Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Provide necessary infrastructure as needed for the large construction of new Gulfstream facilities.	

<b>Groundwater Reduction</b>		<b>R</b>
Accumulation of monies to respond to future groundwater withdrawal restrictions or re-engineered withdrawal processes.		
<b>2012 Cost:</b>	\$250,000	
<b>Total 5 Year Cost:</b>	\$5,150,000	
<b>Funding Source:</b>	Water Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Compliance with future groundwater withdrawal regulations.	

---

<b>OTHER IMPROVEMENTS</b>	<b>\$455,000</b>
---------------------------	------------------

<b>Fiber Optic Cable Extensions</b>		<b>R</b>
Extend existing fiber optic cable.		
<b>2012 Cost:</b>	\$80,000	
<b>Total 5 Year Cost:</b>	\$490,000	
<b>Funding Source:</b>	General Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Improve the City's connectivity for computers, phones, cameras, etc.	

<b>Parking Meter Collection</b>		<b>N</b>
Replace single head meter coin cups with tamper-proof coin cups.		
<b>2012 Cost:</b>	\$75,000	
<b>Total 5 Year Cost:</b>	\$75,000	
<b>Funding Source:</b>	Parking Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Increase security and reduce the possibility of theft by enhancing current risk measures, ensuring all meter revenue will be collected.	

<b>Cruise Ship Environmental Study</b>		<b>N</b>
Study environmental and geological factors at several possible locations of a cruise ship terminal.		
<b>2012 Cost:</b>	\$300,000	
<b>Total 5 Year Cost:</b>	\$300,000	
<b>Funding Source:</b>	General Fund	
<b>Operating Budget Impact Amount:</b>	\$0	
<b>Service Impact:</b>	Will better position the City to move forward with development of a cruise ship terminal.	



# RISK MANAGEMENT FUND

## RISK MANAGEMENT FUND

The Risk Management Fund provides for benefits offered to City of Savannah employees. Employee benefits include three basic categories: Social Security, Pension, and Insurance. Contributions to these categories may include employer contributions and/or employee contributions.

**Social Security:** In 2012, the City will contribute \$8,439,830 to Social Security. This represents an increase of \$671,482 compared to 2011 projected expenditures. City employees will contribute the other portion of the Social Security contribution for a total of \$16,879,660 in 2012.

**Pension:** Contributions to the Pension Fund total \$15,626,941 in 2012. The City's contribution of \$8,854,493 is \$890,027 more than the 2011 projected contribution. The City's obligation to the "Old Pension Fund" is fully funded so no contribution is required in 2012. The annual pension contributions by the City are based on the recommendations from the Independent Actuarial Report prepared for the City of Savannah Employee's Retirement Plan.

## EMPLOYER CONTRIBUTION

<u>Contributions</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Social Security	\$ 7,791,632	\$ 7,768,348	\$ 8,439,830	8.6
Pension	7,922,994	7,964,466	8,854,493	11.2
Group Medical Insurance	12,132,248	13,741,308	13,322,305	-3.0
Group Life Insurance	403,534	444,000	400,000	-9.9
Disability Insurance	162,502	157,177	157,177	0.0
Unemployment Compensation	176,755	137,483	210,000	52.7
Worker's Compensation	5,895,309	4,924,220	5,174,649	5.1
<b>TOTAL</b>	<b>\$ 34,484,973</b>	<b>\$ 35,137,002</b>	<b>\$ 36,558,454</b>	<b>4.0</b>

## EMPLOYEE CONTRIBUTIONS

<u>Contributions</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Social Security	\$ 7,791,632	\$ 7,768,348	\$ 8,439,830	8.6
Pension	7,420,907	7,176,327	7,275,864	1.4
Group Medical Insurance	4,079,565	6,085,608	6,085,608	0.0
Group Life Insurance	325,336	367,708	350,000	-4.8
<b>TOTAL</b>	<b>\$ 19,617,440</b>	<b>\$ 21,397,991</b>	<b>\$ 22,151,302</b>	<b>3.5</b>

**PENSION**

<b>Contributions</b>	<b>2010 Actual</b>	<b>2011 Projected</b>	<b>2012 Proposed</b>	<b>% Change 2011-2012</b>
City	\$ 7,922,994	\$ 7,964,466	\$ 8,854,493	11.2
Airport Commission Metropolitan Planning Commission	465,180	571,038	663,530	16.2
Youth Futures Authority	154,836	152,322	204,010	33.9
	9,360	9,353	7,038	-24.8
<b>TOTAL</b>	<b>\$ 8,552,370</b>	<b>\$ 8,697,179</b>	<b>\$ 9,729,071</b>	<b>11.9</b>

**MEDICAL INSURANCE**

**Group Medical Insurance:** The 2012 City contribution to the Group Medical Insurance Fund will be \$13,322,305. Other significant contributions include active employees of the City, \$6,085,608; Savannah Airport Commission, \$1,545,600; Metropolitan Planning Commission, \$333,600; and the Homeless Authority, \$135,000. Also, retired employees are projected to contribute \$799,504 to the Group Medical Insurance Fund.

The following tables show the breakdown of the contributions and expenditures to the Fund.

<b>Contributions</b>	<b>2010 Actual</b>	<b>2011 Projected</b>	<b>2012 Proposed</b>	<b>% Change 2011-2012</b>
City	\$ 12,132,248	\$ 13,741,308	\$ 13,322,305	-3.0
Employee	4,079,565	6,085,608	6,085,608	0.0
Retiree	1,095,701	799,504	799,504	0.0
City Medicare Advantage	0	1,141,054	0	-100.0
Retirees Medicare Advantage	463,419	483,144	530,772	9.9
Airport Commission Metropolitan Planning Commission	833,410	1,545,600	1,545,600	0.0
Youth Futures Authority	149,060	333,600	333,600	0.0
Youth Futures Authority	0	8,000	8,000	0.0
Employees	72,680	60,000	60,000	0.0
Homeless Authority Savannah Development & Renewal Authority	75,677	135,000	135,000	0.0
Direct Payees/COBRA	33,605	17,496	17,496	0.0
Interest Earned	0	75,000	75,000	0.0
Draw (Contribution) on Reserves	98,862	40,000	40,000	0.0
	446,515	(1,379,781)	1,465,462	-206.2
<b>TOTAL</b>	<b>\$ 19,480,743</b>	<b>\$ 23,085,533</b>	<b>\$ 24,418,347</b>	<b>5.8</b>

<u>Expenditures</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	% Change <u>2011-2012</u>
Medical Claims	\$ 17,972,508	\$ 17,280,000	\$ 18,144,000	5.0
Drug Claims	0	4,158,308	4,366,223	5.0
Administrative Charges	1,258,875	1,302,840	1,433,124	10.0
Audit & Consulting Fees	36,454	50,000	50,000	0.0
Specific Stop-Loss Coverage	212,907	480,000	480,000	0.0
Health Incentive Rebate	0	114,385	110,000	-3.8
Savannah Business Group	0	35,000	35,000	0.0
Refunds/Rebates	0	(335,000)	(200,000)	-40.3
<b>TOTAL</b>	<b>\$ 19,480,743</b>	<b>\$ 23,085,533</b>	<b>\$ 24,418,347</b>	<b>5.8</b>

### **LIFE INSURANCE**

**Group Life Insurance:** The City provides each employee in full-time or part-time permanent positions life insurance equal to one times annual earnings rounded to the next thousand, with a minimum volume of coverage of \$10,000. The City's contribution for group life insurance is \$400,000 in 2012. The City offers the option for regular employees to purchase additional life insurance. This optional coverage is in addition to the basic life insurance provided by the City and is paid for by the employee. Employees' cost for supplemental life will equal \$350,000 in 2012. In order to continue life insurance coverage after retirement, costs are incurred by retirees. Retirees' cost will total \$261,320 in 2012.

<u>Contributions</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	% Change <u>2011-2012</u>
City	\$ 403,534	\$ 444,000	\$ 400,000	-9.9
Employee	325,336	367,708	350,000	-4.8
Retiree	228,261	219,000	261,320	19.3
Metropolitan Planning Commission	8,829	11,070	12,700	14.7
Airport Commission	50,019	58,000	61,000	5.2
Youth Futures Authority	1,333	1,080	1,080	0.0
Homeless Authority	1,869	3,145	3,300	4.9
Savannah Development & Renewal Authority	755	636	600	-5.7
Interest Earned	173	0	0	0.0
Draw (Contribution) from/to Reserves	83,544	15,361	0	-100.0
<b>TOTAL</b>	<b>\$ 1,103,653</b>	<b>\$ 1,120,000</b>	<b>\$ 1,090,000</b>	<b>-2.7</b>

	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<b><u>Expenditures</u></b>				
Life Insurance Premiums	\$ 1,103,653	\$ 1,120,000	\$ 1,090,000	-2.7

#### **LONG TERM DISABILITY**

	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<b><u>Contributions</u></b>				
City	\$ 162,502	\$ 157,177	\$ 157,177	0.0
Interest Earned	40	40	40	0.0
Draw (Contribution) on Reserves	91	(21,617)	0	-100.0
TOTAL	\$ 162,633	\$ 135,600	\$ 157,217	15.9
<b><u>Expenditures</u></b>				
Long Term Disability Premiums	\$ 162,633	\$ 135,600	\$ 157,217	15.9

#### **UNEMPLOYMENT COMPENSATION**

**Unemployment Compensation:** The City Unemployment Compensation contribution will be \$210,000 in 2012. All contributions to Unemployment Compensation are made by the employer.

	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<b><u>Contributions</u></b>				
City	\$ 176,755	\$ 137,483	\$ 210,000	52.7
Interest Earned	34	0	0	0.0
Draw (Contribution) on Reserves	(55,697)	92,432	0	-100.0
TOTAL	\$ 121,092	\$ 229,915	\$ 210,000	-8.7
<b><u>Expenditures</u></b>				
Claims - Department of Labor	\$ 0	\$ 226,909	\$ 206,900	-8.8
Administrative Fees	121,092	3,006	3,100	3.1
TOTAL	\$ 121,092	\$ 229,915	\$ 210,000	-8.7

## WORKER'S COMPENSATION

**Worker's Compensation:** The City's Worker's Compensation contribution will total \$5,174,649 in 2012. The employer makes this contribution.

<u>Contributions</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	% Change <u>2011-2012</u>
City	\$ 5,895,309	\$ 4,924,220	\$ 5,174,649	5.1
Interest Earned	2,313	0	0	0.0
Stop-Loss Reimbursement	30,749	314,875	30,000	-90.5
Excess Insurance Reimbursement	14,313	5,271	0	-100.0
Subsequent Injury Trust Fund Reimbursement	33,400	181,074	50,000	-72.4
Draw (Contribution) on Reserve Umbrella	(639,501)	(764,583)	464,465	-160.7
<b>TOTAL</b>	<b>\$ 5,336,583</b>	<b>\$ 4,660,857</b>	<b>\$ 5,719,114</b>	<b>22.7</b>
<u>Expenditures</u>	2010 <u>Actual</u>	2011 <u>Projected</u>	2012 <u>Proposed</u>	% Change <u>2010-2011</u>
Medical Claims	\$ 2,798,748	\$ 2,049,716	\$ 2,993,952	46.1
Indemnity	1,011,034	877,656	1,050,379	19.7
Excess Insurance Premium	178,942	166,532	169,601	1.8
Permanent Disability Payment	469,470	413,160	451,926	9.4
Settlements	60,325	417,183	200,000	-52.1
Cost Containment Fees	238,369	207,944	293,668	41.2
YouthBuild Insurance Premium	0	0	0	0.0
Third Party Administrator Fee	521,998	179,487	156,842	-12.6
Contractual Expenses	57,303	62,672	47,262	-24.6
Drug Testing	6,750	4,567	9,420	106.3
Safety	2,944	0	7,000	100.0
State Insurance Injury Trust Fund	0	275,910	294,637	6.8
State Board Allocation	0	2,030	29,427	1349.6
Subrogation Fees	5,847	0	0	0.0
Other Expenses	(15,147)	4,000	15,000	275.0
<b>TOTAL</b>	<b>\$ 5,336,583</b>	<b>\$ 4,660,857</b>	<b>\$ 5,719,114</b>	<b>22.7</b>

## OTHER RISK MANAGEMENT

In addition to the risk management account for Worker's Compensation, there is an account for Property, Judgments & Losses, and Auto Liability. This account encompasses the three aforementioned areas grouped together in one category as Other Risk Management. Total City contributions for Other Risk Management will be \$2,518,023 in 2012. The Risk Management Fund umbrella provides reserves against large losses.

**Property:** This risk management account, which includes purchased property insurance, is designed to cover major equipment losses occurring from accidents such as storm damage or explosions and major losses due to fire damage. Also covered are such things as money and securities, blanket and fidelity bonds, and computers.

	2010		2011		2012	% Change
<u>Contributions</u>	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>Proposed</u>	<u>2011-2012</u>	
City	\$ 1,119,955	\$ 1,085,973	\$ 1,085,973	\$ 1,085,973		0.0
Interest Earned	1,843	0	0	0		0.0
Draw (Contribution) on Reserves	(18,108)	(29,761)	274,239	274,239		-1021.5
<b>TOTAL</b>	<b>\$ 1,103,690</b>	<b>\$ 1,056,212</b>	<b>\$ 1,360,212</b>	<b>\$ 1,360,212</b>		<b>28.8</b>
<b><u>Expenditures</u></b>						
Contractual Services	\$ 33,000	\$ 40,000	\$ 115,000	\$ 115,000		187.5
Premiums	911,474	916,212	1,145,212	1,145,212		25.0
Uninsured Losses/Claims	159,216	100,000	100,000	100,000		0.0
<b>TOTAL</b>	<b>\$ 1,103,690</b>	<b>\$ 1,056,212</b>	<b>\$ 1,360,212</b>	<b>\$ 1,360,212</b>		<b>28.8</b>

**Judgments & Losses:** Claims against the City are paid from the Judgments & Losses account. These claims typically involve such issues as sewer line back-up problems.

	2010		2011		2012	% Change
<u>Contributions</u>	<u>Actual</u>	<u>Projected</u>	<u>Proposed</u>	<u>Proposed</u>	<u>2011-2012</u>	
City	\$ 529,700	\$ 529,700	\$ 529,700	\$ 529,700		0.0
Interest Earned	6,321	0	0	0		0.0
Draw (Contribution) from/to Reserves	(274,068)	(145,464)	(21,732)	(21,732)		0.0
<b>TOTAL</b>	<b>\$ 261,953</b>	<b>\$ 384,236</b>	<b>\$ 507,968</b>	<b>\$ 507,968</b>		<b>32.2</b>

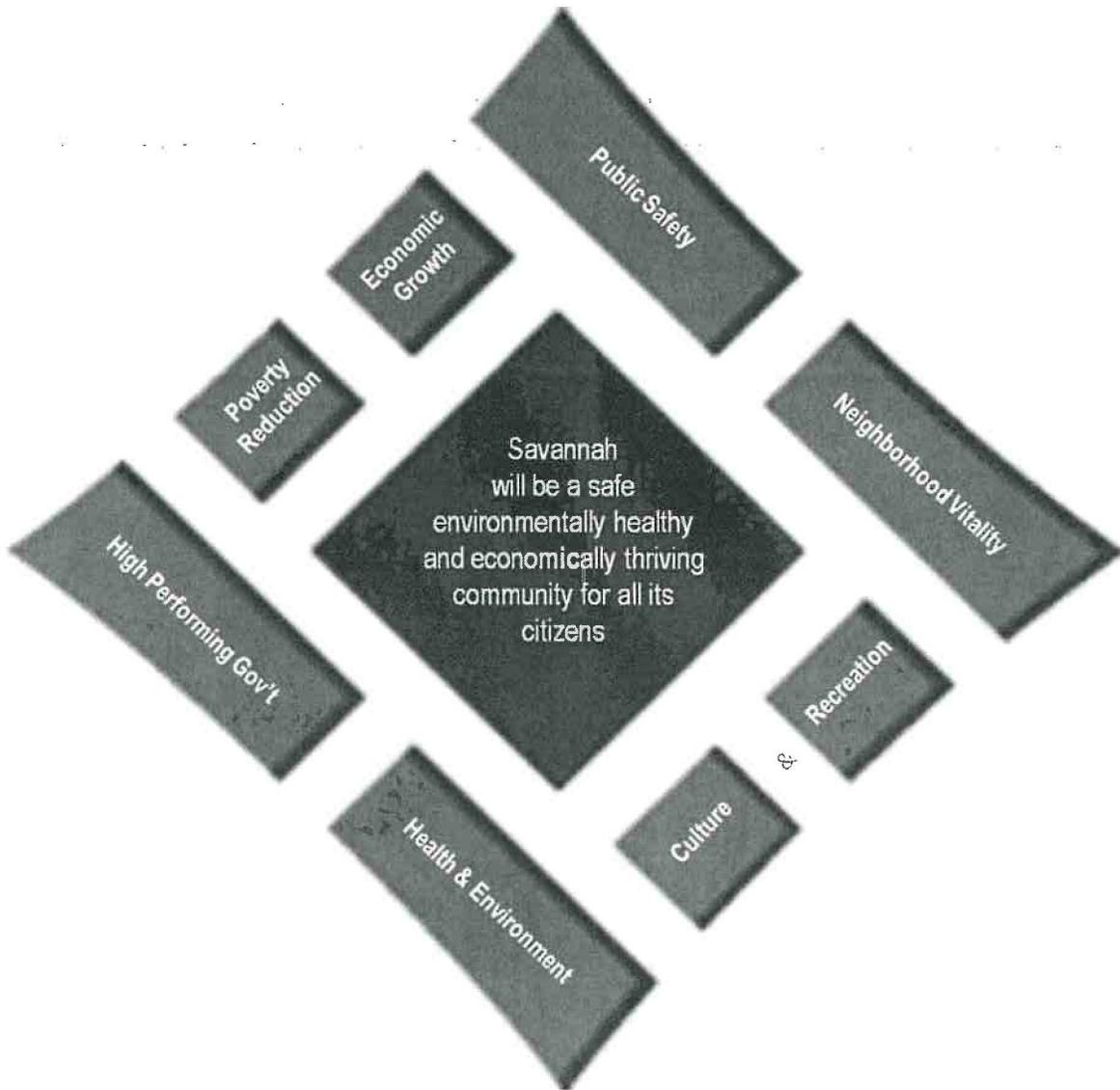
<u>Expenditures</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Claims & Settlements	\$ 68,916	\$ 199,712	\$ 300,000	50.2
Third Party Administrator Fee	31,229	12,249	17,000	38.8
Contractual Expenses	144,859	124,172	114,336	-7.9
Subrogation Fees	4,756	24,152	35,332	46.3
Employment Practices Liability	9,193	5,000	15,000	200.0
Other Expenses	3,000	18,951	26,300	38.8
<b>TOTAL</b>	<b>\$ 261,953</b>	<b>\$ 384,236</b>	<b>\$ 507,968</b>	<b>32.2</b>

**Auto Liability:** This program provides for the payment and defense of Automobile Liability claims against the City of Savannah and is uninsured.

<u>Contributions</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
City	\$ 892,011	\$ 592,011	\$ 902,350	52.4
Interest Earned	2,592	0	0	0.0
Draw (Contribution) from/to Reserves	(293,698)	816,945	132,948	-83.7
<b>TOTAL</b>	<b>\$ 600,905</b>	<b>\$ 1,408,956</b>	<b>\$ 1,035,298</b>	<b>-26.5</b>

**Expenditures**

Claims & Settlements	\$ 406,201	\$ 1,167,260	\$ 699,374	-40.1
Third Party Administrator Fee	71,467	67,406	60,548	-10.2
Subrogation Fees	10,068	12,272	14,768	20.3
Cost Containment Fees	3,904	172	10,000	5714.0
Contractual Expenses	29,823	91,239	123,823	35.7
Drug Testing	19,932	17,093	20,000	17.0
Auto Premiums	41,625	37,514	49,985	33.2
Other Expenses	2,670	1,000	6,800	580.0
Safety	15,215	15,000	50,000	233.3
<b>TOTAL</b>	<b>\$ 600,905</b>	<b>\$ 1,408,956</b>	<b>\$ 1,035,298</b>	<b>-26.5</b>



# DEBT SERVICE FUND

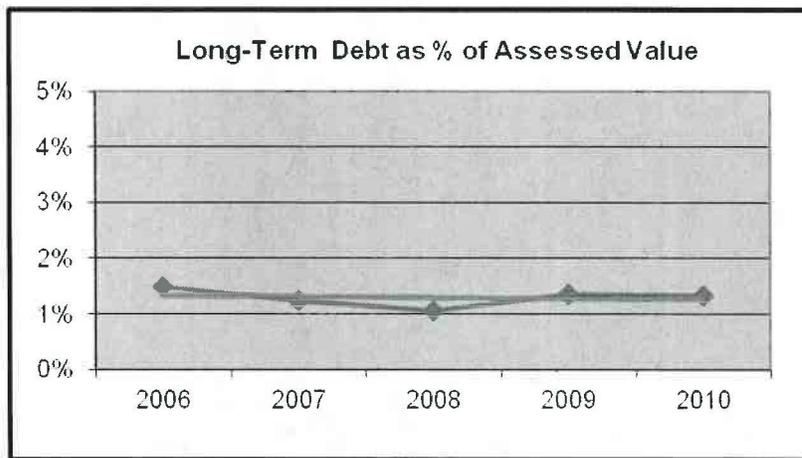


## LEGAL DEBT MARGIN

The City of Savannah is authorized to issue general obligation bonds equivalent to 10% of assessed taxable values within the City. The 2010 unused legal bonded debt margin was \$476,848,044, which is the same as the total debt limit.

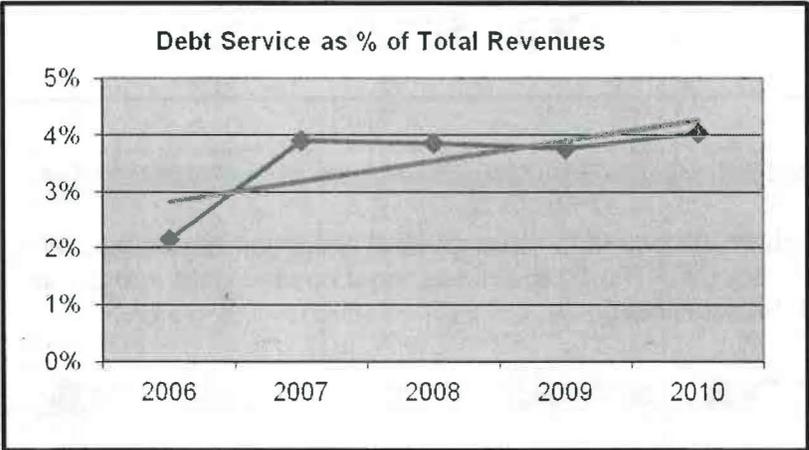
## DEBT AS A PERCENT OF ASSESSED VALUE

Total long-term debt and major contractual obligations shall not exceed 8% of assessed valuation. The chart below shows long-term debt and major contractual obligations as a percentage of total assessed valuation. Included in this analysis are general obligation bonds, contractual obligations, Sanitation and Civic Center debt. Excluded are parking related and water/sewer debt because they are fully self-supporting enterprise activities. The amount of long-term debt and major contractual obligations as a percentage of valuation for 2010 was 1.33%, which is below 8% of total valuation during this period.



## DEBT SERVICE AS A PERCENT OF TOTAL REVENUE

According to the ICMA *Handbook for Evaluating Financial Condition*, the credit industry considers debt service on net direct debt exceeding 20% of revenue a potential problem. Ten percent is considered acceptable. The City's debt service has remained at or below 4% during the period 2006 - 2010. General Fund debt service plus debt service for the Civic Center and Sanitation Funds are included as these are subsidized by the General Fund.



## BOND RATINGS

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

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

<b>General Obligation Bond Rating</b>	
Standard and Poor's	AA
Moody's Investor's Service	Aa3
<b>Water and Sewer Debt Rating</b>	
Standard and Poor's	AA+
Moody's Investor's Service	Aa3

The table on the following page is a summary of outstanding debt issues and 2012 debt service. It includes the City's general obligation debt, major contractual obligations for drainage, Civic Center, Water, Sewer, I & D Water bonds and loans, parking related debt, Community Development Section 108 HUD Notes, and lease purchase payments for fire vehicles. Projections include new bonds planned for the Water and Sewer Fund in 2012 and 2014. Fund revenues provide the resources to pay the debt service expenditures for each fund.

At original issue, these debts totaled \$236,403,562. The amount currently expected to be outstanding at the end of 2011 is \$155,057,761.

**SUMMARY OF OUTSTANDING DEBT ISSUES AS OF JANUARY 1, 2011  
AND 2012 DEBT SERVICE SUMMARY**

Issue	Purpose	Original Amount	Issue Date	Final Maturity	Amount Outstanding at 12/31/2011	2012 Debt Service Requirement
<b><u>General Fund Supported Obligations</u></b>						
DSA* Series 2009 A & B	Refunding DSA 1998 Series which funded storm drainage improvements	\$37,000,000	09/17/2009	08/01/2032	\$33,500,000	\$3,851,568
Lease purchase note	Fire fighting apparatus	2,446,629	05/01/2006	05/01/2013	774,397	412,466
<b><u>Water and Sewer Revenue Obligations</u></b>						
Series 2003	Refund Water and Sewer Revenue Bonds Series 1993 and certain GEFA Notes and fund water and sewer improvements	42,210,000	04/03/2003	12/01/2017	5,580,000	2,032,342
Series 2009 A & B	Refund Water and Sewer Revenue Bonds Series 1997 and fund water and sewer improvements	28,900,000	09/17/2009	12/01/2029	25,030,000	3,583,928
SRF** Notes	Water and sewer improvements	49,441,933	various	08/01/2029	31,608,364	3,396,638
<b><u>Sanitation Fund Supported Obligations</u></b>						
RRDA***Series 2003	Refund RRDA Revenue Bonds Series 1993 and Series 1993 and fund landfill improvements	18,845,000	10/23/2003	08/01/2019	14,125,000	996,720
RRDA***Series 2009	Refund RRDA Revenue Bonds Series 1997	12,315,000	09/17/2009	08/01/2015	8,320,000	2,230,755
<b><u>Parking Service Fund Supported Obligations</u></b>						
DSA* Series 2003	Refund DSA Series 1995 which in part funded parking facilities and fund the Liberty Street Garage	14,335,000	12/23/2003	08/01/2019	8,490,000	1,332,169
DSA* Series 2005	Whitaker Street Garage	24,820,000	12/01/2005	08/01/2032	24,820,000	1,162,413
<b><u>Civic Center Fund Supported Obligations</u></b>						
DSA* Series 2003	Refund DSA Series 1995 which in part funded Civic Center renovations	4,090,000	12/23/2003	08/01/2019	1,830,000	504,771
<b><u>Community Development Fund Supported Obligations</u></b>						
HUD Section 108 Notes	Community development and small business loan program	2,000,000	various	08/01/2020	980,000	184,653
Total		\$236,403,562			\$155,057,761	\$19,688,422

\* DSA - Downtown Savannah Authority contractual obligation

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

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

## ANNUAL DEBT SERVICE REQUIREMENTS

The table below shows the debt funding requirements for the City of Savannah for 2011 – 2032. The amounts show principal and interest and is based on outstanding debt issues.

### ANNUAL BOND MATURITY AND INTEREST REQUIREMENTS For Direct General Obligation, Revenue Bonds and Contractual Obligations 2012-2032 As of December 31, 2011

Year	General Obligation Bonds		Revenue Bonds <sup>1</sup>		Tax Supported Contractual Obligations <sup>2</sup>		Non Tax Supported Contractual Obligations <sup>3</sup>		Total
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2012	0	0	4,695,000	961,240	2,485,000	1,010,816	3,855,000	2,280,681	15,287,737
2013	0	0	2,960,000	822,308	2,540,000	960,378	3,965,000	2,176,056	13,423,741
2014	0	0	3,035,000	743,545	2,590,000	902,353	4,085,000	2,062,969	13,418,867
2015	0	0	3,080,000	659,063	2,660,000	840,732	4,220,000	1,940,381	13,400,176
2016	0	0	3,265,000	570,936	2,730,000	766,479	4,070,000	1,798,256	13,200,671
2017	0	0	1,905,000	451,116	2,815,000	687,699	4,230,000	1,645,631	11,734,446
2018	0	0	815,000	386,046	2,900,000	600,111	4,410,000	1,479,456	10,590,614
2019	0	0	835,000	363,002	845,000	503,355	4,635,000	1,303,056	8,484,413
2020	0	0	860,000	338,579	870,000	478,089	1,405,000	1,111,788	5,063,455
2021	0	0	885,000	312,585	900,000	451,794	1,465,000	1,052,075	5,066,454
2022	0	0	915,000	282,384	925,000	423,714	1,530,000	987,981	5,064,079
2023	0	0	950,000	251,160	955,000	393,651	1,595,000	921,044	5,065,855
2024	0	0	980,000	218,741	990,000	361,682	1,665,000	851,263	5,066,686
2025	0	0	1,015,000	185,299	1,025,000	327,577	1,740,000	776,338	5,069,213
2026	0	0	1,050,000	150,662	1,060,000	291,599	1,820,000	698,038	5,070,299
2027			1,085,000	114,831	1,095,000	259,534	1,910,000	607,038	5,071,403
2028			1,120,000	77,805	1,135,000	225,808	2,005,000	511,538	5,075,151
2029			1,160,000	39,585	1,180,000	184,126	2,095,000	421,313	5,080,023
2030					1,220,000	140,790	2,190,000	327,038	3,877,828
2031					1,265,000	95,589	2,295,000	223,013	3,878,602
2032					1,315,000	48,721	2,400,000	114,000	3,877,721

<sup>1</sup> Revenue Bonds shown include the Water and Sewer Revenue Refunding and Improvement Bonds, Series 2003 and Series 2009 A & B.

<sup>2</sup> Tax Supported Contractual Obligations include the Downtown Savannah Authority Refunding Revenue Bonds Series 2009 A & B.

<sup>3</sup> Non-tax Supported Contractual Obligations include the Downtown Savannah Authority Revenue Bonds, Series 2003, the Downtown Savannah Authority Revenue Bonds, Series 2005, Resource Recovery Development Authority Revenue Refunding Bonds, Series 2003 and Series 2009.

# HOTEL/MOTEL & AUTO RENTAL TAX FUNDS



## HOTEL/MOTEL TAX FUND

The Hotel/Motel Tax Fund accounts for Hotel/Motel Tax revenue and related expenditures. Half of the Hotel/Motel Tax revenue collected by the City is transferred to the General Fund. The other half is distributed between the Convention and Visitors Bureau to promote tourism, and the Savannah International Trade and Convention Center and Civic Center to operate trade and convention facilities.

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<u>Taxes</u>				
Hotel/Motel Tax	\$ 11,651,576	\$ 12,354,790	\$ 12,566,790	1.7
TOTAL	\$ 11,651,576	\$ 12,354,790	\$ 12,566,790	1.7

<u>Expenditure Area</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Contribution to Convention and Visitors Bureau	\$ 3,883,470	\$ 4,117,852	\$ 4,188,511	1.7
Contribution to Trade Center	1,663,010	1,744,658	1,771,163	1.5
Transfer to General Fund	5,825,788	6,177,395	6,283,395	1.7
Transfer to Civic Center Fund	279,308	314,885	323,721	2.8
TOTAL	\$ 11,651,576	\$ 12,354,790	\$ 12,566,790	1.7

## AUTO RENTAL TAX FUND

The Auto Rental Tax Fund accounts for excise taxes on charges to the public for vehicle rentals from locations within the City. This revenue is transferred to the General Fund and the Civic Center Fund. Seventy-five percent of the proceeds are allocated to the Civic Center Fund and the remaining twenty-five percent to the General Fund. The revenue supports the promotion of trade, commerce, and tourism and the provision of a convention facility.

<u>Revenue Source</u>		<u>2010 Actual</u>		<u>2011 Projected</u>		<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<u>Taxes</u>							
Auto Rental Tax	\$	1,225,691	\$	1,212,000	\$	1,212,000	0.0
TOTAL	\$	1,225,691	\$	1,212,000	\$	1,212,000	0.0

<u>Expenditure Area</u>		<u>2010 Actual</u>		<u>2011 Projected</u>		<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Transfer to General Fund	\$	306,423	\$	303,000	\$	303,000	0.0
Transfer to Civic Center Fund		919,268		909,000		909,000	0.0
TOTAL	\$	1,225,691	\$	1,212,000	\$	1,212,000	0.0

# GOLF COURSE FUND



The Golf Course Fund accounts for revenues collected to pay for entryway and lawn maintenance and other improvements to the Bacon Park Golf Course, which consists of a putting green, chipping green, lighted driving range, and clubhouse.

<u>Revenue Source</u>		<u>2010 Actual</u>		<u>2011 Projected</u>		<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<u>User Fees</u>							
Lease Revenue	\$	61,695	\$	96,688	\$	103,235	6.8
<u>Interest Earned</u>							
Interest Earned	\$	1,606	\$	672	\$	0	-100.0
TOTAL	\$	63,301	\$	97,360	\$	103,235	6.0

<u>Expenditure Area</u>		<u>2010 Actual</u>		<u>2011 Projected</u>		<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Outside Services	\$	2,015	\$	1,860	\$	2,150	15.6
Commodities		4,438		0		0	0.0
Interfund Transfers		96,392		95,500		101,085	5.8
TOTAL	\$	102,846	\$	97,360	\$	103,235	6.0

## COMPUTER PURCHASE FUND



The Computer Purchase Fund is used to maintain and replace components of the City's computer network (personal computers, connections, servers) and to purchase new computer items. Revenue is primarily derived from contributions from departments for these purchases.

### REVENUES/EXPENDITURES

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<u>Interfund Revenues</u>				
Department Contributions	\$ 520,190	\$ 358,330	\$ 354,819	-1.0
<u>Interest Earned</u>				
Interest Earned	\$ 1,556	\$ 859	\$ 0	-100.0
<u>Other Revenues</u>				
Draw (Contribution) on Reserves	\$ 0	\$ 217,051	\$ 0	-100.0
TOTAL	\$ 521,746	\$ 576,240	\$ 354,819	-38.4
<u>Expenditures</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
Outside Services	\$ 0	\$ 0	\$ 0	0.0
Commodities	454,442	103,364	8,524	-91.8
Capital Outlay	195,001	472,876	346,295	-26.8
TOTAL	\$ 649,443	\$ 576,240	\$ 354,819	-38.4

## VEHICLE PURCHASE FUND



The Vehicle Purchase Fund is used to maintain and replace the City's vehicle fleet. The revenue of \$6,679,429 for 2012 is based on vehicle use charges and fleet additions. Expenditures will primarily be used to purchase replacement vehicle equipment.

### REVENUES/EXPENDITURES

<u>Revenue Source</u>	<u>2010 Actual</u>	<u>2011 Projected</u>	<u>2012 Proposed</u>	<u>% Change 2011-2012</u>
<u>Interfund Revenues</u>				
Vehicle Use Charges	\$ 6,167,541	\$ 6,315,216	\$ 6,497,829	2.9
Fleet Addition Contribution	57,600	0	181,600	100.0
Subtotal	\$ 6,225,141	\$ 6,315,216	\$ 6,679,429	5.8
<u>Interest Earned</u>				
Interest Earned	\$ 20,434	\$ 16,616	\$ 0	-100.0
<u>Other Revenues</u>				
Sales Revenue	\$ 710,969	\$ 583,390	\$ 0	-100.0
Insurance Proceeds	4,241	54,039	0	-100.0
Miscellaneous	4,217	0	0	0.0
Draw (Contribution) to/from Reserves	0	(204,819)	0	-100.0
Subtotal	\$ 719,427	\$ 432,610	\$ 0	-100.0
TOTAL	\$ 6,965,002	\$ 6,764,442	\$ 6,679,429	-1.3
<u>Expenditures</u>				
Outside Services	\$ 55,167	\$ 41,463	\$ 0	-100.0
Capital Outlay	4,620,512	6,722,979	6,679,429	-0.6
TOTAL	\$ 4,675,679	\$ 6,764,442	\$ 6,679,429	-1.3



# SOCIAL SERVICE CONTRIBUTIONS



## KEY ISSUES

The need and importance of supporting social service agencies in the community was recognized by the City of Savannah many years ago. In response, requests are reviewed annually to determine the level of support that will be provided to assist in the provision of a variety of social services to those in need.

In May, 2011, the Research and Budget Department released a Social Services Contribution Grant Announcement to new agencies interested in participating in the grant process as well as agencies currently receiving funding.

Written instructions for completing the application for funding was provided electronically to all interested applicants. Applicants were informed that the services offered must support at least one of the seven Priorities approved by Council, i.e. Public Safety, Neighborhood Vitality, Culture & Recreation, Poverty Reduction/Economic Growth, Health & Environment, and High Performing Government.

The criteria for submitting applications was specified and applicants were asked to submit their applications electronically to the Research and Budget Department by June 15, 2011 at 4:00 p.m. Contact information was provided for applicants needing assistance in completing their applications.

## REVENUE TRENDS AND ISSUES

The City of Savannah has provided funding to support the provision of social services to citizens through various agencies in the community for many years. Support is proposed to continue in 2012 with an allocation of \$568,900. The Social Services Review Team reviewed requests for funding that totaled \$826,885 from twenty-two agencies.

## INTRODUCTION OF KEY FACTORS

The Social Services review team used factors that were used to measure agency program applications to identify those that support city objectives to serve and support the citizens of the City of Savannah. The primary strategy for the review team was to review and determine funding for those programs offering the greatest potential to positively impact the quality of life of the underserved citizens of Savannah. Factors that influenced this review included programs that met the needs of the elderly, youth, and those that are economically challenged within the Savannah community.

### **Primary Factor 1:                   Greatest Return on Investment**

Effective social services require that each dollar invested by the City offers the greatest impact in reaching out to and assisting those with greatest need. Secondary factors identified as being critical included:

- Serving the citizens of Savannah

Since many agencies offer services throughout Chatham County or even regionally, it is important to discover the ratio that represents the total number of Savannah's citizens served against a program's total number of clients.

- Program cost per participant

This ratio can establish the guideline on how well an agency utilizes its financial resources to serve its clients. However, it was understood that factors influence this number like varying levels of overhead and expenses unique to each offer.

**Primary Factor 2: Diverse Resources**

The diversity of resources used by an agency to support its ability to serve its clients can have many benefits. Partnering with other social service agencies can help reduce costs by sharing resources to improve overall efficiency or delivering services. Secondary factors identified as being critical included:

- Diverse Funding Resources

Measuring the relative health and sustainability of a social service agency can be found in its ability to obtain funding from different sources. The more support a program receives from federal, state, municipal or private resources, the more accountable they are for how they use those funds which can reflect service quality. The City is more receptive to funding requests where program budget reflects an investment by the City of less than 50%.

- Strong and Effective Partnerships

Agencies that partner and/or coordinate their services with other agencies can benefit by maximizing available resources to improve and even expand client services. These partnerships should include enhancing City of Savannah services or programs and should not be a duplication of services offered without collaboration.

**INDICATORS**

Indicators were developed by the team to assist in evaluating the requests for funding. The indicators used were as follows:

**Indicator 1: Total number of City participants/clients**

Measure(s): This indicator reflects the need for City of Savannah funds to be used to support its citizens to improve their quality of life. The ratio of Savannah citizens versus non-citizens was taken into account when rating program grant funding requests from outside agencies.

**Indicator 2: Cost per program participants/client**

Measure(s): This ratio was determined by dividing the total program budget by the number of clients served. Though this indicator may not represent the total picture of the effectiveness of a program for its clients or its finances, it does reflect the breadth of services offered and the overall impact of the program.

**Indicator 3: Diverse funding sources**

Measure(s): It is important that the City of Savannah is not the primary funding source for any outside agency program. Applicants with a funding rate of less than 50% of overall funding received a favorable rating in this category.

**Indicator 4: Documented collaborations**

Measure(s): Collaboration supporting an applicant's program is a City of Savannah priority. Creating shared effort to serve the citizens of Savannah and improve the quality of services and help support a community-wide effort to help those in need. These collaborations could be with other agencies or City departments. Letters documenting their support of the applicant program had more weight in the rating system than simply stating they exist.

**Indicator 5: Improved quality of life for participants/client**

Measure(s): In any public effort to serve the community, a measure of the success of that effort must be taken into consideration. This process must reflect measurable improvements over time and can be reflected in client/caregiver satisfaction surveys, client progress reports, or any other relative documentation indicating the effectiveness of programs or services.

**Indicator 6 : Sustainability plan for program**

Measure(s): Sustainability is about having a clear plan to continue services as the environment we function in changes. Collaborations strengthen an organization's ability to be sustainable or to achieve sustainability as does not being set in only one way to achieve goals. Applicants with a clear plan to sustain services under a challenging economic environment improved their rating in this category.

**Indicator 7: Ratio of overhead to budget**

Measure(s): Each applicant was required to submit program revenue and expenditure line item budgets as well as an agency budget. Programs that held a tolerable ratio of overhead to budget figures received a favorable reviews in this category.

**PURCHASING STRATEGIES**

1. Support programs that offer the greatest affect on the quality of life for Savannah's citizens.
2. Support those agencies who demonstrate utilization of diverse resources.
3. Support programs with documented collaborations and effective partnerships.
4. Support agencies who document fiscal responsibility in delivering services.
5. Support programs that offer the greatest return on investment.

**KEY PURCHASES**

The First Tee of Savannah

- Provides learning facilities and educational programs that promote character development, healthy habits, and life enhancing values through the game of golf
- Targets low-income households, single parent households and group homes to offer services that otherwise would not have been afforded

Futures Outreach, Inc.

- Promotes positive outcomes for distressed/troubled teens and their families to increase the stability of the family function by offering structured programs that help them think differently about themselves and the neighborhoods in which they live

Royce Learning Center

- Provides comprehensive educational services to adults and children with learning disabilities and literacy needs
- Instructs in the areas of basic literacy, GED preparation, technical certificate readiness, college and armed service entrance examination prep and computer literacy to improve employability and increase ability to become financially self-sufficient

**EXAMPLES OF SERVICES WITH FUNDING IMPACTS (NOT FUNDED)**

Senior Citizens, Inc., *Sterling Rides*

Request: \$2,000      Recommendation: \$0

Reason: Request from an existing funded agency

## RECOMMENDED SOCIAL SERVICE CONTRIBUTIONS



<b>ALL WALKS OF LIFE (AWOL)</b>		<b>\$62,000</b>
<b>Public Safety</b>	<p><b>Arts Based Juvenile Delinquency</b>                  AWOL provides at-risk youth Arts and Technology based programs during after school and evening hours. Youth are engaged in project based learning activities. AWOL programs teach youth respect for self and others, encourage creativity, education and most of all non-violence.</p>	
<b>AMERICA'S SECOND HARVEST</b>		<b>\$32,000</b>
<b>Poverty Reduction</b>	<p><b>Brown Bag for the Elderly</b> <span style="float: right;"><b>\$17,000</b></span>                  America's Second Harvest of Coastal Georgia's Brown Bag for the Elderly Program provides bags of groceries to low-income seniors at the end of each month.</p>	
<b>Poverty Reduction</b>	<p><b>Agency Distribution</b> <span style="float: right;"><b>\$15,000</b></span>                  America's Second Harvest of Coastal Georgia's Warehouse/Agency Distribution Program provides social service agencies in our community access to nutritious food they need to service emergency feeding programs to low income inner-city citizens of Savannah.</p>	
<b>BOYS &amp; GIRLS CLUBS OF GREATER SAVANNAH</b>		<b>\$12,000</b>
<b>Culture &amp; Recreation</b>	<p><b>Healthy Lifestyles</b> <span style="float: right;"><b>\$6,000</b></span>                  Assists youth overcome barriers preventing them from becoming healthy and maintaining healthy lifestyles and promotes efforts in the general public to increase awareness and encourage participation in the creation of a healthy community.</p>	
<b>Culture &amp; Recreation</b>	<p><b>Academic Success</b> <span style="float: right;"><b>\$6,000</b></span>                  The Power Hour program provides homework assistance, tutoring, and field trips for students of low-income families in an effort to increase educational attainment.</p>	
<b>CHATHAM-SAVANNAH AUTHORITY FOR THE HOMELESS</b>		<b>\$100,000</b>
<b>Neighborhood Vitality</b>	<p><b>Homeless Services Coordination</b>                  Uniquely designed and legislatively created in 1989 to strongly encourage participation from and unite various levels of government and community agencies, the Chatham-Savannah Authority for the Homeless provides central planning for homeless services. The agency coordinates local efforts to address the issue of homelessness.</p>	
<b>COASTAL CHILDREN'S ADVOCACY CENTER</b>		<b>\$20,500</b>
<b>Public Safety</b>	<p><b>Forensic Interviews/Crisis Intervention</b>                  CCAC provides a confidential, child-friendly site for videotaping forensic interviews with sexual abuse victims and child witnesses to violence. The center offers free crisis intervention, counseling, emotional support, case management, information and referrals, court testimony, and follow-up services.</p>	

<b>COMMUNITIES IN SCHOOLS</b>		<b>\$9,500</b>
<b>Poverty Reduction</b>	<b>Inner-City High School Graduation</b> The Savannah Corporate Academy Performance Learning Center is an alternative high school founded by CIS for the purpose of educating and graduating inner-city students that have either dropped out or who are at risk of dropping out of school. We have graduated nearly 1,000 students and want to continue that success.	
<b>ECONOMIC OPPORTUNITY AUTHORITY FOR SAVANNAH-CHATHAM</b>		<b>\$16,400</b>
<b>Poverty Reduction</b>	<b>Foster Grandparent Program</b> The Foster Grandparent Program is an intergenerational program offering low income seniors 60 years and older the opportunity to serve as mentors and tutors for children with special and literacy needs. The program's dual purpose enables seniors to help children while receiving a stipend to supplement their income.	<b>\$8,200</b>
<b>Culture &amp; Recreation</b>	<b>Retired &amp; Senior Volunteer Program</b> The Retired and Senior Volunteer Program helps people 55 and older find service opportunities. Volunteers serve in organizations that range from food banks to healthcare agencies and educational facilities. RSVP involves seniors in service that utilizing their skills and lifelong experiences.	<b>\$8,200</b>
<b>THE FIRST TEE OF SAVANNAH</b>		<b>\$15,000</b>
<b>Culture &amp; Recreation</b>	<b>The First Tee Life Skills Experience</b> Provides learning facilities and educational programs that promote character development, healthy habits, and life enhancing values through the game of golf	
<b>FUTURES OUTREACH, INC.</b>		<b>\$15,000</b>
<b>Neighborhood Vitality</b>	<b>Teens and Family Community Resource Center</b> Promotes positive outcomes for distressed/troubled teens and their families to increase the stability of the family function by offering structured programs that help them think differently about themselves and the neighborhoods in which they live	
<b>GREENBRIAR CHILDREN'S CENTER, INC.</b>		<b>\$25,000</b>
<b>Poverty Reduction</b>	<b>Early Childhood Development</b> Greenbriar's Early Childhood Development program includes two centers located in the targeted areas with the highest populations of persons living in poverty. The program provides affordable, quality, personalized education and care to children, ages 6 months to 5 years and case management services to families.	
<b>LIVING INDEPENDENCE FOR EVERYONE (LIFE), INC.</b>		<b>\$14,000</b>
<b>Economic Growth</b>	<b>Information and Referral</b> LIFE's mission is to empower people with disabilities to achieve equal rights, equal opportunity and integration into our community. We embrace the independent living philosophy which is based on the core independent living concepts of consumer control, self advocacy, community change, and cross disability participation.	

<b>MEDBANK</b>		<b>\$10,000</b>
<b>Poverty Reduction</b>	<b>Medication Assistance Program</b> MedBank provides prescription medications to City of Savannah residents free of charge. As a support service for low-income working families, removing the high cost of prescription medications from the household expenses, the family can focus household money to financially strengthen the family position in moving out of poverty.	
<b>MEDIATION CENTER OF THE COASTAL EMPIRE, INC.</b>		<b>\$10,000</b>
<b>Poverty Reduction</b>	<b>Mediation Center</b> The Mediation Center trains adult and youth volunteer mediators to provide a comfortable, fast, cost-effective, voluntary and fair process where citizens can use their voices rather than litigation, prosecution, discipline or violence to settle their disputes by reaching a mutually-acceptable, binding written agreement.	
<b>PARK PLACE OUTREACH, INC.</b>		<b>\$15,000</b>
<b>Public Safety</b>	<b>Emergency Child Caring Institution</b> PPO serves youth ages 11-17 that are homeless, abuse victims, or at-risk. PPO is the only local Child Caring Institution that allows youth to self-admit. Services help youth, families, and the community--youth off the streets prevents and reduces juvenile crime.	
<b>RAPE CRISIS CENTER OF THE COASTAL EMPIRE, INC.</b>		<b>\$48,000</b>
<b>Public Safety</b>	<b>Sexual Assault Response Team</b> Providing an effective response to sexual assault victims through a 24 hour crisis line and hospital response is critical in addressing public safety. The Rape Crisis Center provides well trained advocates and forensic nurses to work closely with police, following a mandated protocol, and resulting in a positive team approach.	
<b>ROYCE LEARNING CENTER</b>		<b>\$5,000</b>
<b>Economic Growth</b>	<b>Adult and Community Education (ACE)</b> Provides adult education services to foster a skilled workforce and help promote individual economic self- sufficiency	
<b>SAVANNAH NAVY LEAGUE</b>		<b>\$4,500</b>
<b>Economic Growth</b>	<b>Naval Sea Cadet Program</b> The Sea Cadet program enables youth, ages 11 - 17, to participate in a structured program emphasizing discipline, organization, military history and tradition.	<b>\$2,000</b>
<b>Economic Growth</b>	<b>Navy and Coast Guard Ship Visits</b> This program is designed to bring US Navy and Coast Guard ships, as well as foreign naval ships(i.e., French and Canadian), and NOAA ships to Savannah in conjunction with Savannah Riverfront Festivals, most often St Patricks Day, July 4, Veteran's Day, Octoberfest, Memorial Day, etc.	<b>\$2,500</b>
<b>SAVANNAH SPEECH AND HEARING CENTER</b>		<b>\$7,000</b>
<b>Poverty Reduction</b>	<b>Sound Start-A School for the Deaf</b> Sound Start, a school for the deaf and hard of hearing, is a program of Savannah Speech and Hearing Center. The objective of Sound Start is to teach deaf and hard of hearing children to listen, speak, and understand spoken language in order to be mainstreamed in a regular education program.	

<b>SAVANNAH-CHATHAM FAIR HOUSING COUNCIL</b>		<b>\$20,500</b>
<b>Neighborhood Vitality</b>	<b>Education and Enforcement Program</b> The Education and Enforcement Program's goal is to ensure neighborhood vitality through increased understanding of fair housing rights by offering fair housing education and outreach to housing seekers and housing providers.	
<b>SENIOR CITIZENS, INC.</b>		<b>\$60,100</b>
<b>Poverty Reduction</b>	<b>Meals On Wheels</b> Meals On Wheels provides a hot lunchtime meal to homebound seniors. The lunch is designed specifically to meet the nutritional needs of seniors. City funds are used as "match" funding for larger Federal/State grants.	<b>\$11,000</b>
<b>Poverty Reduction</b>	<b>Adult Day Care</b> The Adult Day Care/Health services provided at the Ruth Byck Center gives all day care to frail seniors. Services are offered from 7:00 a.m. to 6:00 p.m. allowing caregivers to work.	<b>\$8,200</b>
<b>Poverty Reduction</b>	<b>Family Advocates</b> Family Advocates work directly with seniors and their families to help them receive all of the assistance they need either through Senior Citizens, Inc. or from any source (governmental, social services, for profit). This is essential for families struggling financially.	<b>\$20,000</b>
<b>Economic Growth</b>	<b>Senior Companion Program</b> This program hires seniors living in poverty to be companions/assistance to frail seniors.	<b>\$12,900</b>
<b>Economic Growth</b>	<b>In-Home Services</b> In-Home Services provides personal support to seniors by meeting their needs for daily living. Support includes housekeeping, grooming, and sitter/companion services. City money will be used as match funding for federal/state grants.	<b>\$6,000</b>
<b>Culture &amp; Recreation</b>	<b>Summer Angels</b> Summer Angels is a summertime volunteer program for middle school (grades 7 and 8) youth. Angels spend their summer in a supervised "volunteer camp" helping seniors.	<b>\$2,000</b>
<b>SUMMER THERAPEUTIC ENRICHMENT PROGRAM SAVANNAH</b>		<b>\$10,000</b>
<b>Economic Growth</b>	<b>Therapeutic Enrichment Camp</b> S.T.E.P.S. is a five week summer therapeutic stimulation program for children with severe, profoundly, physical and mental disabilities. It is designed and equipped for children during the summer months. Program prevents regression by 99 percent.	
<b>WEST BROAD STREET YMCA</b>		<b>\$57,400</b>
<b>Neighborhood Vitality</b>	<b>Afterschool Program</b> Offers a variety of programs designed to support individuals and families in gaining the skills needed for a successful life. These programs include: Early Learning Center, After School Neighborhood Program, and Adult Support and Enrichment Programming	

# CULTURAL CONTRIBUTIONS



## KEY ISSUES

In May 2011, the Department of Cultural Affairs staff conducted nine group workshop sessions and 16 individual technical assistance appointments for Savannah's cultural organizations seeking a 2012 cultural contract.

Staff provided instruction grantsmanship, or more specifically, the preparation of proposals with coherent narratives and realistic budgets. Applicants were directed to develop proposals that utilize high caliber arts activities to advance the Council's priorities for effective communication, economic development, community development and educational advancement.

Emphasis was also placed on the need for cultural programs that fostered the creative skill development and engagement of Savannah's young adults.

On July 9th, 2011, 16 agencies submitted applications to the Department of Cultural Affairs. The Review Deliberation Process was conducted over the course of five evenings with members of the Cultural Affairs Commission Members participating. Commission members discussed the merits of each application and voted to determine the funding levels to recommend. Staff recorded consensus panel statements that reflected the Commission's comments, the actual outcome data of 2011 programs, and projected outcome data for 2012 programs.

## REVENUE TRENDS AND ISSUES

Since the inception of arts funding in 1979, the City has functioned as a key supporter of local arts agencies. The 2012 allocation remains flat, maintaining the FY1 allocation level. The funds for the Contract for Arts Services Program were designated at \$719,700, a 11.1% decrease from the FY10 allocation of \$810,000. Organizations were required to show a cash match for City funded programs, scaled by budget size and program fund request.

## KEY PURCHASES

Weave – A – Dream Program

- Flexible application deadline
- Focused on youth-targeted programs

DEEP, Inc.

- Creative student writing workshops that emphasize language acquisition, reading and writing composition through a partnership with the school board.

## EXAMPLES OF SERVICES WITH FUNDING IMPACTS

The Cultural Affairs Commission elected not to recommend the following proposed activities for funding:

Historic Savannah Foundation, *Tour of Homes*      Request: \$7,500      Recommendation: \$0

- Impact: Questioned whether the budget was reasonable in scope, aligning with prevailing rates of remuneration; and whether the scope of the marketing plan would positively impact the local economy through increased job creation, increased direct local spending, or increased room nights.

**CULTURE & RECREATION****\$544,700****(1,013 Services Purchased)****FREE PROGRAMMING****ALL WALKS OF LIFE (AWOL)****\$8,000****Artist Residency and Performance: Performances of Everyday Life****Amount: \$8,000****Number of Services: 6**

AWOL, in partnership with local non-profits and artists, is presenting Performances of Everyday Life, an artist residency that is facilitated by Kristina Wong, a nationally acclaimed artist. The program will serve at-risk youth and will culminate in a performance by Wong and workshop participants.

**COASTAL HERITAGE SOCIETY (CHS)****\$6,000****Lecture Series: Bicentennial Lecture Series of the War of 1812****Amount: \$6,000****Number of Services: 5**

CHS is presenting several public lectures exploring Savannah's role in the War of 1812. Access is achieved through a marketing plan and the involvement of youth populations in program development.

**COASTAL JAZZ ASSOCIATION****\$54,500****Concerts: Big Band Concert Series****Amount: \$4,500****Number of Services: 3**

Targeted demographic groups are encouraged to explore the relationship between this uniquely American art form through the presentation of a concert series. The organization provides access to these concerts through venue selection.

**31<sup>st</sup> Annual Savannah Jazz Festival****Amount: \$50,000****Number of Services: 18**

Managed by this volunteer organization, the festival pairs local talent with nationally/regionally renowned artists. A program format ranging from artist demonstrations/clinics, lectures, and performances helps to refine the participant's understanding of Jazz. Program design, site selection, and collaborative relationships are mechanisms used to engage a demographically inclusive audience that includes new audience segments.

**DEEP, INC.****\$7,500****After-School Workshops****Amount: \$7,500****Number of Services: 241**

A partnership with the local school system allows the organization to create after-school creative writing workshops. Multiple sites receive this in-depth curriculum based instruction that emphasizes language acquisition, reading comprehension, and writing skills.

<b>DEPARTMENT OF CULTURAL AFFAIRS</b>		<b>\$44,000</b>
<b>Weave-A-Dream Program</b>		
<b>Amount:</b>	<b>\$10,000</b>	
<b>Number of Services:</b>	<b>25</b>	
<p>The community's artists and arts organizations partner to create arts programming that uses the arts to remedy community needs ranging from community development to individual skill attainment. Priority is given to projects that use strategic collaborations that support audience development, resource sharing, and accessibility for the culturally under-served. Priority is also given to projects with multiple levels of participation including that of steward, of spectator, and of creator.</p>		
<b>Picnic in the Park</b>		
<b>Amount:</b>	<b>\$34,000</b>	
<b>Number of Services:</b>	<b>4</b>	
<p>Collaborations with local businesses and performing arts entities will culminate in an event that expands access to symphonic music. The evening's performances are provided by locally and regionally renowned artists ranging in age from teens to seniors.</p>		
<b>KING - TISDELL COTTAGE FOUNDATION</b>		<b>\$10,000</b>
<b>Exhibition Series</b>		
<b>Amount:</b>	<b>\$10,000</b>	
<b>Number of Services:</b>	<b>6</b>	
<p>Description: Awareness of the work of African – American artists is achieved through the presentation of a temporary exhibition. The addition of an extended, sequential learning experience targeting youth populations will expand participant understanding of exhibition themes as well as art-making techniques. Collaboration with the BHF will provide opportunities for audience development.</p>		
<b>LATIN AMERICAN SERVICES ORGANIZATION (L.A.S.O.)</b>		<b>\$7,500</b>
<b>Fiesta Latina</b>		
<b>Amount:</b>	<b>\$7,500</b>	
<b>Number of Services:</b>	<b>17</b>	
<p>Description: Planned and implemented by a coalition of agencies, this family oriented festival uses performances, demonstrations, hands – on arts activities, and vending/food booths to foster an increased awareness of the cultural heritage of Latin and Central American countries. Access to the targeted population is provided via bilingual advertisement and written/oral communication.</p>		
<b>LIVE OAK PUBLIC LIBRARIES</b>		<b>\$85,000</b>
<b>Children's Book Festival</b>		
<b>Amount:</b>	<b>\$85,000</b>	
<b>Number of Services:</b>	<b>107</b>	
<p>The Festival explores the literary tradition through a series of activities, including an outdoor event targeting youth audience segments. Workshops, targeting parents and educators, will support literacy acquisition. The Festival features regionally- and nationally- known illustrators, poets, and authors. Access is achieved through a targeted marketing strategy.</p>		
<b>SAVANNAH ASIAN FESTIVAL COMMITTEE</b>		<b>\$40,000</b>
<b>Savannah Asian Festival</b>		
<b>Amount:</b>	<b>\$40,000</b>	
<b>Number of Services:</b>	<b>11</b>	
<p>Volunteer-produced, the festival components use culturally authentic performances and demonstrations to deepen participant awareness of the historical and social ideologies that shaped the various Asian cultures. Multiple levels of access exist for citizens to participate as stewards, creators, and spectators at an event that includes local and regional acts as well as vending of cultural wares/food booths.</p>		

<b>SAVANNAH BOOK FESTIVAL</b>	<b>\$10,000</b>
<b>Savannah Book Festival</b>	
<b>Amount:</b>	<b>\$10,000</b>
<b>Number of Services:</b>	<b>14</b>
Multiple locations in the Landmark District and nationally/regionally renowned authors are combined in this Festival. The Festival aims to nurture an appreciation of the literary arts. Program formats include discussions for the adult audience as well as direct art-making experiences for the family demographic.	

<b>SAVANNAH COASTAL PUPPETRY GUILD</b>	<b>\$2,200</b>
<b>Showtime for Seniors</b>	
<b>Amount:</b>	<b>\$2,200</b>
<b>Number of Services:</b>	<b>4</b>
Program design represents a collaborative effort on the part of the presenting organization, the Puppetry Guild, and the City's Senior Services Department. These partners have crafted a performance of an interactive puppetry vignette that encourages social development and cognition in the targeted senior demographic.	

<b>SAVANNAH FOLK MUSIC SOCIETY</b>	<b>\$12,500</b>
<b>23<sup>rd</sup> Annual Savannah Folk Music Festival</b>	
<b>Amount:</b>	<b>\$12,500</b>
<b>Number of Services:</b>	<b>13</b>
The Festival brings together national and regional talent for performances that provide a context for understanding the depth of this musical genre. The Friday evening features a free open air concert at Ellis Square. Saturday's old time country dance features a skilled dance caller. Sunday's performances will provide area youth the opportunity to perform their original folk music composition before the assembled audience. The inclusion of a youth focused programmatic element is designed to engage the teenage/young adult demographic.	

<b>SAVANNAH STATE UNIVERSITY</b>	<b>\$110,000</b>
<b>Black Heritage Festival</b>	
<b>Amount:</b>	<b>\$110,000</b>
<b>Number of Services:</b>	<b>64</b>
This family – oriented festival seeks to expand awareness of the historical events, social forces, and political dynamics that gave birth to African – American culture. Program design incorporates a variety of offerings to engage a demographically inclusive audience through the visual, literary, performing, or media arts. The depth and scope of collaborative partnerships with the public and private sector provides the presenting organization with a unique opportunity for expanded program offerings; for resource sharing; cross promotion; and for audience development.	

<b>TARA FEIS COMMITTEE</b>	<b>\$46,000</b>
<b>Tara Feis: St. Patrick's Family Festival</b>	
<b>Amount:</b>	<b>\$46,000</b>
<b>Number of Services:</b>	<b>12</b>
A volunteer led effort produces a family – oriented celebration of Celtic culture. Tara Feis includes food booths, hands – on arts projects, cultural performances, musical performances, and spoken word performances that showcase this culture in a fashion that is suitable for an audience of all ages.	

**TELFAIR MUSEUM OF ART****\$96,500****Art for All****Amount: \$15,000****Number of Services: 130**

This program, which targets the community's youth, teenage, seniors, & special needs populations, includes several elements: docent led tours of temporary/permanent exhibitions with sign language interpretation on select ones; hands – on, sequential learning experiences; as well as public performance and public exhibition opportunities for participants of all ages. The process of discussion, observation, and direct art-making experiences deepens participant understanding of permanent and temporary exhibitions. The program employs programmatic and marketing strategies to assure meaningful access for these populations.

**Art in Focus****Amount: \$81,500****Number of Services: 33**

Program components – artist residencies, youth workshops, and lectures by eminent artists and scholars – interpret and provide learning opportunities related to the Museum's major temporary/permanent exhibitions and other arts events. Targeted audiences include youth, teenagers, and adult populations. The program also uses arts to positively engage the targeted teen demographic during hours when teens are most vulnerable to dangerous activities and bad influences.

**WEST BROAD STREET YMCA****\$5,000****Workshops: Loop It Up Savannah****Amount: \$5,000****Number of Services: 300**

A series of fiber arts programs will expand the targeted audience's access to cultural enrichment. By design, the program is multi-disciplinary, exploring the fabric and visual arts. Program design focuses on site selection and curriculum construct to make the program accessible to the targeted youth demographic.

**ECONOMIC GROWTH****\$175,000****(188 Services Purchased)****TICKETED PROGRAMMING – CULTURAL TOURISM****SAVANNAH FILM FESTIVAL****Savannah Film Festival****Amount:****\$50,000****Number of Services: 75**

The novice, the seasoned professional, and the spectator are provided valuable insight into the inner workings of the industry through a program design that pairs skill development opportunities with high caliber film screenings. Networking possibilities abound, as do the opportunities for Festival organizers to highlight Savannah's salient physical and cultural resources before an audience that includes national and international industry professionals. The 8 day festival typically features as many as 60 films, some of which are contenders for industry recognition, as well as skill development workshops aimed at sharpening participants understanding of the industry and its inner workings.

**SAVANNAH MUSIC FESTIVAL****Savannah Music Festival****Amount:****\$125,000****Number of Services: 113**

This Festival includes musical performances from a variety of genres including jazz, blues, classical, bluegrass, and world music. A comprehensive marketing plan that employs a multiple media mix will continue organizational efforts to brand the City as a cultural destination. Now international in scope, the marketing plan places an increasing emphasis on outreach efforts and on web-based technologies including mobile applications, social networking/internet promotions; search engine optimization, and personalized patron services (i.e., customized voicemails, text message based pre-show information).

**TOTAL AMOUNT:****\$719,700****TOTAL SERVICES PURCHASED:****1,201**

# OUTSIDE AGENCIES PERFORMANCE MEASURES



## METROPOLITAN PLANNING COMMISSION (MPC)

### PRIMARY SERVICES

The MPC provides comprehensive planning of land use, transportation, historic preservation and natural resources, as required by the State to maintain Certified Local Government status. The MPC provides development plan reviews for the Historic District and the rest of the City. The MPC also provides comprehensive and collaborative GIS services through Savannah Area GIS (SAGIS).

### GOALS AND OBJECTIVES

#### Priority Statement:

High Performing Government - To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need

#### Objectives:

- To provide long-range and comprehensive planning services to the City of Savannah and to maintain the Qualified Local Government status with the Georgia Department of Community Affairs
- To assure compliance with the zoning and subdivision regulations which serve to implement the community's comprehensive plan
- To assure compliance with the City Historic Preservation regulations to protect and maintain the historic infrastructure
- To maintain the eligibility for federal transportation funding by performing the federally required Metropolitan Planning process
- To provide data integration, maintenance, updates, backups and coordination for City bureaus/departments

### PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Number of certificates of appropriateness issued	259	240	240	240
- Number of petitions reviewed	197	230	230	220
- Number of public meetings conducted	12	12	12	12
- Number of monthly hits to SAGIS.org	283,714	300,000	300,000	300,000
- Number of MPO planning actions taken	12	20	20	15
- Number of Traffic Analysis and DRI reviewed	8	18	18	15

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Efficiency Measures</b>				
- Percent of Help Desk calls resolved in 24 hours	80.00%	50.00%	83.00%	85.00%
- Percent of Reviews completed in 15 days	85.00%	75.00%	78.00%	78.00%
- Percent of Staff decisions rendered within 10 days	95.00%	95.00%	95.00%	98.00%
<b>Effectiveness Measures</b>				
- Percent users satisfied with timeliness of SAGIS	75.00%	75.00%	75.00%	80.00%
- Percent of Historic Review Board decisions rendered in 30 days	90.00%	70.00%	70.00%	80.00%
- Percent of staff decisions approved by MPC	95.00%	78.00%	80.00%	85.00%
- Cost of area transportation projects programmed	\$317,968,108.00	\$121,819,010.00	\$97,162,616.00	\$176,944,081.00



## SAVANNAH DEVELOPMENT RENEWAL AUTHORITY (SDRA)

### PRIMARY SERVICES

SDRA's primary service is to facilitate economic growth and job creation in Greater Downtown Savannah, with a focus on the target areas of the MLK/Montgomery Corridor and Broughton Street. SDRA provides financial and technical assistance to existing and prospective businesses as well as financial and technical assistance to encourage and facilitate property acquisition and development in distressed areas of downtown. This is done through a combination of loan and grant programs as well as leveraging of City, State, Federal and private investment. SDRA also provides technical assistance through our Business Resource Center and direct interaction with staff to assist with business planning, planning for property improvements, permit and licensing issues, and other start-up and expansion concerns. SDRA works on planning and implementation for improvements to our target corridors, such as streetscape enhancements like those currently underway on a section of the MLK/Montgomery Corridor.

### GOALS AND OBJECTIVES

#### Priority Statement:

Economic Growth - To provide citizens a City that encourages and supports appropriate economic growth that creates jobs, expands City revenue and improves neighborhoods and commercial corridors

#### Objectives:

- To increase by at least 20% the number of prospective and existing businesses assisted by SDRA
- To implement efforts to recruit at least 3 new businesses to downtown
- To increase by 50% the number of Design Assistance concepts implemented through financial assistance offered by SDRA, the City, and other sources. To increase by at least 50% the number of completed Façade and Sprinkler loan projects
- To increase by 20% the number of projects completed through SDRA façade and Edge grants
- To leverage additional City, State and Federal funding to make additional forms of financial assistance available for business and property acquisition and development downtown
- To continue planning and implementation efforts for streetscape improvements on Montgomery Street, the next phase of the MLK streetscape plan, and Broughton Street

### PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- New prospect and existing business/property owner retention assistance	203	130	130	156
- New Businesses Recruited to Downtown	0	2	2	3
- Properties assisted through Design Assistance Program	7	5	5	6
- Properties assisted through Façade and Sprinkler Loans	0	3	3	5
- Properties assisted through Façade and Edge Grants	2	8	8	10
- Properties assisted through additional SDRA funded and/or leveraged financial programs	0	2	2	5

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
– Streetscape Planning/Implementation Efforts undertaken	1	2	2	2
<b>Effectiveness Measures</b>				
– Prospect/Existing business contacts followed up by staff within 7 days	98.00%	100.00%	100.00%	100.00%
– Actual business start-up and retention from recruitment/assistance	10.00%	20.00%	20.00%	25.00%
– Design Assistance concepts completed after initiation	100.00%	100.00%	100.00%	100.00%
– Design Assistance Concepts implemented within 6 months after completion	15.00%	50.00%	50.00%	50.00%
– Façade and Sprinkler Loan projects completed within 6 months after initiation	0.0%	100.00%	100.00%	100.00%
– Façade and Edge grant funded improvements completed within 6 months of application	50.00%	100.00%	100.00%	100.00%
– Target properties assisted through other SDRA funded and leveraged financing within 6 months of initiation	0.0%	25.00%	25.00%	50.00%



## THE CREATIVE COAST, INC.

### PRIMARY SERVICES

The Creative Coast strives to nurture the members of our community engaged in creative or innovative endeavors and to cultivate an environment in which they can thrive. The Creative Coast uses highly collaborative programs that leverage community assets which create a growth path to higher jobs for the community.

### GOALS AND OBJECTIVES

#### Priority Statement:

Economic Growth - To provide citizens a City that encourages and supports appropriate economic growth that creates jobs, expands City revenue and improves neighborhoods and commercial corridors

#### Objectives:

- To nurture the members of the Creative Class engaged in creative or innovative endeavors and to cultivate an environment in which they can thrive
- To make Savannah a more exciting place to live and work
- To retain more college graduates from regional institutions
- To provide a physical and virtual community hub for entrepreneurs and start-ups in the region

### PERFORMANCE MEASURES

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
<b>Workload Measures</b>				
- Collaboration w/ Universities	---	6	6	8
- Economic Analysis Study	---	1	1	1
- SMN bi-weekly column	---	18	18	24
- Events	---	15	15	20
- Personal visits	---	72	72	100
- Website visitors	---	250,000	250,000	275,000
- Jobs board production	---	120	120	150
- Business Directory production	---	2,500	2,500	3,000
<b>Efficiency Measures</b>				
- Cost + Individuals affected - Collaboration w/ Universities	---	\$20,000.00	\$20,000.00	\$20,000.00
- Cost + Distribution - Economic Analysis Study	---	\$5,000.00	\$5,000.00	\$5,000.00
- Cost + Distribution - SMN bi-weekly column	---	\$5,000.00	\$5,000.00	\$5,000.00
- Cost + Attendees - Events	---	\$25,000.00	\$25,000.00	\$25,000.00
- Cost + Individuals affected - Personal visits	---	\$7,500.00	\$7,500.00	\$7,500.00
- Costs + Users - Website visitors	---	\$10,000.00	\$10,000.00	\$10,000.00

	2010 Actual	2011 Adopted	2011 Projected	2012 Budget
- Costs + Users - Jobs board production	---	\$10,000.00	\$10,000.00	\$10,000.00
- Costs + Users - Business Directory production	---	\$10,000.00	\$10,000.00	\$10,000.00
<b>Effectiveness Measures</b>				
- Readership reached	---	50,000	50,000	75,000
- Survey attendees	---	1,000	1,000	2,500
- Survey individuals	---	72	72	100
- Survey website visitors	---	250	250	500
- Jobs filled	---	120	120	150
- Survey users	---	250	250	500

## 2010 AUTHORIZED POSITIONS DETAIL

<u>Department/Activity</u>	<u>2010 Permanent</u>	<u>2010 Interim</u>	<u>2010 Temporary</u>	<u>2010 Unfunded</u>	<u>2010 Authorized</u>
<b>General Administration</b>					
Mayor and Aldermen	12.00	0.00	0.00	1.00	13.00
Clerk of Council	3.00	0.00	0.00	0.00	3.00
City Manager	6.00	0.00	0.00	1.00	7.00
Public Information Office	7.00	0.00	0.00	0.00	7.00
Legal	3.00	0.00	0.00	0.00	3.00
Film Services	5.00	0.00	0.00	0.00	5.00
Citizen Office	4.00	1.00	0.00	0.00	5.00
<b>Subtotal</b>	<b>40.00</b>	<b>1.00</b>	<b>0.00</b>	<b>2.00</b>	<b>43.00</b>
<b>Management &amp; Financial Services</b>					
ACM Management & Financial Services	3.00	1.00	0.00	0.00	4.00
Research & Budget	8.00	2.00	0.00	2.00	12.00
Human Resources	19.00	0.00	0.63	1.00	20.63
Auditing	8.00	2.00	0.00	0.00	10.00
Finance	14.00	0.00	0.00	1.00	15.00
Purchasing	7.00	0.00	0.00	0.00	7.00
Revenue	22.00	0.00	0.00	1.00	23.00
Recorder's Court of Chatham County	27.50	0.00	0.00	1.00	28.50
Research Library & Municipal Archives	2.00	0.00	0.00	0.00	2.00
Inventory Management	5.00	0.00	0.00	0.00	5.00
Mail and Municipal Bldg Services	0.60	0.00	0.00	0.00	0.60
Risk Administration	9.00	0.00	0.00	0.00	9.00
River Street Hospitality Center	2.25	0.00	0.00	0.00	2.25
311 Call Service Center	6.00	0.00	0.00	0.00	6.00
<b>Subtotal</b>	<b>133.35</b>	<b>5.00</b>	<b>0.63</b>	<b>6.00</b>	<b>144.98</b>
<b>Public Works</b>					
Public Works Director	4.00	0.00	0.00	3.00	7.00
Traffic Engineering	31.00	0.00	0.00	1.00	32.00
Stormwater Management	59.00	1.00	0.00	7.00	67.00
Streets Maintenance	49.00	1.00	0.00	5.00	55.00
Cemeteries	0.00	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>143.00</b>	<b>2.00</b>	<b>0.00</b>	<b>16.00</b>	<b>161.00</b>
<b>Public Development</b>					
ACM Public Development	6.00	0.00	0.00	1.00	7.00
Development Services	58.00	0.00	0.00	4.00	62.00
Community Services	3.00	0.00	0.00	0.00	3.00
Property Maintenance Enforcement	33.00	0.00	0.00	0.00	33.00
Real Property Services	5.00	0.00	0.00	0.00	5.00
Step Up Program	0.00	1.00	0.00	0.00	1.00

<u>Department/Activity</u>	<u>2010 Permanent</u>	<u>2010 Interim</u>	<u>2010 Temporary</u>	<u>2010 Unfunded</u>	<u>2010 Authorized</u>
Economic Development	7.00	0.00	0.00	0.00	7.00
<b>Subtotal</b>	<b>112.00</b>	<b>1.00</b>	<b>0.00</b>	<b>5.00</b>	<b>118.00</b>
<b>Police</b>					
Police Chief	13.00	0.00	0.00	0.00	13.00
Patrol	414.00	30.75	0.00	0.00	444.75
Criminal Investigations	100.00	0.00	0.00	0.00	100.00
Special Operations	21.00	0.00	0.00	0.00	21.00
Traffic Unit	21.00	0.00	0.00	0.00	21.00
School Crossing Guards	10.64	0.00	0.00	10.64	21.28
Marine Patrol	8.00	0.00	0.00	0.00	8.00
Mounted Patrol	7.00	0.00	0.00	0.00	7.00
Canine Unit	6.00	0.00	0.00	0.00	6.00
Animal Control	13.00	0.00	0.00	0.00	13.00
EMS Administration	1.00	0.00	0.00	0.00	1.00
Support Services	29.00	0.00	0.00	0.00	29.00
Information Management	33.00	0.00	0.00	3.00	36.00
Counter Narcotics Team	35.00	0.00	0.00	0.00	35.00
Professional Standards and Training	21.00	0.00	0.00	0.00	21.00
Savannah Impact Program	15.00	0.00	0.00	0.00	15.00
CrimeStoppers	3.00	0.00	0.00	0.00	3.00
Savannah Impact Work Ventures	2.00	0.00	0.00	0.00	2.00
<b>Subtotal</b>	<b>752.64</b>	<b>30.75</b>	<b>0.00</b>	<b>13.64</b>	<b>797.03</b>
<b>Fire and Emergency Services</b>					
Fire Logistics	21.00	0.00	0.00	2.00	23.00
City-wide Emergency Planning	2.00	0.00	0.00	2.00	4.00
Fire Operations	299.00	22.00	0.00	0.00	321.00
<b>Subtotal</b>	<b>322.00</b>	<b>22.00</b>	<b>0.00</b>	<b>4.00</b>	<b>348.00</b>
<b>Leisure Services Bureau</b>					
Leisure Services Director	7.00	0.00	0.00	0.00	7.00
Athletics	15.38	0.00	0.00	1.09	16.47
Recreation Services	0.00	0.00	0.00	0.00	0.00
Adult Day Care	0.00	0.00	0.00	0.00	0.00
Golden Age	0.00	0.00	0.00	0.00	0.00
Cultural Affairs	10.00	0.00	0.00	0.00	10.00
Youth Services	66.02	0.00	0.00	2.48	68.50
Adult Services	0.00	0.00	0.00	0.00	0.00
Senior Services	27.13	0.00	0.00	1.00	28.13
Therapeutic Recreation	4.20	0.00	0.00	0.00	4.20
Film Services	0.00	0.00	0.00	0.00	0.00
Buildings and Grounds Maintenance	49.56	1.00	0.00	0.84	51.40
Building and Electrical Maintenance	20.00	0.00	0.00	0.00	20.00
Park and Tree Design and Construction	66.00	0.00	0.00	0.00	66.00
	0.00	0.00	0.00	0.00	0.00

<u>Department/Activity</u>	<u>2010 Permanent</u>	<u>2010 Interim</u>	<u>2010 Temporary</u>	<u>2010 Unfunded</u>	<u>2010 Authorized</u>
City Cemeteries	26.63	0.00	0.00	3.00	29.63
<b>Subtotal</b>	<b>291.91</b>	<b>1.00</b>	<b>0.00</b>	<b>8.41</b>	<b>301.32</b>
<b>Total General Fund</b>	<b>1794.90</b>	<b>62.75</b>	<b>0.63</b>	<b>55.05</b>	<b>1913.33</b>
<b>Hazardous Material Team Fund</b>	<b>4.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4.00</b>
<b>Grant Fund</b>					
Coastal Workforce Services	0.00	11.00	0.00	0.00	11.00
Youthbuild	1.00	1.00	0.75	0.00	2.75
Justice Assistance - Police	0.00	0.00	1.00	0.00	1.00
HEAT	0.00	0.00	0.00	0.00	0.00
Summer Lunch	0.00	0.00	0.00	0.50	0.50
Cities of Service	0.00	1.00	0.00	0.00	1.00
<b>Subtotal</b>	<b>1.00</b>	<b>13.00</b>	<b>1.75</b>	<b>0.50</b>	<b>16.25</b>
<b>Community Development Fund</b>					
Community Planning and Development	11.00	0.00	0.00	1.00	12.00
Housing	17.00	3.00	0.00	4.00	24.00
Advancement Center at Moses Jackson	5.00	0.00	0.00	0.00	5.00
Micro-Business Development	0.00	1.00	0.00	0.00	1.00
<b>Subtotal</b>	<b>33.00</b>	<b>4.00</b>	<b>0.00</b>	<b>5.00</b>	<b>42.00</b>
<b>Public Safety Communications Fund</b>					
Police Communications	0.00	0.00	0.00	0.00	0.00
Fire Communications	0.00	0.00	0.00	0.00	0.00
Communications Center	90.00	0.00	0.00	0.00	90.00
<b>Subtotal</b>	<b>90.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>90.00</b>
<b>Sanitation Fund</b>					
Sanitation Director	14.00	0.00	0.00	0.00	14.00
Residential Refuse	115.00	2.00	0.00	0.00	117.00
Refuse Disposal	16.00	0.00	0.00	0.00	16.00
Street Cleaning	21.50	0.00	0.00	0.00	21.50
Commercial Refuse	14.00	0.00	0.00	0.00	14.00
Recycling & Litter Services	41.50	0.00	0.00	1.00	42.50
<b>Subtotal</b>	<b>222.00</b>	<b>2.00</b>	<b>0.00</b>	<b>1.00</b>	<b>225.00</b>
<b>Water Fund</b>					
Water and Sewer Director	7.00	0.00	0.00	0.00	7.00
Water and Sewer Planning and Engineering	17.00	0.00	0.00	0.00	17.00
Water Supply and Treatment	26.00	5.00	0.00	0.00	31.00
Water Distribution	49.00	0.25	0.00	0.00	49.25
Utility Services	26.00	0.00	0.00	2.00	28.00
<b>Subtotal</b>	<b>125.00</b>	<b>5.25</b>	<b>0.00</b>	<b>2.00</b>	<b>132.25</b>

<u>Department/Activity</u>	<u>2010 Permanent</u>	<u>2010 Interim</u>	<u>2010 Temporary</u>	<u>2010 Unfunded</u>	<u>2010 Authorized</u>
<b>Sewer Fund</b>					
Sewer Maintenance	31.00	0.00	0.00	0.00	31.00
Lift Stations Maintenance	29.00	0.00	0.00	0.00	29.00
President Street Plant	62.00	8.00	0.00	0.00	70.00
Regional Plants	14.00	5.00	0.00	0.00	19.00
<b>Subtotal</b>	<b>136.00</b>	<b>13.00</b>	<b>0.00</b>	<b>0.00</b>	<b>149.00</b>
<b>I&amp;D Water Fund</b>	<b>38.00</b>	<b>5.00</b>	<b>0.00</b>	<b>0.00</b>	<b>43.00</b>
<b>Civic Center Fund</b>	<b>24.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>25.00</b>
<b>Mobility and Parking Services Fund</b>					
Mobility and Parking Enforcement and Administration	38.50	0.00	0.00	0.00	38.50
Parking Garages and Lots	40.65	0.00	0.00	0.00	40.65
<b>Subtotal</b>	<b>79.15</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>79.15</b>
<b>Internal Services Fund</b>					
Vehicle Maintenance	36.00	0.54	0.00	2.00	38.54
Fleet Management	5.00	0.00	0.00	0.00	5.00
Information Technology	34.00	1.00	0.00	1.00	36.00
<b>Subtotal</b>	<b>75.00</b>	<b>1.54</b>	<b>0.00</b>	<b>3.00</b>	<b>79.54</b>
<b>TOTAL CITYWIDE</b>	<b>2,622.05</b>	<b>107.54</b>	<b>2.38</b>	<b>66.55</b>	<b>2,798.51</b>

## 2011 AUTHORIZED POSITIONS DETAIL\*

<u>Department/Activity</u>	<u>2011 Permanent</u>	<u>2011 Interim</u>	<u>2011 Temporary</u>	<u>2011 Authorized</u>
<b>General Administration</b>				
Mayor and Aldermen	12.00	0.00	0.00	12.00
Clerk of Council	3.00	0.00	0.00	3.00
City Manager's Office	5.00	0.00	0.00	5.00
Public Information Office	6.00	0.00	0.00	6.00
Auditing	7.00	1.00	0.00	8.00
Finance	13.00	0.00	0.00	13.00
Legal	3.00	1.00	0.00	4.00
<b>Subtotal</b>	<b>49.00</b>	<b>2.00</b>	<b>0.00</b>	<b>51.00</b>
<b>Management Services</b>				
Management Services Bureau Chief	3.00	0.00	0.00	3.00
Research & Budget	9.00	0.00	0.00	9.00
Human Resources	18.00	0.00	0.63	18.63
Purchasing	6.00	0.00	0.00	6.00
Revenue	22.00	0.00	0.00	22.00
Recorder's Court of Chatham County	27.00	0.00	0.00	27.00
Research Library & Municipal Archives	2.00	0.00	0.00	2.00
Inventory Management	5.00	0.00	0.00	5.00
Mail and Municipal Bldg Services	0.60	0.00	0.00	0.60
Risk Administration	5.00	0.00	0.00	5.00
<b>Subtotal</b>	<b>97.60</b>	<b>0.00</b>	<b>0.63</b>	<b>98.23</b>
<b>Public Works &amp; Water Resources</b>				
Public Works & Water Resources Bureau Chief	4.00	0.00	0.00	4.00
Traffic Engineering	29.00	0.00	0.00	29.00
Stormwater Management	59.00	0.00	0.00	59.00
Streets Maintenance	48.00	0.25	0.75	49.00
<b>Subtotal</b>	<b>140.00</b>	<b>0.25</b>	<b>0.75</b>	<b>141.00</b>
<b>Community &amp; Economic Development Bureau</b>				
Community & Economic Development Bureau Chief	7.00	0.00	0.00	7.00
Development Services	50.00	0.00	0.00	50.00
Community Services	3.00	0.00	0.00	3.00
Citizen Office	19.00	0.00	0.00	19.00
River Street Hospitality Center	2.25	0.00	0.00	2.25
311 Call Service Center	3.00	0.00	0.00	3.00
Real Property Services	5.00	0.00	0.00	5.00
Step Up Program	0.00	1.00	0.00	1.00
Economic Development	7.00	0.00	0.00	7.00
<b>Subtotal</b>	<b>96.25</b>	<b>1.00</b>	<b>0.00</b>	<b>97.25</b>
<b>Police</b>				
Police Chief	13.00	0.00	0.00	13.00
Patrol	423.00	53.00	0.00	476.00
Criminal Investigations	103.00	0.00	0.00	103.00
Special Operations	18.00	0.00	0.00	18.00

<u>Department/Activity</u>	<u>2011 Permanent</u>	<u>2011 Interim</u>	<u>2011 Temporary</u>	<u>2011 Authorized</u>
Traffic Unit	20.00	0.00	0.00	20.00
Marine Patrol	8.00	0.00	0.00	8.00
Mounted Patrol	7.00	0.00	0.00	7.00
Canine Unit	6.00	0.00	0.00	6.00
Animal Control	13.00	0.00	0.00	13.00
EMS Administration	1.00	0.00	0.00	1.00
Support Services	17.00	0.00	0.00	17.00
Information Management	32.00	0.00	0.00	32.00
Counter Narcotics Team	35.00	0.00	0.00	35.00
Professional Standards and Training	22.00	0.00	0.00	22.00
Savannah Impact Program	15.00	0.00	0.00	15.00
CrimeStoppers	3.00	0.00	0.00	3.00
Savannah Impact Work Ventures	2.00	0.00	0.00	2.00
<b>Subtotal</b>	<b>738.00</b>	<b>53.00</b>	<b>0.00</b>	<b>791.00</b>
<b>Fire and Emergency Services</b>				
Fire Logistics	23.00	0.00	0.00	23.00
City-wide Emergency Planning	2.00	0.00	0.00	2.00
Fire Operations	301.00	32.00	0.00	333.00
<b>Subtotal</b>	<b>326.00</b>	<b>32.00</b>	<b>0.00</b>	<b>358.00</b>
<b>Public Facilities, Events &amp; Services</b>				
Public Facilities, Events & Services	7.00	0.00	0.00	7.00
Bureau Chief				
Cultural Affairs	8.00	0.00	0.25	8.25
Youth Services	58.86	0.25	0.00	59.11
Athletics Services	12.88	0.25	0.00	13.13
Senior Services	26.76	0.00	0.00	26.76
Therapeutic Recreation	4.20	0.00	0.00	4.20
Film Services	2.00	0.00	0.00	2.00
Buildings and Grounds Maintenance	42.00	0.00	0.00	42.00
Building and Electrical Maintenance	18.00	0.00	0.00	18.00
Park and Tree	56.00	2.00	0.00	58.00
City Cemeteries	23.63	0.00	0.00	23.63
<b>Subtotal</b>	<b>259.32</b>	<b>2.50</b>	<b>0.25</b>	<b>262.07</b>
<b>Total General Fund</b>	<b>1,706.17</b>	<b>90.75</b>	<b>1.63</b>	<b>1,798.55</b>
<b>Hazardous Material Team Fund</b>	<b>4.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4.00</b>
<b>Grant Fund</b>				
Coastal Workforce Services	0.00	9.00	0.00	9.00
Youthbuild	1.00	1.00	0.75	2.75
Justice Assistance - Police	0.00	0.00	1.00	1.00
HEAT	0.00	0.00	0.00	0.00
Summer Lunch	0.00	0.00	0.00	0.00
Cities of Service	0.00	1.00	0.00	1.00
<b>Subtotal</b>	<b>1.00</b>	<b>11.00</b>	<b>1.75</b>	<b>13.75</b>
<b>Community Development Fund</b>				
Community Planning and Development	11.00	0.00	0.00	11.00
Housing	17.00	3.00	0.00	20.00
Advancement Center at Moses Jackson	4.00	0.00	0.00	4.00

<u>Department/Activity</u>	<u>2011 Permanent</u>	<u>2011 Interim</u>	<u>2011 Temporary</u>	<u>2011 Authorized</u>
Micro-Business Development	0.00	1.00	0.00	1.00
<b>Subtotal</b>	<b>32.00</b>	<b>4.00</b>	<b>0.00</b>	<b>36.00</b>
<b>Public Safety Communications Fund</b>				
Police Communications	0.00	0.00	0.00	0.00
Fire Communications	0.00	0.00	0.00	0.00
Communications Center	106.00	0.00	0.00	106.00
<b>Subtotal</b>	<b>106.00</b>	<b>0.00</b>	<b>0.00</b>	<b>106.00</b>
<b>Sanitation Fund</b>				
Sanitation Director	7.00	0.00	0.00	7.00
Residential Refuse	111.00	3.00	0.00	114.00
Refuse Disposal	14.00	0.00	0.00	14.00
Street Cleaning	18.50	0.00	0.00	18.50
Commercial Refuse	13.00	0.00	0.00	13.00
Recycling & Litter Services	31.50	0.00	0.00	31.50
Property Maintenance Enforcement	30.00	0.00	0.00	30.00
<b>Subtotal</b>	<b>225.00</b>	<b>3.00</b>	<b>0.00</b>	<b>228.00</b>
<b>Water Fund</b>				
Water and Sewer Director	7.00	0.00	0.00	7.00
Water and Sewer Planning and Engineering	17.00	0.00	0.00	17.00
Water Supply and Treatment	26.00	7.00	0.00	33.00
Water Distribution	54.00	0.00	0.00	54.00
Utility Services	23.00	0.00	0.00	23.00
<b>Subtotal</b>	<b>127.00</b>	<b>7.00</b>	<b>0.00</b>	<b>134.00</b>
<b>Sewer Fund</b>				
Sewer Maintenance	31.00	0.00	0.00	31.00
Lift Stations Maintenance	29.00	0.00	0.00	29.00
President Street Plant	62.00	8.00	0.00	70.00
Regional Plants	14.00	5.00	0.00	19.00
<b>Subtotal</b>	<b>136.00</b>	<b>13.00</b>	<b>0.00</b>	<b>149.00</b>
<b>I&amp;D Water Fund</b>	<b>38.00</b>	<b>5.00</b>	<b>0.00</b>	<b>43.00</b>
<b>Civic Center Fund</b>	<b>22.00</b>	<b>1.00</b>	<b>0.50</b>	<b>23.50</b>
<b>Mobility and Parking Services Fund</b>				
Mobility and Parking Enforcement and Administration	36.50	0.00	0.00	36.50
Parking Garages and Lots	40.65	0.00	0.00	40.65
<b>Subtotal</b>	<b>77.15</b>	<b>0.00</b>	<b>0.00</b>	<b>77.15</b>
<b>Internal Services Fund</b>				
Vehicle Maintenance	36.00	0.00	0.00	36.00
Fleet Management	5.00	0.00	0.00	5.00
Information Technology	36.00	1.00	0.25	37.25
<b>Subtotal</b>	<b>77.00</b>	<b>1.00</b>	<b>0.25</b>	<b>78.25</b>
<b>TOTAL CITYWIDE</b>	<b>2,551.32</b>	<b>135.75</b>	<b>4.13</b>	<b>2,691.20</b>

\*Authorized positions as of June 30, 2011.

## 2012 AUTHORIZED POSITIONS DETAIL\*

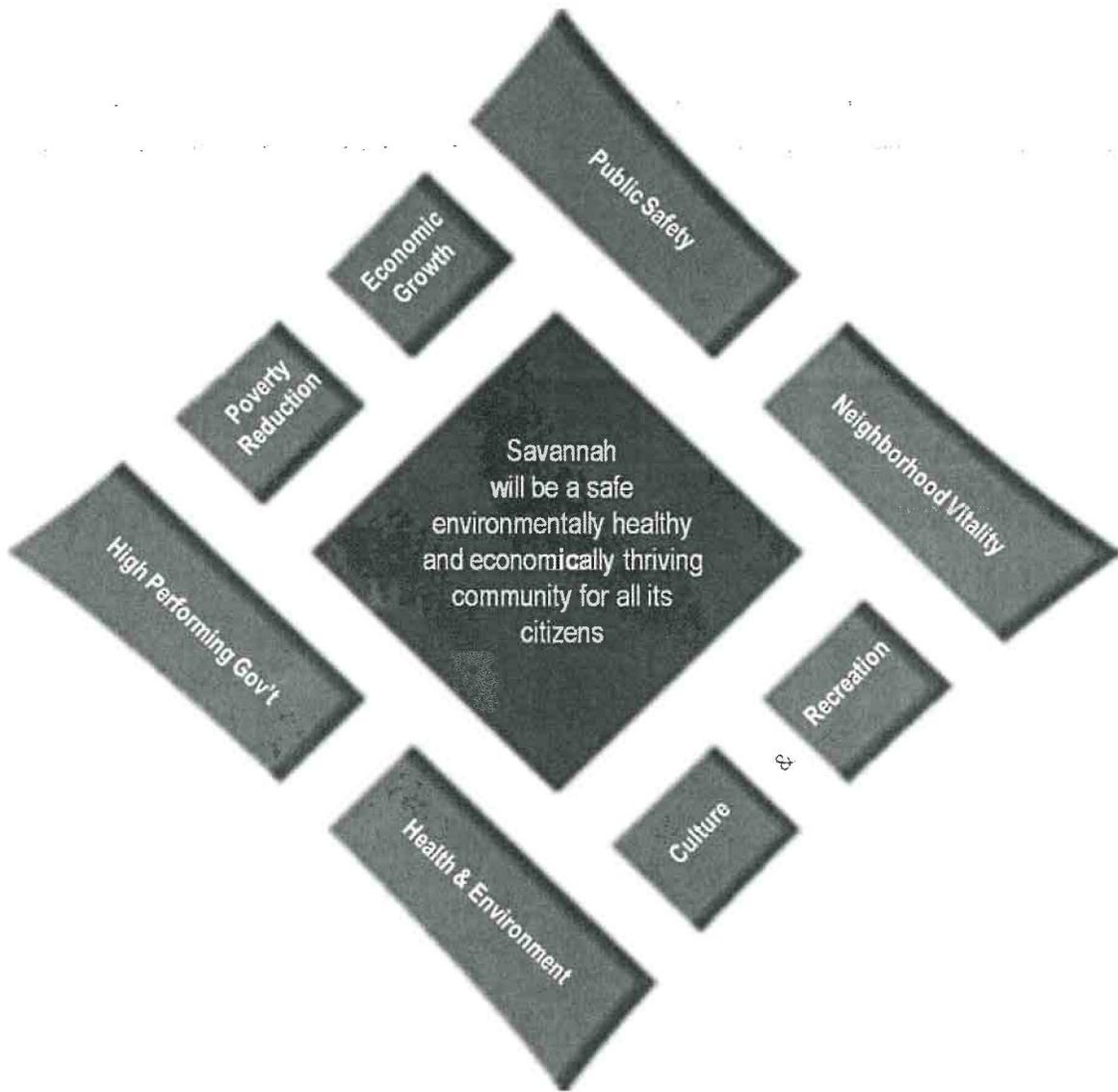
<u>Department/Activity</u>	<u>2012 Permanent</u>	<u>2012 Interim</u>	<u>2012 Temporary</u>	<u>2012 Authorized</u>
<b>General Administration</b>				
Mayor and Aldermen	12.00	0.00	0.00	12.00
Clerk of Council	3.00	0.00	0.00	3.00
City Manager's Office	5.00	0.00	0.00	5.00
Public Information Office	6.00	0.00	0.00	6.00
Auditing	7.00	1.00	0.00	8.00
Finance	13.00	0.00	0.00	13.00
Legal	3.00	1.00	0.00	4.00
<b>Subtotal</b>	<b>49.00</b>	<b>2.00</b>	<b>0.00</b>	<b>51.00</b>
<b>ACM Admin &amp; Community Services</b>				
	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>
<b>Management Services</b>				
Management Services Bureau Chief	3.00	0.00	0.00	3.00
Research & Budget	9.00	0.00	0.00	9.00
Human Resources	18.00	0.00	0.88	18.88
Purchasing	8.00	0.00	0.00	8.00
Revenue	20.00	0.00	0.00	20.00
Recorder's Court of Chatham County	27.00	0.00	0.00	27.00
Research Library & Municipal Archives	2.00	0.00	0.00	2.00
Inventory Management	5.00	0.00	0.00	5.00
Mail and Municipal Bldg Services	0.60	0.00	0.00	0.60
Risk Administration	5.00	0.00	0.00	5.00
<b>Subtotal</b>	<b>97.60</b>	<b>0.00</b>	<b>0.88</b>	<b>98.48</b>
<b>Public Works &amp; Water Resources</b>				
Public Works & Water Resources Bureau Chief	4.00	0.00	0.00	4.00
Traffic Engineering	29.00	0.00	0.00	29.00
Stormwater Management	59.00	0.00	0.00	59.00
Streets Maintenance	48.00	0.25	0.75	49.00
<b>Subtotal</b>	<b>140.00</b>	<b>0.25</b>	<b>0.75</b>	<b>141.00</b>
<b>Community &amp; Economic Development</b>				
Community & Economic Development Bureau Chief	7.00	0.00	0.00	7.00
Development Services	50.00	0.00	0.00	50.00
Community Services	3.00	0.00	0.00	3.00
Citizen Office	19.00	0.00	0.00	19.00
River Street Hospitality Center	2.25	0.00	0.00	2.25
311 Call Service Center	3.00	0.00	0.00	3.00
Real Property Services	5.00	0.00	0.00	5.00
Step Up Program	0.00	5.00	0.00	5.00

<u>Department/Activity</u>	<u>2012 Permanent</u>	<u>2012 Interim</u>	<u>2012 Temporary</u>	<u>2012 Authorized</u>
Economic Development	5.00	0.00	0.00	5.00
<b>Subtotal</b>	<b>94.25</b>	<b>5.00</b>	<b>0.00</b>	<b>99.25</b>
<b>Police</b>				
Police Chief	14.00	0.00	0.00	14.00
Patrol	423.00	66.00	0.00	489.00
Criminal Investigations	103.00	0.00	0.00	103.00
Special Operations	18.00	0.00	0.00	18.00
Traffic Unit	20.00	0.00	0.00	20.00
Marine Patrol	8.00	0.00	0.00	8.00
Mounted Patrol	7.00	0.00	0.00	7.00
Canine Unit	6.00	0.00	0.00	6.00
Animal Control	13.00	0.00	0.00	13.00
EMS Administration	1.00	0.00	0.00	1.00
Support Services	17.00	0.00	0.00	17.00
Information Management	32.00	0.00	0.00	32.00
Counter Narcotics Team	35.00	0.00	0.00	35.00
Professional Standards and Training	22.00	0.00	0.00	22.00
Savannah Impact Program	15.00	0.00	0.00	15.00
CrimeStoppers	3.00	0.00	0.00	3.00
Savannah Impact Work Ventures	2.00	0.00	0.00	2.00
<b>Subtotal</b>	<b>739.00</b>	<b>66.00</b>	<b>0.00</b>	<b>805.00</b>
<b>Fire and Emergency Services</b>				
Fire Logistics	23.00	0.00	0.00	23.00
City-wide Emergency Planning	1.00	0.00	0.00	1.00
Fire Operations	301.00	31.00	0.00	332.00
<b>Subtotal</b>	<b>325.00</b>	<b>31.00</b>	<b>0.00</b>	<b>356.00</b>
<b>Public Facilities, Events &amp; Services</b>				
Public Facilities, Events & Services	8.00	0.00	0.00	8.00
Bureau Chief				
Cultural Affairs	8.00	0.00	0.00	8.00
Youth Services	58.86	0.00	0.00	58.86
Athletics Services	12.88	0.00	0.00	12.88
Senior Services	26.76	0.25	0.00	27.01
Therapeutic Recreation	4.20	0.00	0.00	4.20
Film Services	2.00	0.00	0.00	2.00
Buildings and Grounds Maintenance	42.00	0.00	0.00	42.00
Building and Electrical Maintenance	18.00	0.00	0.00	18.00
Park and Tree	56.00	1.00	0.00	57.00
City Cemeteries	23.63	0.00	0.00	23.63
<b>Subtotal</b>	<b>260.32</b>	<b>1.25</b>	<b>0.00</b>	<b>261.57</b>
<b>Total General Fund</b>	<b>1,706.17</b>	<b>105.50</b>	<b>1.63</b>	<b>1,813.30</b>
<b>Hazardous Material Team Fund</b>	<b>4.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4.00</b>
<b>Grant Fund</b>				
Coastal Workforce Services	0.00	9.00	0.00	9.00
Youthbuild	1.00	1.00	0.75	2.75

<u>Department/Activity</u>	<u>2012 Permanent</u>	<u>2012 Interim</u>	<u>2012 Temporary</u>	<u>2012 Authorized</u>
Justice Assistance - Police	0.00	0.00	1.00	1.00
HEAT	0.00	0.00	0.00	0.00
Summer Lunch	0.00	0.00	0.00	0.00
Cities of Service	0.00	1.00	0.00	1.00
<b>Subtotal</b>	<b>1.00</b>	<b>11.00</b>	<b>1.75</b>	<b>13.75</b>
<b>Community Development Fund</b>				
Community Planning and Development	11.00	0.00	0.00	11.00
Housing	16.00	4.00	0.00	20.00
Advancement Center at Moses Jackson	4.00	0.00	0.00	4.00
Micro-Business Development	0.00	1.00	0.00	1.00
<b>Subtotal</b>	<b>31.00</b>	<b>5.00</b>	<b>0.00</b>	<b>36.00</b>
<b>Public Safety Communications Fund</b>				
Police Communications	0.00	0.00	0.00	0.00
Fire Communications	0.00	0.00	0.00	0.00
Communications Center	106.00	0.00	0.00	106.00
<b>Subtotal</b>	<b>106.00</b>	<b>0.00</b>	<b>0.00</b>	<b>106.00</b>
<b>Sanitation Fund</b>				
Sanitation Director	7.00	0.00	0.00	7.00
Residential Refuse	111.00	4.00	0.00	115.00
Refuse Disposal	14.00	0.00	0.00	14.00
Street Cleaning	18.50	0.00	0.00	18.50
Commercial Refuse	13.00	0.00	0.00	13.00
Recycling & Litter Services	32.00	0.00	0.00	32.00
Property Maintenance Enforcement	30.00	0.00	0.00	30.00
<b>Subtotal</b>	<b>225.50</b>	<b>4.00</b>	<b>0.00</b>	<b>229.50</b>
<b>Water Fund</b>				
ACM Utilities, Development & Construction	1.00	0.00	0.00	1.00
Water and Sewer Director	7.00	0.00	0.00	7.00
Water and Sewer Planning and Engineering	17.00	0.00	0.00	17.00
Water Supply and Treatment	26.00	7.00	0.00	33.00
Water Distribution	54.00	0.00	0.00	54.00
Utility Services	23.00	0.00	0.00	23.00
<b>Subtotal</b>	<b>128.00</b>	<b>7.00</b>	<b>0.00</b>	<b>135.00</b>
<b>Sewer Fund</b>				
Sewer Maintenance	31.00	0.00	0.00	31.00
Lift Stations Maintenance	29.00	0.00	0.00	29.00
President Street Plant	62.00	9.00	0.00	71.00
Regional Plants	14.00	5.00	0.00	19.00
<b>Subtotal</b>	<b>136.00</b>	<b>14.00</b>	<b>0.00</b>	<b>150.00</b>
<b>I&amp;D Water Fund</b>	<b>38.00</b>	<b>5.00</b>	<b>0.00</b>	<b>43.00</b>

<u>Department/Activity</u>	<u>2012 Permanent</u>	<u>2012 Interim</u>	<u>2012 Temporary</u>	<u>2012 Authorized</u>
<b>Civic Center Fund</b>	<b>22.00</b>	<b>0.50</b>	<b>0.00</b>	<b>22.50</b>
<b>Mobility and Parking Services Fund</b>				
Mobility and Parking Enforcement and Administration	37.50	0.00	0.00	37.50
Parking Garages and Lots	33.80	0.00	0.00	33.80
<b>Subtotal</b>	<b>71.30</b>	<b>0.00</b>	<b>0.00</b>	<b>71.30</b>
<b>Internal Services Fund</b>				
Vehicle Maintenance	36.00	0.00	0.00	36.00
Fleet Management	5.00	0.00	0.00	5.00
Information Technology	36.00	0.00	0.25	36.25
<b>Subtotal</b>	<b>77.00</b>	<b>0.00</b>	<b>0.25</b>	<b>77.25</b>
<b>TOTAL CITYWIDE</b>	<b>2,545.97</b>	<b>152.00</b>	<b>3.63</b>	<b>2,701.60</b>

*\*Authorized positions as of October 25, 2011.*



Savannah  
will be a safe  
environmentally healthy  
and economically thriving  
community for all its  
citizens

Public Safety

Economic  
Growth

Poverty  
Reduction

High Performing Gov't

Health & Environment

Culture

Recreation

Neighborhood Vitality

&

## 2009-2012 DEPARTMENT EXPENDITURES BY FUND



The table below shows department expenditures by fund. Expenditures for the Hotel/Motel, Auto Rental, Computer Purchase, and Vehicle Purchase funds are not included.

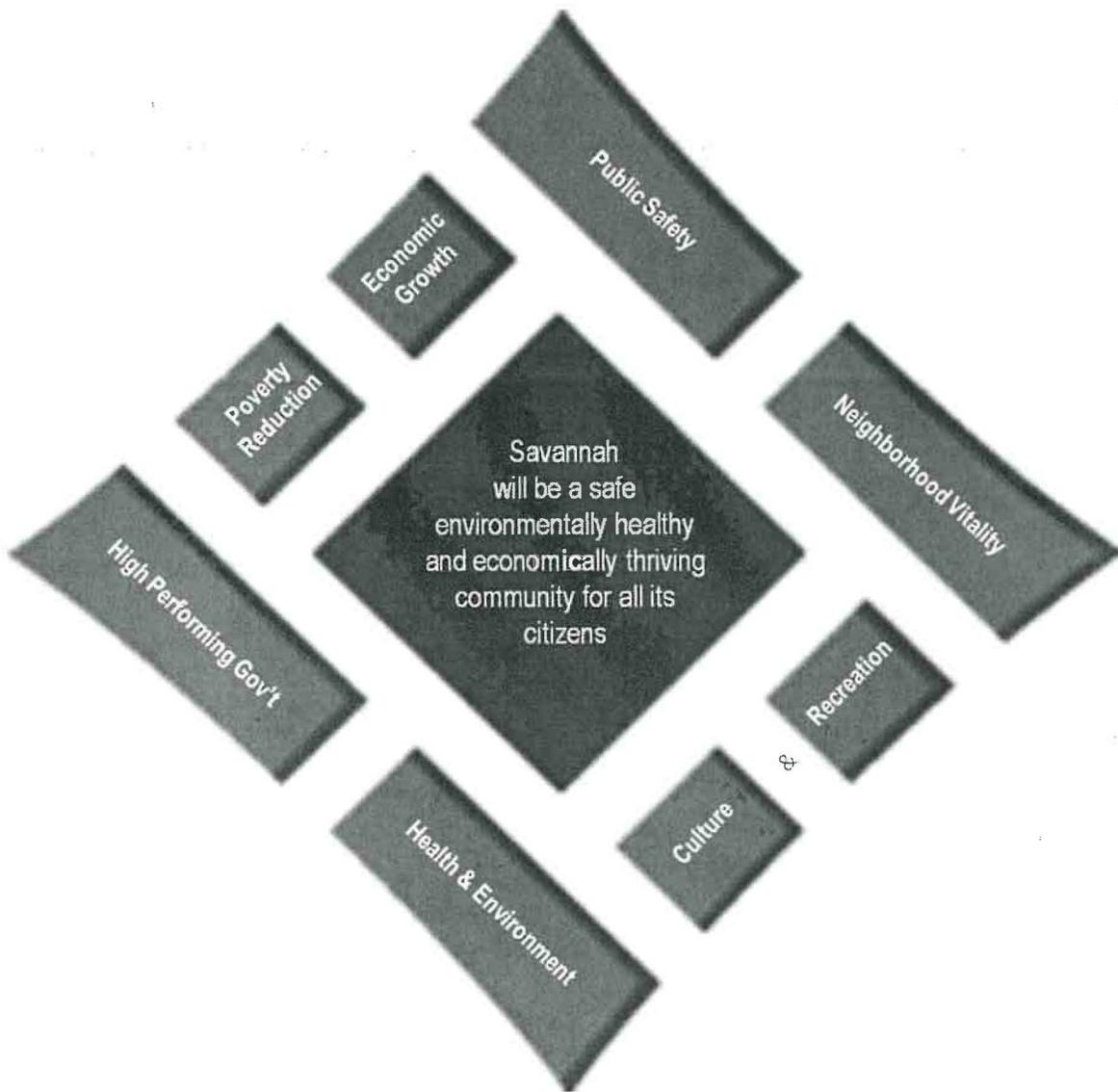
<b>Department/Activity</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Adopted</b>	<b>2012 CM Proposed</b>
<b>General Administration</b>				
Mayor and Aldermen	\$ 556,446	\$ 569,587	\$ 553,973	\$ 566,918
Clerk of Council	250,096	230,789	269,303	262,322
City Manager's Office	610,475	689,237	656,096	630,172
Public Information Office	606,188	579,955	551,071	549,752
Auditing	0	0	0	655,917
Legal	538,713	539,391	541,692	559,405
Tourism & Film Services	450,967	436,650	0	0
Citizen Office	355,232	308,733	0	0
Finance	0	0	0	1,179,341
<b>Subtotal</b>	<b>\$ 3,012,885</b>	<b>\$ 3,045,609</b>	<b>\$ 2,572,135</b>	<b>\$ 4,403,827</b>
<b>ACM Administrative &amp; Community Services</b>				
	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 206,029</b>
<b>Management Services</b>				
Management Services				
Bureau Chief	\$ 511,794	\$ 366,059	\$ 404,860	\$ 347,067
Research & Budget	714,024	619,814	707,078	705,673
Human Resources	1,762,403	1,649,254	1,517,370	1,494,802
Auditing	754,672	753,073	655,009	0
Finance	1,159,683	1,100,255	1,144,770	0
Purchasing	526,274	552,216	517,360	616,135
Emergency Management	105,599	0	0	0
Revenue	1,658,089	1,478,203	1,572,680	1,523,696
Recorder's Court of Chatham County	2,210,125	2,193,702	2,178,702	2,210,659
Research Library & Municipal Archives	245,116	232,181	237,511	240,407
Central Services Director	196,870	63	0	0
Inventory Management	290,033	299,880	330,059	332,082
Mail and Municipal Building Services	779,149	668,046	768,688	770,791
Risk Administration	462,234	958,865	734,886	702,823
River Street Hospitality Center	132,167	149,056	0	0
311 Call Service Center	271,680	282,359	0	0
<b>Subtotal</b>	<b>\$ 11,779,912</b>	<b>\$ 11,303,026</b>	<b>\$ 10,768,973</b>	<b>\$ 8,944,135</b>
<b>Public Works</b>				
Facilities Maintenance				
Director	\$ 509,201	\$ 410,061	\$ 476,064	\$ 398,949
Park and Tree	(3,748)	0	0	0
Traffic Engineering	5,717,540	5,884,666	6,042,007	6,286,128
Stormwater Management	5,160,524	5,106,490	5,717,541	5,534,804
Streets Maintenance	4,583,005	4,351,529	4,920,969	4,975,309

	2009 Actual	2010 Actual	2011 Adopted	2012 CM Proposed
City Cemeteries	2,039,688	(1,608)	0	0
Service Center	292,136	290,787	244,135	307,401
<b>Subtotal</b>	<b>\$ 18,298,346</b>	<b>\$ 16,041,925</b>	<b>\$ 17,400,716</b>	<b>\$ 17,502,591</b>
<b>Community &amp; Economic Development</b>				
Community & Economic Development Bureau Chief	\$ 686,685	\$ 883,326	\$ 845,646	\$ 677,228
Development Services	3,836,746	4,259,107	3,956,677	3,865,840
Community Services	884,222	346,966	385,183	379,374
Property Maintenance Enforcement	2,633,940	2,496,729	0	0
Land Bank Authority	426	1,855	0	0
Citizen Office	0	0	887,995	1,111,570
River Street Hospitality Center	0	0	122,165	131,275
311 Call Service Center	0	0	258,812	233,524
Real Property Services	475,158	436,357	401,550	426,157
Step-Up Program	121,669	94,698	92,887	345,400
Economic Development	794,057	736,020	667,431	559,396
Entrepreneurial Center	298,562	287,600	273,241	280,365
Small Business Assistance Corporation	101,075	95,500	80,000	80,000
<b>Subtotal</b>	<b>\$ 9,832,539</b>	<b>\$ 9,638,156</b>	<b>\$ 7,971,587</b>	<b>\$ 8,090,129</b>
<b>Police</b>				
Police Chief	\$ 2,422,684	\$ 1,329,559	\$ 1,611,122	\$ 1,573,507
Patrol & Special Operations Division	31,380,288	30,608,402	30,987,604	33,286,564
Investigations Division	7,818,319	7,702,834	8,079,221	8,122,443
SARIC (Savannah Area Regional Intelligence Center)	423,910	1,476,136	1,573,432	1,432,554
Traffic Unit	1,556,570	1,863,951	1,810,626	1,929,792
School Crossing Guards	275,654	276,220	0	0
Marine Patrol	598,102	683,880	625,584	764,367
Mounted Patrol	498,549	499,023	541,584	554,398
Canine Unit	514,938	491,900	505,315	516,381
Animal Control	803,768	842,031	847,256	937,141
EMS Administration	82,604	86,995	91,354	93,788
Administrative Services Division	3,568,772	3,253,562	3,034,027	2,726,250
Information Management	2,093,145	1,896,986	1,946,035	2,054,032
Counter Narcotics Team	3,061,992	3,024,879	3,126,784	3,076,818
OPS (Office of Professional Standards)	1,988,697	1,861,357	2,188,333	2,100,001
Savannah Impact Program	1,745,102	1,335,749	1,341,410	1,364,115
CrimeStoppers	222,609	222,411	231,072	226,790
Savannah Impact Work Ventures	448,463	233,522	342,820	310,946
<b>Subtotal</b>	<b>\$ 59,504,167</b>	<b>\$ 57,689,397</b>	<b>\$ 58,883,579</b>	<b>\$ 61,069,887</b>

	2009 Actual	2010 Actual	2011 Adopted	2012 CM Proposed
<b>Fire and Emergency Services</b>				
Fire Logistics	\$ 1,723,794	\$ 2,124,179	\$ 2,913,696	\$ 5,238,948
City-Wide Emergency Planning	0	91,293	168,339	132,323
Fire Operations	22,508,495	22,197,318	21,403,071	19,389,889
<b>Subtotal</b>	<b>\$ 24,232,288</b>	<b>\$ 24,412,790</b>	<b>\$ 24,485,106</b>	<b>\$ 24,761,160</b>
<b>Public Facilities, Events, &amp; Services</b>				
Public Facilities, Events and Services Director	\$ 516,835	\$ 606,830	\$ 623,692	\$ 628,710
Athletics	1,312,280	(5,917)	0	0
Recreation Services	3,771,797	(19,484)	0	0
Adult Day Care	450,707	(451)	0	0
Golden Age	1,563,829	(1,103)	0	0
Cultural Affairs	860,108	828,070	763,722	766,702
Coffee Bluff Marina	11,961	(254)	0	0
Youth Services	0	4,023,091	3,490,548	3,674,874
Adult Services	0	946,935	1,202,164	1,124,759
Senior Services	0	2,039,693	1,871,579	1,924,877
Therapeutics Recreation	0	239,117	269,848	226,001
Film Services	0	0	200,176	229,969
Buildings and Grounds Maintenance	3,817,152	3,880,148	3,530,299	3,611,386
Building and Electrical Maintenance	1,592,165	1,522,504	1,570,481	1,550,949
Park and Tree	4,927,179	4,893,088	4,614,783	4,655,997
Building Design and Construction	591,484	86	0	0
City Cemeteries	2,249	1,844,962	1,817,669	1,680,030
<b>Subtotal</b>	<b>\$ 19,417,746</b>	<b>\$ 20,797,315</b>	<b>\$ 19,954,961</b>	<b>\$ 20,074,254</b>
General Fund				
Interdepartmental	\$ 25,020,843	\$ 27,057,890	\$ 23,722,530	\$ 25,388,005
<b>Total General Fund</b>	<b>\$ 171,098,746</b>	<b>\$ 169,986,108</b>	<b>\$ 165,759,587</b>	<b>\$ 170,440,017</b>
<b>Hazardous Material Team Fund</b>	<b>\$ 363,123</b>	<b>\$ 455,180</b>	<b>\$ 439,570</b>	<b>\$ 522,770</b>
<b>Grant Fund</b>	<b>\$ 7,175,125</b>	<b>\$ 10,660,467</b>	<b>\$ 11,801,691</b>	<b>\$ 4,799,672</b>
<b>Community Development Fund</b>				
Advancement Center at Moses Jackson	\$ 0	\$ 203,380	\$ 306,659	\$ 278,851
Micro-Business Development	0	13,006	41,551	42,377
Community Planning and Development	1,762,613	939,079	934,019	860,889
Housing Program	10,118,260	1,325,403	1,412,693	1,342,983
Costs/Carryforwards	0	15,443,726	13,860,229	11,997,609
<b>Subtotal</b>	<b>\$ 11,880,873</b>	<b>\$ 17,924,594</b>	<b>\$ 16,555,151</b>	<b>\$ 14,522,709</b>

	2009 Actual	2010 Actual	2011 Adopted	2012 CM Proposed
<b>Public Safety</b>				
<b>Communications Fund</b>				
Police Communications	\$ 4,644,237	\$ 0	\$ 0	\$ 0
Fire Communications	481,755	0	0	0
Communications Center	0	4,962,792	5,250,291	5,757,981
<b>Subtotal</b>	<b>\$ 5,125,992</b>	<b>\$ 4,962,792</b>	<b>\$ 5,250,291</b>	<b>\$ 5,757,981</b>
<b>Sanitation Fund</b>				
Sanitation Director	\$ 1,053,419	\$ 986,786	\$ 689,133	\$ 620,518
Residential Refuse	8,132,600	7,823,490	7,091,876	7,518,461
Refuse Disposal	6,088,497	6,101,820	5,720,881	5,702,824
Street Cleaning	2,290,644	2,234,663	2,057,690	2,109,618
Commercial Refuse	1,674,553	1,588,177	1,538,713	1,588,507
Recycling & Litter				
Services	2,322,046	2,588,587	2,379,091	2,368,191
Sanitation				
Interdepartmental	1,979,549	2,347,241	2,321,892	2,625,244
Property Maintenance				
Enforcement	0	0	2,469,691	2,299,133
<b>Subtotal</b>	<b>\$ 23,541,307</b>	<b>\$ 23,670,765</b>	<b>\$ 24,268,967</b>	<b>\$ 24,832,496</b>
<b>Water Fund</b>				
<b>ACM Utilities, Development &amp; Construction Services</b>				
	\$ 0	\$ 0	\$ 0	\$ 214,825
Water and Sewer				
Director	682,003	595,598	711,525	\$ 672,152
Water and Sewer				
Planning and Engineering	1,170,923	1,168,752	1,207,463	1,212,056
Water Supply and				
Treatment	5,192,757	5,188,414	5,848,394	5,526,014
Water Distribution	4,054,818	3,854,694	4,302,958	4,379,854
Utility Services	1,902,804	1,842,906	1,786,779	1,682,307
Water Interdepartmental	8,977,293	9,705,170	8,573,318	9,719,212
<b>Subtotal</b>	<b>\$ 21,980,598</b>	<b>\$ 22,355,533</b>	<b>\$ 22,430,437</b>	<b>\$ 23,191,595</b>
<b>Sewer Fund</b>				
Sewer Maintenance	\$ 3,161,383	\$ 3,169,688	\$ 3,443,808	\$ 3,490,686
Lift Stations Maintenance	3,873,902	4,188,016	4,618,868	4,661,312
President Street Plant	6,131,522	6,423,095	7,125,390	6,676,288
Regional Plants	2,529,165	2,199,902	2,929,761	2,889,060
Sewer Interdepartmental	15,462,919	15,576,567	13,176,521	15,731,710
<b>Subtotal</b>	<b>\$ 31,158,891</b>	<b>\$ 31,557,268</b>	<b>\$ 31,294,348</b>	<b>\$ 33,449,056</b>
<b>I&amp;D Water Fund</b>				
	\$ 8,687,102	\$ 7,964,885	\$ 9,209,167	\$ 8,595,523
<b>Civic Center Fund</b>				
Civic Center Operations	\$ 2,765,349	\$ 3,127,952	\$ 3,144,858	\$ 3,193,915
Civic Center Concessions	370,637	362,998	289,697	342,917
<b>Subtotal</b>	<b>\$ 3,135,986</b>	<b>\$ 3,490,950</b>	<b>\$ 3,434,555</b>	<b>\$ 3,536,832</b>
<b>Golf Course Fund</b>				
	\$ 6,500	\$ 101,953	\$ 103,235	\$ 103,235

	2009 Actual	2010 Actual	2011 Adopted	2012 CM Proposed
<b>Mobility and Parking Services Fund</b>				
Mobility and Parking Enforcement and Administration	\$ 3,446,525	\$ 3,642,498	\$ 3,435,026	\$ 3,431,817
Parking Garages and Lots	4,909,122	5,170,009	5,153,786	5,153,843
Parking Interdepartmental	1,762,613	15,001,137	2,278,195	2,904,059
<b>Subtotal</b>	<b>\$ 10,118,260</b>	<b>\$ 23,813,644</b>	<b>\$ 10,867,007</b>	<b>\$ 11,489,719</b>
<b>Internal Services Fund</b>				
Vehicle Maintenance	\$ 4,663,788	\$ 4,867,916	\$ 4,627,594	\$ 4,741,157
Fleet Management	413,948	535,832	569,211	521,529
Motor Pool	81,005	(44,018)	0	0
Information Technology	5,232,549	4,964,622	5,204,644	0
Tele-Electronics	290,835	0	0	0
<b>Subtotal</b>	<b>\$ 10,682,125</b>	<b>\$ 10,324,351</b>	<b>\$ 10,401,449</b>	<b>\$ 5,262,686</b>
<b>Information Technology Bureau</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 5,371,361</b>
<b>TOTAL CITYWIDE</b>	<b>\$ 304,954,607</b>	<b>\$ 327,268,491</b>	<b>\$ 311,815,455</b>	<b>\$ 312,090,481</b>



Public Safety

Neighborhood Vitality

Recreation

Culture

Health & Environment

High Performing Gov't

Poverty Reduction

Economic Growth

Savannah  
will be a safe  
environmentally healthy  
and economically thriving  
community for all its  
citizens

&

## GLOSSARY OF KEY TERMS

---

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

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

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

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

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

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

**Assessed Valuation** - A value that is established for real and personal property for use as a basis for levying ad valorem taxes.

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

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

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

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

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

**Buyer** – The team designated to make initial recommendations regarding proposed purchasing plans and ranking offers.

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

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

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

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

**Class Title** - Job classification or title.

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

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

**Consolidated Omnibus Budget Reconciliation Act (COBRA)** - Grants employees and their dependents the right to continue receiving coverage under the employer's health care plan at the employer's group rate.

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

**Debt Retirement** - The repayment of general long-term debt principal and interest.

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

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

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

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

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

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

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

**Factor** - An important contributor to an outcome.

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

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

**Franchise Fee** - A fee levied on utilities for use of City rights-of-way.

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

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

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

**General Fund Contribution** - Subsidy to a fund which is not supported by its own revenues. The Sanitation and Civic Center Funds generally require this contribution.

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

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

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

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

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

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

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

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

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

**Infrastructure** - Physical assets such as streets and buildings.

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

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

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

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

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

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

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

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

**Objective** - A decision about the amount of progress to be made within a specified time in reducing the gap between real conditions and ideal conditions described in the goal.

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

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

**Organization Chart** - A chart representing the authority, responsibility, and relationships among departmental entities within the City organization.

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

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

**Performance Measures** - Specific quantitative measures of work performed within an activity or program. Also, a specific quantitative measure of results obtained through a program or activity.

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

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

**Projected** - Estimation of revenues and expenditures based on past trends, current economic conditions and future financial forecasts.

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

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

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

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

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

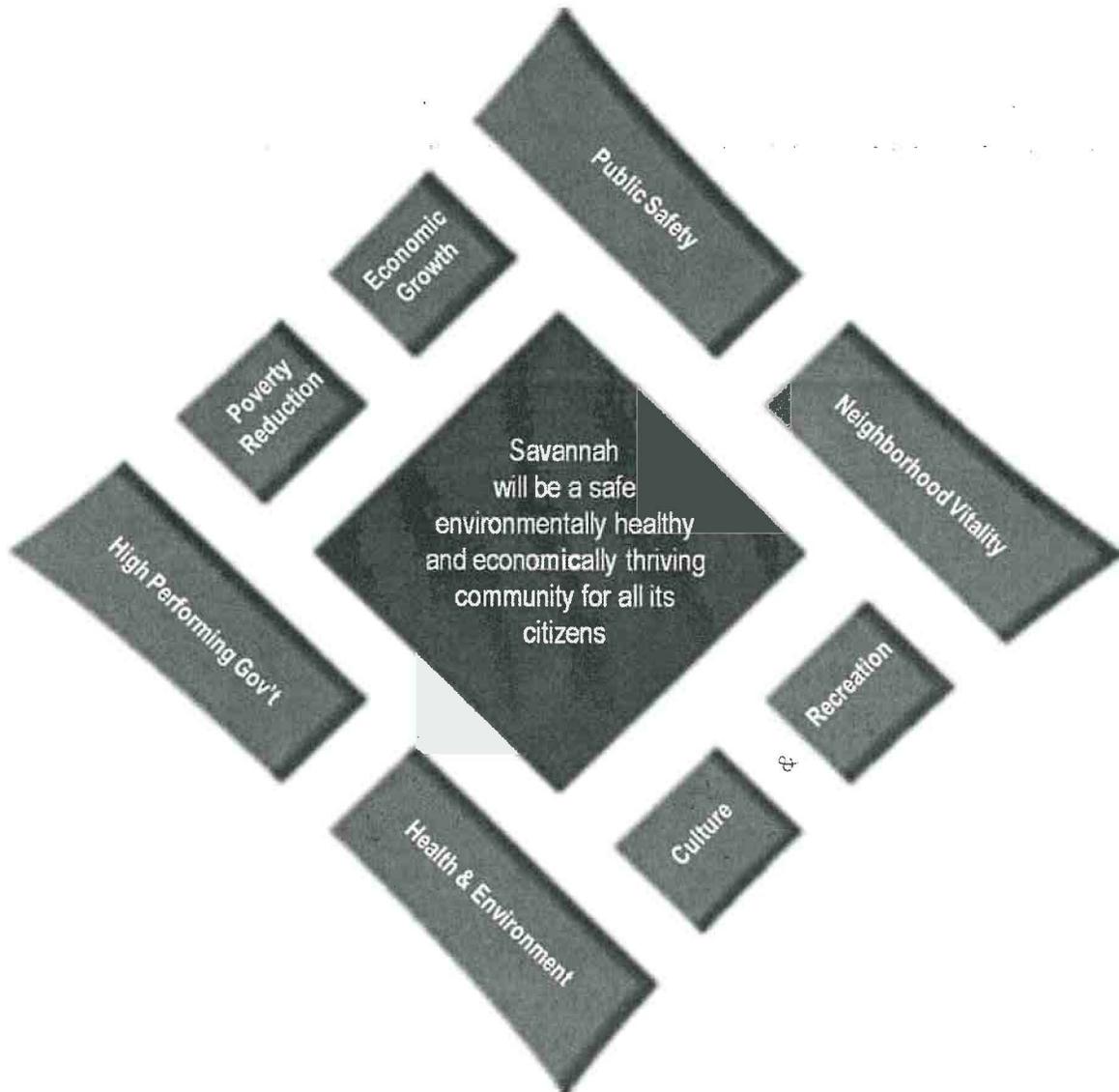
**Self-Insurance** - The formal assumption or partial assumption of risks and the accounting of results. Specific accounts or funds are set aside to fund the risks, and losses which do occur are charged against those accounts or funds.

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

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

**User Charges** - The payment of a fee for direct receipt of a public service by the party benefiting from the service. Examples are Water, Sewer and Residential Refuse fees.

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



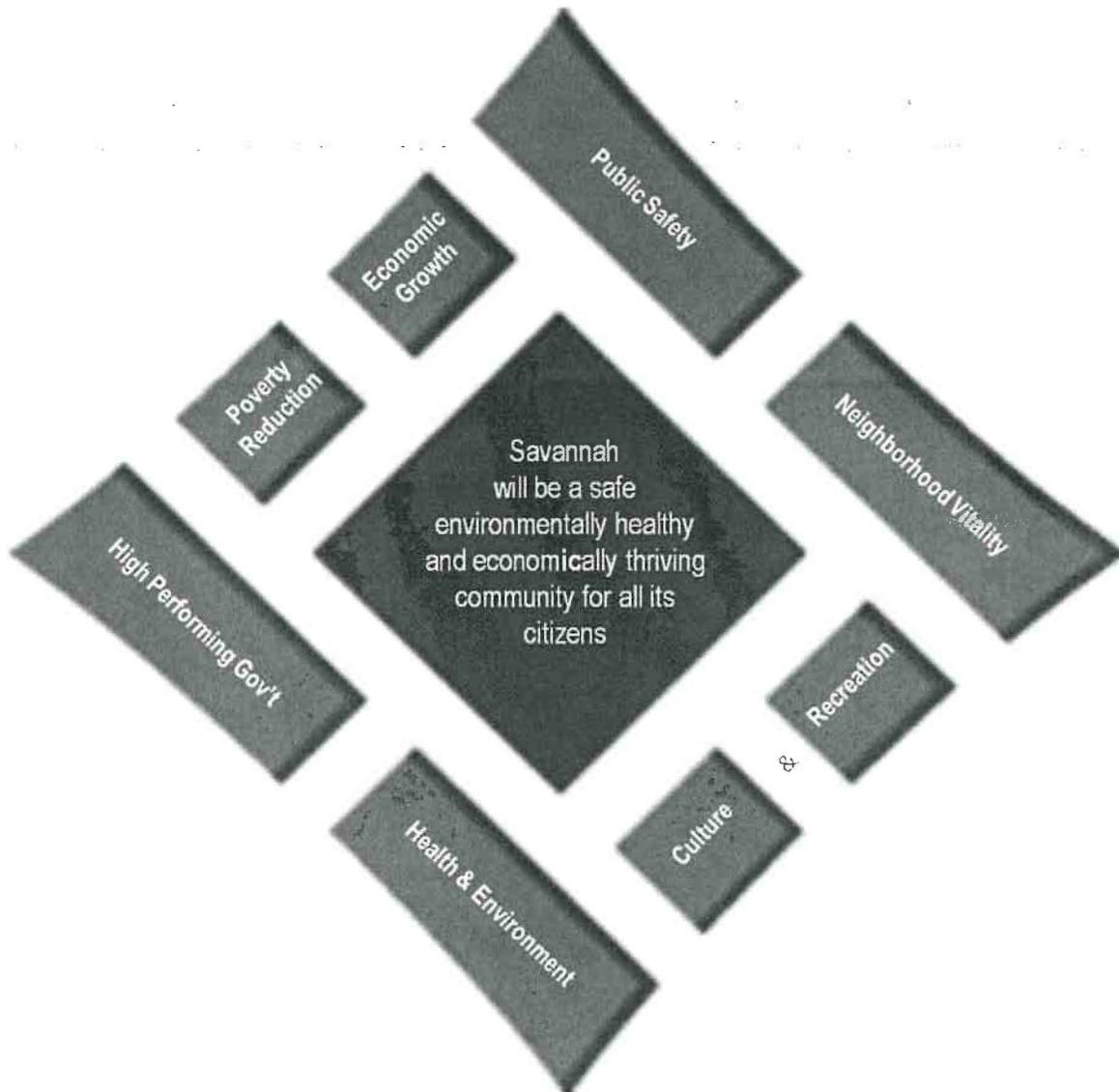
# LIST OF ACRONYMS



ACM	Assistant City Manager
AEDs	Automatic External Defibrillation Devices
ADA	Americans with Disabilities Act
BPTS	Bacon Park Transfer Station
CDBG	Community Development Block Grant
CIP	Capital Improvement Program
CJIS	Criminal Justice Information System
COS	City of Savannah
CWF	Center for Working Families
CWIB	Coastal Workforce Investment Board
DCA	Department of Community Affairs
DFRL	Dean Forest Road Landfill
EITC	Earned Income Tax Credit
EPD	Environmental Protection Division
eSPLOST	Education Special Purpose Local Option Sales Tax
ERP	Enterprise Resource Planning
ERU	Equivalent Residential Unit
GAAP	Generally Accepted Accounting Principles
GDP	Gross Domestic Product
GCIC	Georgia Crime Information Center
GED	General Equivalency Diploma
GFOA	Government Finance Officers Association
GIS	Geographical Information System
HEAT	Highway Enforcement of Aggressive Traffic
HOME	Home Investment Partnership Program
HUD	Housing Urban Development

HVAC .....Heating, Ventilation, Air Conditioning  
 ICMA .....International City/County Management  
 ICS .....Incident Command System  
 I & D ..... Industrial and Domestic  
 ISO ..... Insurance Services Offices  
 LGIP .....Local Government Investment Pool  
 LOST .....Local Option Sales Tax  
 MBE .....Minority-owned Business Enterprise  
 MLK ..... Martin Luther King, Jr., Boulevard  
 MOA ..... Memorandums of Agreement  
 MPC .....Metropolitan Planning Commission  
 MPO .....Metropolitan Planning Organization  
 MSA ..... Metropolitan Statistical Area  
 M/WBE ..... Minority & Women-Owned Business Enterprise  
 NIMS ..... National Incident Management System  
 NPDES .....National Pollution Discharge Elimination System  
 NPQ ..... National Board on Fire Service Professional Qualifications  
 NSP ..... Neighborhood Stabilization Program  
 OCS .....Operation Clean Sweep  
 PEP .....Performance Enhancement Program  
 PM (Vehicle Maintenance)..... Preventative Maintenance  
 PSAP .....Public Safety Answering Point  
 ROW ..... Right-of-Way  
 RTU .....Remote Terminal Unit  
 SAGIS .....Savannah Area Geographic System  
 SARIC .....Savannah Area Regional Intelligence  
 SBAC ..... Small Business Assistance Corporation  
 SCADA .....Supervisory Control and Data Acquisition

SCMPD.....Savannah-Chatham Metropolitan Police Department  
SFES..... Savannah Fire & Emergency Services  
SPLOST .....Special Purpose Local Option Sales Tax  
TBD ..... To Be Determined  
TSHE..... The Savannah History Experience  
VITA ..... Volunteer Income Tax Program  
WBE ..... Woman-owned Business Interprise  
WIA ..... Work Investment Act  
YES ..... Youth Engagement Steering  
YFA ..... Youth Futures Authority





**J****K****L**

Land Bank Authority.....	191
Legal .....	84
Life Insurance .....	349
Lift Stations Maintenance.....	276
List of Acronyms .....	409
Long Term Disability .....	350

**M**

Mail and Municipal Building Services.....	179
Management Services Bureau.....	157
Management Services Bureau Chief .....	161
Marine Patrol.....	122
Mayor and Aldermen.....	75
Medical Insurance .....	348
Metropolitan Planning Commission.....	379
Mobility and Parking Services Fund.....	285
Mobility and Parking Admin. and Enforcement. ....	288
Mounted Patrol.....	124

**N****O**

Office of Professional Standards.....	136
Organization Chart.....	2
Other Funds.....	347
Other Risk Management .....	352

**P**

Park and Tree .....	105
Parking Garages and Lots .....	290
Patrol & Special Operations .....	116
Pension.....	348
Police Bureau.....	109
Police Chief.....	114
Position Tables .....	57-60,385-395
President Street Plant .....	278
Property Taxes.....	25,44-45
Property Maintenance .....	243
Public Facilities, Events & Services Bureau.....	85
Public Facilities, Events & Services Bureau Chief .....	89
Public Information Office .....	78
Public Works & Water Resources Bureau.....	205
Public Works & Water Resources Bureau Chief .....	210
Public Safety Communications Fund .....	219
Purchasing.....	169

**Q****R**

Reader's Guide .....	3
Real Property Services .....	198
Recorder's Court of Chatham County .....	173
Recycling and Litter Services.....	241
Refuse Disposal.....	236
Regional Plants.....	279
Research and Budget .....	163
Research Library and Municipal Archives.....	175
Residential Refuse.....	233
Revenue Policies .....	17
Revenue Tables.....	35,38
Revenue Department.....	171
Risk Management.....	167
Risk Management Fund.....	347
River Street Hospitality Center.....	194

**S**

Sales Tax .....	27
Sales Tax Stabilization Fund.....	16,27
Sanitation Fund.....	225
Sanitation Bureau .....	226
Sanitation Bureau Chief .....	231
Sanitation Fund Forecast.....	32
SARIC .....	119
Savannah at a Glance.....	5
Savannah Development Renewal Authority.....	381
Savannah Impact Program .....	138
Savannah Impact Work Ventures .....	142
Senior Services .....	97
Sewer Fund.....	271
Sewer Maintenance .....	274
Social Security .....	347
Social Services Contributions .....	365
Step Up Program .....	200
Stormwater Management .....	214
Street Cleaning .....	237
Streets Maintenance .....	216

**T**

Therapeutic Recreation.....	99
Traffic Engineering.....	212
Traffic Unit.....	120

**U**

Unemployment Compensation.....	350
Utility Services .....	262

**V**

Vehicle Maintenance.....	314
Vehicle Purchase Fund.....	364

**W**

Water Fund .....255  
Water and Sewer Director.....260  
Water and Sewer Fund Forecast .....30  
Water and Sewer Planning and Engineering .....264  
Water Distribution.....268  
Water Supply and Treatment .....266  
Workers' Compensation.....351

**X**

**Y**

YouthBuild.....308  
Youth Services.....94

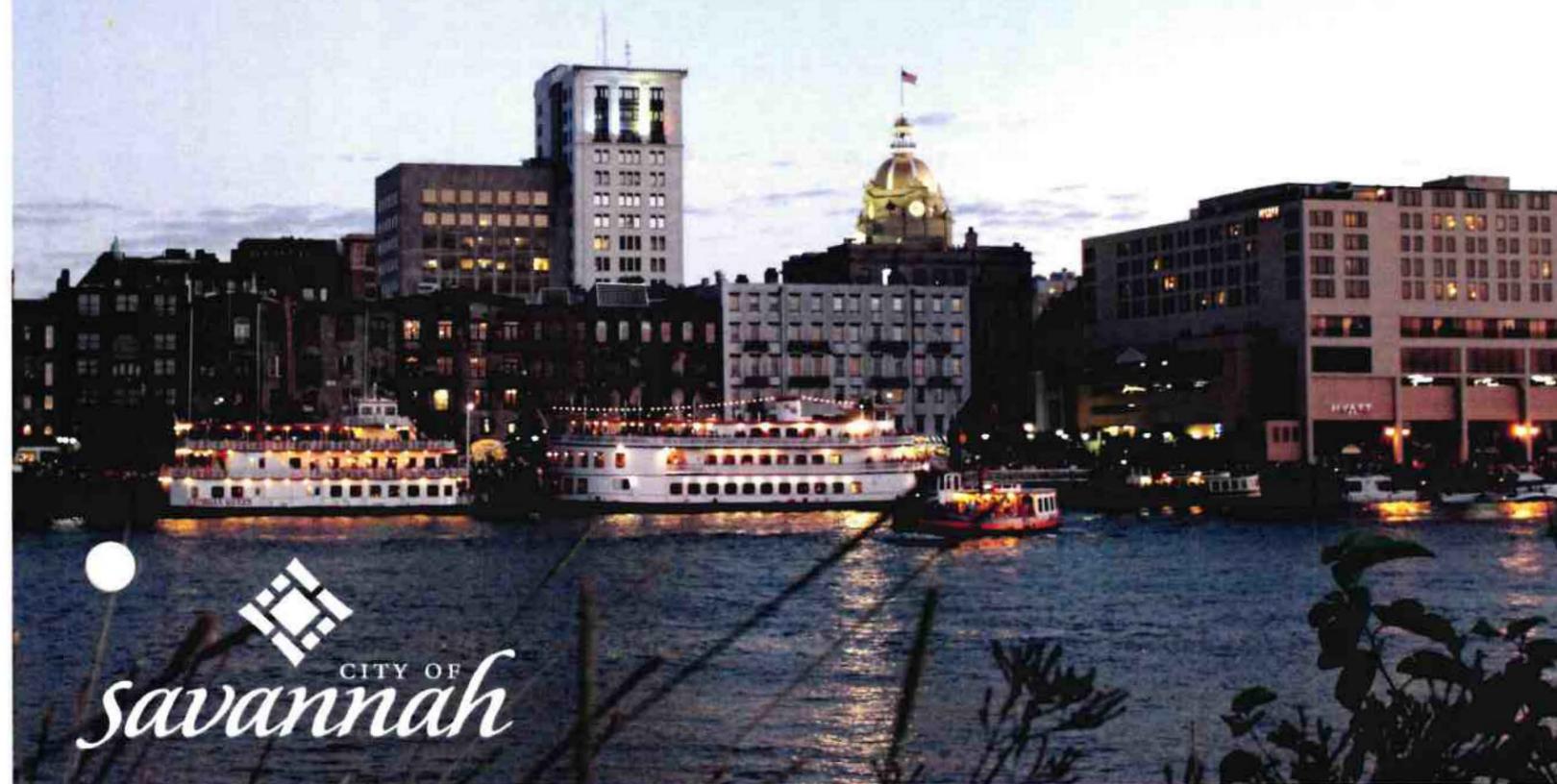
**Z**

City of Savannah

2012 - 2016

# CAPITAL IMPROVEMENT PROGRAM

Savannah, Georgia



# CAPITAL IMPROVEMENT PROGRAM

## TABLE OF CONTENTS



<b>READER'S GUIDE.....</b>	<b>5</b>
<b>SUMMARIES.....</b>	<b>7</b>
Five Year Revenue Summary.....	7
Five Year Expenditure Summary.....	8
Capital Expenditures by Council Priority.....	10
2012 General Fund Impact.....	12
SPLOST Revenue Summary.....	13
Preservation Fee Revenue Summary.....	14
<b>CEMETERY IMPROVEMENTS.....</b>	<b>15</b>
Colonial Cemetery Conservation.....	16
Greenwich Cemetery Drainage.....	17
Bonaventure Cemetery Water Main Replacement.....	18
Laurel Grove Perimeter Fence.....	19
Bonaventure Columbarium.....	20
Cemetery Kiosk System.....	21
<b>CIVIC CENTER IMPROVEMENTS.....</b>	<b>23</b>
New Arena Planning and Design.....	25
Technical Stage Lighting Upgrade.....	26
Civic Center Elevator Renovation.....	27
Theatre Side Restroom Renovations.....	28
Civic Center Window Replacement.....	29
Ballroom Renovations.....	30
Electrical Switch Gear Replacement.....	31
Theatre House Light Replacement.....	32
Arena Seating Replacement.....	33
New Arena Roof.....	34
<b>COMMUNITY DEVELOPMENT IMPROVEMENTS.....</b>	<b>35</b>
Neighborhood Matching Funds.....	36
MLK/Montgomery Corridor Revitalization.....	37
Waters Avenue Corridor Improvements.....	38
<b>DRAINAGE IMPROVEMENTS.....</b>	<b>39</b>
Storm Sewer Rehabilitation.....	40
Developer Oversizing/Mitigation.....	41
<b>I&amp;D WATER IMPROVEMENTS.....</b>	<b>43</b>
Dewatering Improvements.....	45
I & D Water Laboratory.....	46
Sludge Drying and Hauling.....	47
Cathodic Protection Rehab.....	48
Main Electrical Gear.....	49
Replacement of SCADA Remote Terminal Units (RTUs).....	50

Re-roof Chemical Building .....	51
Filter Building Stone Veneer .....	52
Enclose Chlorine Building .....	53
Cuts 3 & 4 Maintenance.....	54
Repaint Ceiling Inside Chemical Building.....	55
Basin Repair/Coating .....	56

**PARK AND RECREATION IMPROVEMENTS ..... 57**

Playground Equipment Reserve.....	59
Joseph Tribble Park - Phase II.....	60
Godley Improvements and Park Development.....	61
Tennis Courts Resurfacing.....	62
Blackshear Courts Rebuilding.....	63
Forsyth Park Tennis Courts .....	64
Athletic Practice Fields Upgrade .....	65
Facility Lighting Program .....	66
Wilshire Complex Planning .....	67
Dog Park.....	68
Guy Minick Backstop and Fence Replacement.....	69
Hudson Hill Parking Lot .....	70
Scarborough Restrooms/Concession.....	71

**PUBLIC BUILDING IMPROVEMENTS ..... 73**

Bacon Park Golf Course Facilities Improvements .....	76
Parking Garages Lighting Retrofit .....	77
Arts-Culture-Education Center .....	78
Public Safety Headquarters/Training Complex.....	79
Parking Garages Repair and Restoration.....	80
Visitor's Center Improvements .....	81
Fire Station - Chevis Road/Sweetwater Access .....	82
Leisure Services Bureau Office Repairs.....	83
BMB Exterior Lintel Replacement .....	84
Hudson Hill Renovations.....	85
Woodville Center Renovations .....	86
Eastside Center Renovations.....	87
Tompkins Center Renovation and Expansion .....	88
Gamble Building Capital Maintenance .....	89
BMB Interior Renovation.....	90
Fire Station - Chatham Parkway .....	91
Public Works Bldg Improvements .....	92
New Fire Station .....	93
Park and Tree Maintenance Building Improvements.....	94
Replace City Hall Chiller .....	95

**SANITATION IMPROVEMENTS..... 97**

Dean Forest Landfill Phase 2.....	98
-----------------------------------	----

**SEWER IMPROVEMENTS ..... 99**

Sewer Line Rehabilitation .....	101
Lift Station Rehabilitation .....	102
Reclaimed Water Phase I .....	103
Treatment Plant Capital Improvements .....	104
Treatment Plant Capital Expansion .....	105
Large Tract Infrastructure Extension .....	106

Treatment Plant Capital Maintenance .....	107
SCADA Remote Terminal Replacements.....	108
Stormwater Separation .....	109
Sewer Extensions .....	110
Developer Oversizing.....	111
Sewer Share of Paving .....	112
Lift Station/Small Plants Monitoring.....	113
Equalization System .....	114
SCADA Upgrade.....	115
Directional Bore for 23 Parellel Force Main .....	116
Georgetown Nutrient Removal.....	117
President St. Residuals Improvements .....	118
President St. TMDL Improvements .....	119
Wilshire Nutrient Removal.....	120
Wilshire TMDL Improvements.....	121

**SQUARES AND MONUMENTS IMPROVEMENTS..... 123**

Rousakis Plaza and Riverfront Repairs .....	124
Atlantic Mall Lighting .....	125
Monument Conservation.....	126
Square Renovation .....	127
Fountain Conservation.....	128
Park, Square, Median and Irrigation Improvements .....	129

**STREET IMPROVEMENTS ..... 131**

Resurfacing .....	132
Street Paving .....	133
Sidewalk Repairs .....	134
LARP Resurfacing .....	135
Bridge Maintenance .....	136
River Street Ramps Reconstruction .....	137
Repair/Install Curbs .....	138
Wheelchair Access Ramps .....	139
Montgomery Street Ramp .....	140
Factors Walk Wall Stabilization.....	141
New Sidewalk Install.....	142

**TRAFFIC IMPROVEMENTS ..... 143**

Separate Right Lane Addition on Waters Avenue SB at Montgomery Crossroads .....	145
Traffic Calming Devices .....	146
Bull St. and 63rd St. Signal Installation and Interconnect .....	147
Pushbuttons and Audible Pedestrian Signals.....	148
Abercorn Street Interconnect and Signal Upgrading .....	149
Comcast Building Buyback .....	150
Signal Installation at MLK/Gwinnett/Hall St. ....	151

**WATER IMPROVEMENTS ..... 153**

Critical Work Force Shelter .....	155
Bacon Park Re-use Water System.....	156
Misc. Water Line Improvements.....	157
I&D Water Quality Improvements.....	158
Large Tract Infrastructure Extension .....	159
Improvements for Paving Projects .....	160
Well Preventive Maintenance Program .....	161

Extension to Unserved Areas.....	162
Developer Oversizing.....	163
Overhead Storage Tank Repair and Repainting.....	164
Alternate Disinfection Modification .....	165
Replacement of SCADA Remote Terminal Units (RTUs).....	166
Well Electrical Preventive Maintenance .....	167
Replacement of Hydro-pneumatic Tanks .....	168
Supervisory Control And Data Acquisition (SCADA) Upgrade.....	169
Expansion of the I & D Plant .....	170
Crossroads Booster Station Upgrade.....	171
Lathrop Avenue Pump Upgrade.....	172
Valve Replacement.....	173
Groundwater Reductions .....	174
Gulfstream 16" Water Relocation.....	175
Large Tract Water Supply .....	176
Megasite-New Hampstead 24".....	177
New Water Systems Upgrades .....	178
Ports Authority .....	179
Water Share of Laboratory.....	180

---

**OTHER IMPROVEMENTS ..... 181**

Fiber Optic Cable Extensions.....	182
Meter Collection.....	183
Fire Apparatus - Chatham Parkway .....	184
Environmental Study for Cruise Ship Terminal.....	185
IT Network Infrastructure .....	186
IT Radio Infrastructure .....	187

## READER'S GUIDE

The 2012 – 2016 Capital Improvement Section presents the five year capital plan for the City of Savannah. The section has been organized into categories or infrastructure type. Each category section begins with a capital asset inventory, a summary of all revenue sources within that category, and a summary of all projects within that category, followed by individual project descriptions. The categories are: Cemetery, Civic Center, Community Development, Drainage, I and D Water, Park and Recreation, Public Building, Sanitation, Sewer, Squares and Monuments, Street, Traffic, Water, and Other.

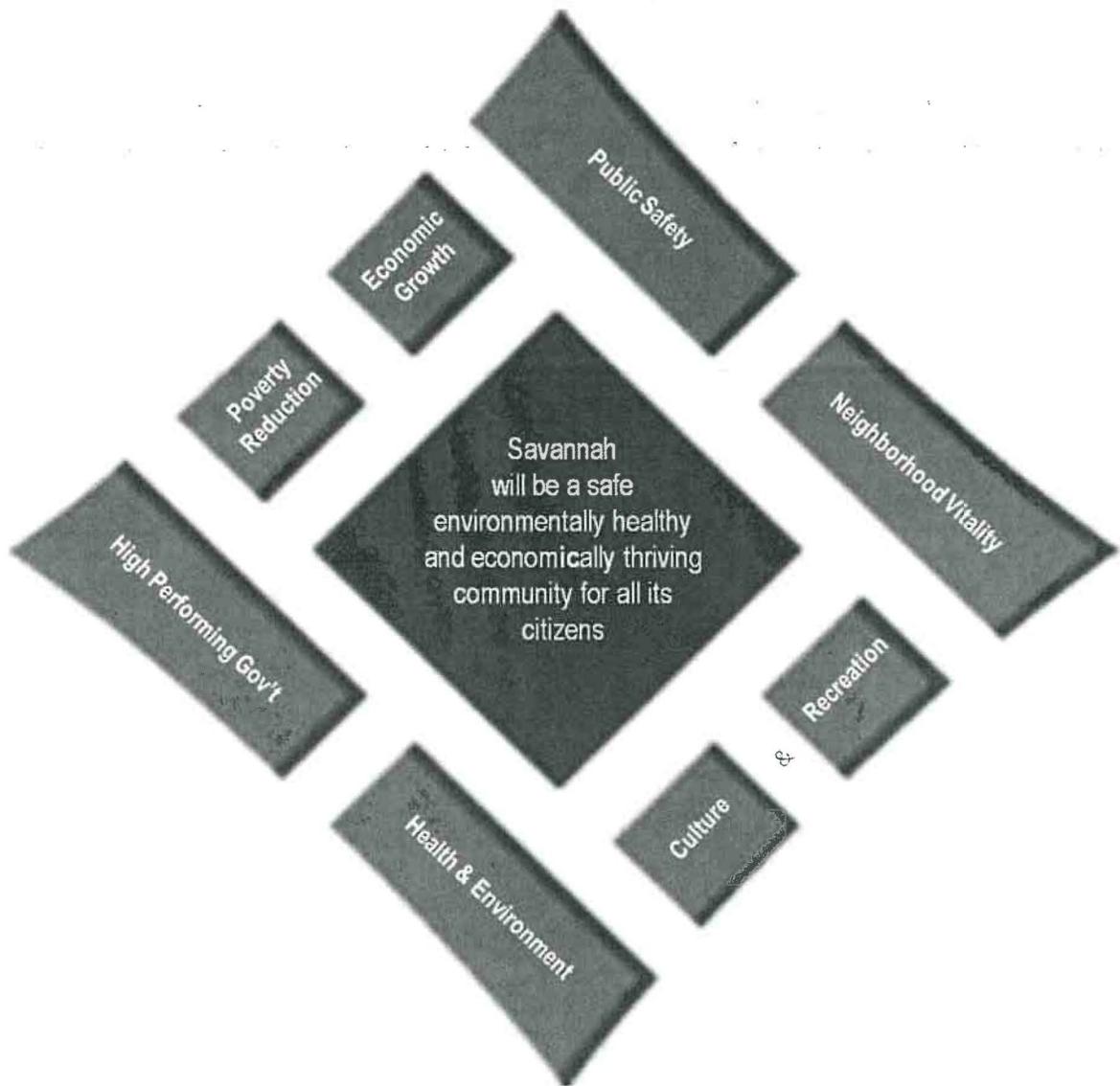
To assist the reader in understanding the information given on the individual project sheets, a sample CIP project description is shown below with explanations for each section provided.

<p><b>Fund:</b> The fund that will finance the project.</p> <p><b>Category:</b> The infrastructure type assigned to the project.</p> <p><b>Project Name:</b> The descriptive name given to each project.</p> <p><b>Project Number:</b> If the project is currently funded, provides the improvement's assigned project number</p>	<p><b>Year:</b> The year project funding begins.</p> <p><b>Category Rank:</b> An ordering number for projects.</p> <p><b>Department:</b> The requesting department.</p> <p><b>Description:</b> Provides a description of the project.</p>
---	---

Total Cost Schedule	5 Year Cost Breakdown																																															
<p>This section represents funding allocated prior to the budget year, recommended for the five-year program, and expected after year five.</p>	<p>This section represents the five year cost (2012 - 2016) by type of expenditure.</p>																																															
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"><b>Prior to 2012 :</b></td> <td style="text-align: right;">\$xxx,xxx</td> </tr> <tr> <td><b>2012:</b></td> <td style="text-align: right;">\$xxx,xxx</td> </tr> <tr> <td><b>2013:</b></td> <td style="text-align: right;">\$xxx,xxx</td> </tr> <tr> <td><b>2014:</b></td> <td style="text-align: right;">\$xxx,xxx</td> </tr> <tr> <td><b>2015:</b></td> <td style="text-align: right;">\$xxx,xxx</td> </tr> <tr> <td><b>2016:</b></td> <td style="text-align: right;">\$xxx,xxx</td> </tr> <tr> <td><b>5 Year Total:</b></td> <td style="text-align: right;">\$xxx,xxx</td> </tr> <tr> <td><b>After 2016:</b></td> <td style="text-align: right;">\$xxx,xxx</td> </tr> <tr> <td><b>Total Cost:</b></td> <td style="text-align: right;">\$x,xxx,xxx</td> </tr> </table>	<b>Prior to 2012 :</b>	\$xxx,xxx	<b>2012:</b>	\$xxx,xxx	<b>2013:</b>	\$xxx,xxx	<b>2014:</b>	\$xxx,xxx	<b>2015:</b>	\$xxx,xxx	<b>2016:</b>	\$xxx,xxx	<b>5 Year Total:</b>	\$xxx,xxx	<b>After 2016:</b>	\$xxx,xxx	<b>Total Cost:</b>	\$x,xxx,xxx	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Planning :</td> <td style="text-align: right;">\$xxx,xxx</td> </tr> <tr> <td>Land:</td> <td style="text-align: right;">\$xxx,xxx</td> </tr> <tr> <td>Construction :</td> <td style="text-align: right;">\$xxx,xxx</td> </tr> <tr> <td>Misc</td> <td style="text-align: right;">\$xxx,xxx</td> </tr> <tr> <td>Equipment :</td> <td style="text-align: right;">\$xxx,xxx</td> </tr> <tr> <td>Engineering :</td> <td style="text-align: right;">\$xxx,xxx</td> </tr> <tr> <td>Other :</td> <td></td> </tr> <tr> <td><b>5 Year Total :</b></td> <td style="text-align: right;"><b>\$x,xxx,xxx</b></td> </tr> </table>	Planning :	\$xxx,xxx	Land:	\$xxx,xxx	Construction :	\$xxx,xxx	Misc	\$xxx,xxx	Equipment :	\$xxx,xxx	Engineering :	\$xxx,xxx	Other :		<b>5 Year Total :</b>	<b>\$x,xxx,xxx</b>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;"><b>Annual Operating Budget Impact:</b></td> <td style="text-align: right;">\$xxx,xxx</td> <td style="width: 10%; text-align: center;">Routine</td> <td style="width: 10%; text-align: center;">New</td> </tr> <tr> <td colspan="4" style="font-size: small;">                     This figure represents the expected annual operating budget impact of the project. A positive number represents a net cost, while a negative number represents net revenue.                 </td> </tr> <tr> <td colspan="4" style="font-size: small;">                     Denotes if the project is new or routine (recurring).                 </td> </tr> </table>	<b>Annual Operating Budget Impact:</b>	\$xxx,xxx	Routine	New	This figure represents the expected annual operating budget impact of the project. A positive number represents a net cost, while a negative number represents net revenue.				Denotes if the project is new or routine (recurring).			
<b>Prior to 2012 :</b>	\$xxx,xxx																																															
<b>2012:</b>	\$xxx,xxx																																															
<b>2013:</b>	\$xxx,xxx																																															
<b>2014:</b>	\$xxx,xxx																																															
<b>2015:</b>	\$xxx,xxx																																															
<b>2016:</b>	\$xxx,xxx																																															
<b>5 Year Total:</b>	\$xxx,xxx																																															
<b>After 2016:</b>	\$xxx,xxx																																															
<b>Total Cost:</b>	\$x,xxx,xxx																																															
Planning :	\$xxx,xxx																																															
Land:	\$xxx,xxx																																															
Construction :	\$xxx,xxx																																															
Misc	\$xxx,xxx																																															
Equipment :	\$xxx,xxx																																															
Engineering :	\$xxx,xxx																																															
Other :																																																
<b>5 Year Total :</b>	<b>\$x,xxx,xxx</b>																																															
<b>Annual Operating Budget Impact:</b>	\$xxx,xxx	Routine	New																																													
This figure represents the expected annual operating budget impact of the project. A positive number represents a net cost, while a negative number represents net revenue.																																																
Denotes if the project is new or routine (recurring).																																																

<b>Objective:</b>	Describes the purpose of the project.
<b>Benefits :</b>	States who the project will serve and what specific benefits are given to the community.
<b>Council Priority:</b>	Lists the most pertinent priority the project relates to.
<b>Project Related To:</b>	This field is available for the department's use for special reference.
<b>Scope:</b>	Details the extent of work included in the project.

5 Year Method of Financing	Location				
<p>Lists the specific sources to finance the project for the 5 year period.</p>	<p><b>Address:</b> <b>Neighborhood:</b> <b>Council District:</b></p>				
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Funding Source(s):</td> <td style="text-align: right;">\$x,xxx,xxx</td> </tr> <tr> <td><b>5 Year Total:</b></td> <td style="text-align: right;"><b>\$x,xxx,xxx</b></td> </tr> </table>	Funding Source(s):	\$x,xxx,xxx	<b>5 Year Total:</b>	<b>\$x,xxx,xxx</b>	
Funding Source(s):	\$x,xxx,xxx				
<b>5 Year Total:</b>	<b>\$x,xxx,xxx</b>				



Public Safety

Neighborhood Vitality

Recreation

Culture

Health & Environment

High Performing Gov't

Poverty Reduction

Economic Growth

Savannah  
will be a safe  
environmentally healthy  
and economically thriving  
community for all its  
citizens

Capital Improvement  
Program Summaries

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60  
61  
62  
63  
64  
65  
66  
67  
68  
69  
70  
71  
72  
73  
74  
75  
76  
77  
78  
79  
80  
81  
82  
83  
84  
85  
86  
87  
88  
89  
90  
91  
92  
93  
94  
95  
96  
97  
98  
99  
100

# 2012-2016 CAPITAL IMPROVEMENT SUMMARY

## FIVE YEAR REVENUE SUMMARY

The five year Capital Improvement Program revenue sources are projected to total \$174,545,800. The table below provides a breakdown of allocations by year. Revenue changes are as follows:

- Special Purpose Local Option Sales Tax (SPLOST) will make up \$17,050,000 or 10.00% of the revenue stream during the plan period
- SPLOST will be used primarily to fund Public Building Improvements, Civic Center, and Community Development Improvements
- General Fund will contribute \$23,955,800 or 14.00% during the plan period

### FIVE YEAR REVENUES BY SOURCE

Revenue	2012	2013	2014	2015	2016	5 Year Total
General Fund	\$3,254,800	\$3,985,000	\$5,243,000	\$5,738,000	\$5,735,000	\$23,955,800
40% of Cemetery Lot Sales	120,000	120,000	120,000	120,000	180,000	660,000
Civic Center Fund	300,000	412,000	500,000	502,000	350,000	2,064,000
General Fund (Preservation Fee)	600,000	600,000	650,000	600,000	600,000	3,050,000
Georgia DOT	51,000	0	0	0	0	51,000
Golf Course Fund	95,500	95,500	0	0	0	191,000
I & D Fund	1,000,000	1,596,000	825,000	450,000	1,425,000	5,296,000
Parking Fund	400,000	400,000	400,000	400,000	0	1,600,000
Sanitation Fund	0	0	0	17,010,000	0	17,010,000
Sewer Fund	9,795,000	12,022,000	14,077,000	16,258,000	19,518,000	71,670,000
SPLOST V	17,050,000	0	0	0	0	17,050,000
State Aid	0	38,000	67,000	67,000	0	172,000
Water Fund	5,629,000	5,934,000	6,593,000	7,033,000	6,587,000	31,776,000
<b>Total</b>	<b>\$38,295,300</b>	<b>\$25,202,500</b>	<b>\$28,475,000</b>	<b>\$48,178,000</b>	<b>\$34,395,000</b>	<b>\$174,545,800</b>

## FIVE YEAR EXPENDITURE SUMMARY

Capital Improvement Program expenditures for the five year period are projected to total \$174,545,800. **Water, Sewer, and I&D Water Improvements** account for \$107,992,000 or 62% of planned capital project spending. Water and Sewer projects are primarily miscellaneous and routine improvements, maintenance, upgrades, and extensions of water and sewer infrastructure throughout the City. A major project continues to be the addition of a flow equalization system to the President Street Plant. The system will provide the City with the ability to minimize flushing action of the incoming increase in wastewater flow due to planned plant closures.

Major **Public Building Improvements** include plans to construct a Cultural Arts Center, a Public Safety headquarters/training facility, and new fire stations. Additional projects include expanding and renovating Tompkins Recreation Center, completing exterior and interior renovations of the aging Broughton Municipal Building, and making repairs to the office of the Bureau of Public Facilities, Events and Services. Improvements in this category will account for \$23,563,000 or 13.5% of planned capital spending.

**Park and Recreation Improvements** account for \$3,111,000 or 2% of capital spending. These improvements are primarily to upgrade and provide maintenance to existing facilities, tennis and basketball courts and athletic practice fields throughout the city, as well as creating a dog park for citizens' use and enjoyment.

**Civic Center Improvements** account for \$5,064,000 or 3% of total planned expenditures and are primarily for planning for a new arena and providing needed repairs and maintenance to the existing facility.

New **Drainage** infrastructure will be installed to reduce flooding incidents as well as the continuation of ongoing rehabilitation of the City's storm sewers over the five year period. These improvements account for \$1,400,000 or less than 1% of planned capital spending.

**Community Development Improvements**, which account for \$1,350,000 or less than 1% of capital spending, will address revitalization of the MLK/Montgomery and Waters Avenue corridors, and provide matching funds for neighborhood improvements.

**Cemetery Improvements** and **Squares and Monuments Improvements** account for \$2,229,300, or just over 1% of planned capital spending. Projects in these categories include regular maintenance and infrastructure improvements in parks and cemeteries across the city, and the construction of a columbarium and meditation park in Bonaventure Cemetery.

**Street and Traffic Improvements**, which together account for 5% of planned capital spending at \$9,024,500, include traffic calming efforts and signal installation in various locations, as well as ramp, street, bridge, and sidewalk repairs and maintenance.

The table that on the following page provides a breakdown by category of planned spending during the five year period.

## FIVE YEAR EXPENDITURES BY CATEGORY

Project Name	2012	2013	2014	2015	2016	5 Year Total
Cemetery Improvements	\$ 150,800	\$ 184,000	\$ 120,000	\$ 177,000	\$ 180,000	\$ 811,800
Civic Center Improvements	3,300,000	412,000	500,000	502,000	350,000	5,064,000
Community Development	510,000	10,000	10,000	10,000	810,000	1,350,000
Drainage Improvements	200,000	250,000	350,000	300,000	300,000	1,400,000
I & D Water Improvements	1,000,000	1,596,000	825,000	450,000	1,425,000	5,296,000
Park and Recreation Improvements	297,000	719,000	463,000	682,000	950,000	3,111,000
Public Building Improvements	15,829,500	2,139,500	2,369,000	2,000,000	1,225,000	23,563,000
Sanitation Improvements	0	0	0	17,010,000	0	17,010,000
Sewer Improvements	9,795,000	12,022,000	14,077,000	16,258,000	19,518,000	71,670,000
Squares and Monuments	205,000	310,000	370,000	372,500	230,000	1,487,500
Street Improvements	1,100,000	745,000	1,605,000	1,027,500	1,745,000	6,222,500
Traffic Improvements	574,000	501,000	813,000	556,000	358,000	2,802,000
Water Improvements	4,879,000	5,934,000	6,593,000	7,033,000	6,587,000	31,026,000
Other Improvements	455,000	380,000	380,000	1,800,000	717,000	3,732,000
<b>Total</b>	<b>\$38,295,300</b>	<b>\$25,202,500</b>	<b>\$28,475,000</b>	<b>\$48,178,000</b>	<b>\$34,395,000</b>	<b>\$174,545,800</b>

## FIVE YEAR CAPITAL EXPENDITURES BY COUNCIL PRIORITY

Funding of Capital projects in the five-year plan is guided by the projects' potential impact on the well-being of the community at large. Capital projects are intended to create the greatest good for the greatest number of Savannah's residents. With this in mind, projects are guided by the Council Priorities listed below. Many of the projects may relate to multiple priorities – for instance, a project that creates good health and environment may also spur economic development. However, each project is assigned only one priority to which it primarily relates.

The Council priorities were developed to reflect citizen views regarding the services that government should provide. The priorities are:

- **CULTURE AND RECREATION** – To ensure citizens have a community that provides recreational and cultural opportunities that keep their minds and bodies active and that recognizes the needs of all citizens
- **ECONOMIC GROWTH** – To provide citizens a City that encourages and supports appropriate economic growth that creates jobs, expands City revenue and improves neighborhoods and commercial corridors
- **HEALTH & ENVIRONMENT** – To provide citizens a community that promotes health through good infrastructure (e.g. water, sewer) while preserving the environment for future generations
- **HIGH PERFORMING GOVERNMENT** – To provide citizens with a responsible, accessible and responsive government that maximizes use of public resources for services citizens need
- **NEIGHBORHOOD VITALITY** – To provide a City of strong and vibrant neighborhoods that are clean, safe and encourage a sense of community
- **POVERTY REDUCTION** – To provide citizens a community that reduces poverty by empowering motivated people to become economically self-sufficient
- **PUBLIC SAFETY** – To provide a City where citizens are safe and feel safe from crime, fire and other hazards anywhere in the community

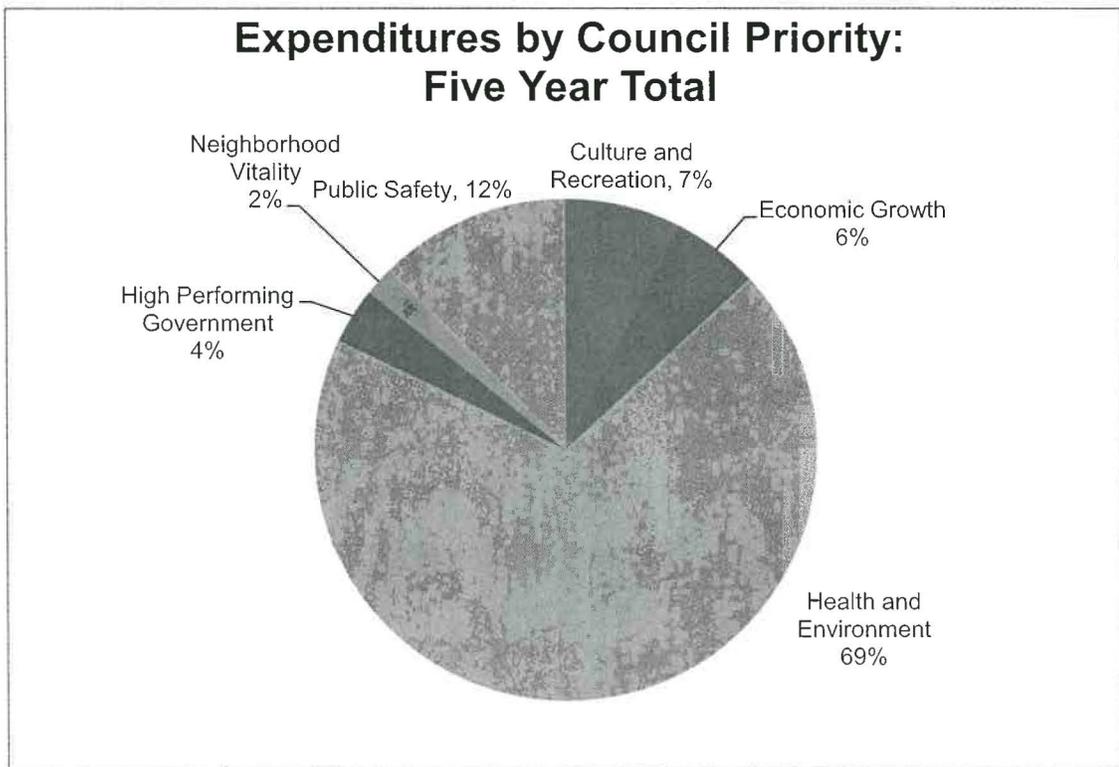
Over two-thirds of expenditures proposed in the 2012-2016 Capital Improvement Program, or \$120,553,000, relate to Health and Environment. These expenditures are primarily for needed Water, Sewer and I&D Water infrastructure upgrades and maintenance, as well as the addition of a Sanitation landfill cell, in order to guarantee that City-provided utilities will remain healthy and able to meet the needs of Savannah's citizenry for years to come.

The remaining one-third of spending is divided between Public Safety with 12%, Culture and Recreation with 7%, Economic Growth with 6%, High Performing Government with 4%, and Neighborhood Vitality with 2%.

The following page provides a breakdown of expenditures by Council Priority over the five- year period.

## FIVE YEAR EXPENDITURES BY COUNCIL PRIORITY

Council Priority	2012	2013	2014	2015	2016	5 Year Total
Culture and Recreation	\$4,943,300	\$2,351,500	\$2,372,000	\$1,557,250	\$1,752,500	\$12,976,550
Economic Growth	\$4,990,000	\$1,100,000	\$1,149,000	\$1,161,500	\$1,496,500	\$9,897,000
Health and Environment	\$14,519,000	\$18,289,000	\$20,828,000	\$40,075,000	\$26,842,000	\$120,553,000
High Performing Government	\$1,173,000	\$1,249,000	\$1,136,000	\$1,056,000	\$1,675,000	\$6,289,000
Neighborhood Vitality	\$800,000	\$423,000	\$723,000	\$453,250	\$854,000	\$3,253,250
Public Safety	\$11,870,000	\$1,790,000	\$2,267,000	\$3,875,000	\$1,775,000	\$21,577,000
<b>Total</b>	<b>\$38,295,300</b>	<b>\$25,202,500</b>	<b>\$28,475,000</b>	<b>\$48,178,000</b>	<b>\$34,395,000</b>	<b>\$174,545,800</b>



## 2012 GENERAL FUND IMPACT

A total of \$3,254,800 in capital spending is projected to directly impact the General Fund for the 2012 fiscal year. A breakdown of this impact by category is shown below.

### 2012 GENERAL FUND CAPITAL EXPENDITURES BY CATEGORY

Category	Project Name	2012 General Fund Amount
Cemetery	Laurel Grove Perimeter Fence	\$30,800
	<b>Cemetery Subtotal</b>	<b>\$30,800</b>
Community Development	Neighborhood Matching Funds	\$10,000
	<b>Community Development Subtotal</b>	<b>\$10,000</b>
Drainage	Storm Sewer Rehabilitation	\$200,000
	<b>Drainage Subtotal</b>	<b>\$200,000</b>
Park and Recreation	Godley Improvements and Park Development	\$70,000
	Joseph Tribble Park - Phase II	\$92,000
	Playground Equipment Reserve	\$50,000
	Tennis Courts Resurfacing	\$85,000
	<b>Park and Recreation Subtotal</b>	<b>\$297,000</b>
Public Building	BMB Exterior Lintel Replacement	\$9,000
	Fire Station - Chevis Road/Sweetwater Access	\$700,000
	Public Facilities, Events & Services Bureau Office Repairs	\$80,000
	<b>Public Building Subtotal</b>	<b>\$789,000</b>
Street	Bridge Maintenance	\$150,000
	LARP Resurfacing	\$100,000
	Repair/Install Curbs	\$100,000
	Resurfacing	\$275,000
	Sidewalk Repairs	\$100,000
	Street Paving	\$200,000
	Wheelchair Access Ramps	\$100,000
<b>Street Subtotal</b>	<b>\$1,025,000</b>	
Traffic	Comcast Building Buyback	\$254,000
	Separate Right Lane Addition on Waters Avenue SB at Montgomery Crossroads	\$119,000
	Signal Installation at MLK/Gwinnett/Hall St.	\$100,000
	Traffic Calming Devices	\$50,000
	<b>Traffic Subtotal</b>	<b>\$523,000</b>
Other	Environmental Study for Cruise Ship Terminal	\$300,000
	Fiber Optic Cable Extensions	\$80,000
	<b>Other Subtotal</b>	<b>\$380,000</b>
<b>Total</b>		<b>\$3,254,800</b>

## SPLOST REVENUE SUMMARY

Funding from SPLOST V is projected to total \$17,050,000 in its final year, 2012. The following table provides a summary of projects funded by SPLOST in 2012.

### SPLOST V FUNDED PROJECTS

Category	Project Name	2012	2013	2014	2015	2016	5 Year Total
Civic Center	New Arena Planning and Design	\$3,000,000	\$0	\$0	\$0	\$0	\$3,000,000
Community Development	MLK/Montgomery Corridor Revitalization	\$500,000	\$0	\$0	\$0	\$0	\$500,000
Public Building	Cultural Arts Center	\$4,000,000	\$0	\$0	\$0	\$0	\$4,000,000
	Public Safety Headquarters/Training Complex	\$9,550,000	\$0	\$0	\$0	\$0	\$9,550,000
Total SPLOST Funding		\$17,050,000	\$0	\$0	\$0	\$0	\$17,050,000

## PRESERVATION FEE REVENUE SUMMARY

The General Fund Preservation Fee is projected to contribute \$3,050,000 to mostly tourism-related capital projects during the five-year period. A breakdown of expenditures by this funding source is shown below.

### PRESERVATION FEE FUNDED PROJECTS

Category	Project Name	2012	2013	2014	2015	2016	5 Year Total
Public Building	Park and Tree Maintenance Building Improvements	\$0	\$0	\$0	\$0	\$25,000	\$25,000
	Visitor's Center Improvements	\$320,000	\$0	\$0	\$0	\$0	\$320,000
Squares and Monuments	Atlantic Mall Lighting	\$0	\$100,000	\$210,000	\$35,000	\$0	\$345,000
	Fountain Conservation	\$0	\$0	\$0	\$51,250	\$20,000	\$71,250
	Monument Conservation	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
	Park, Square, Median and Irrigation Improvements	\$105,000	\$50,000	\$50,000	\$51,250	\$50,000	\$306,250
	Rousakis Plaza and Riverfront Repairs	\$0	\$50,000	\$0	\$125,000	\$50,000	\$225,000
	Square Renovation	\$100,000	\$60,000	\$60,000	\$60,000	\$60,000	\$340,000
Street	Factors Walk Wall Stabilization	\$0	\$0	\$0	\$0	\$117,500	\$117,500
	Montgomery Street Ramp	\$0	\$175,000	\$170,000	\$102,500	\$102,500	\$550,000
	River Street Ramps Reconstruction	\$75,000	\$115,000	\$110,000	\$125,000	\$125,000	\$550,000
<b>Total Preservation Fee Funding</b>		<b>\$600,000</b>	<b>\$600,000</b>	<b>\$650,000</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>\$3,050,000</b>



## 2012-2016 CEMETERY IMPROVEMENTS

These projects are for improvements to the City's cemeteries and include the capital assets located there. 2012 projects include installing fencing improvements around the perimeter of Laurel Grove Cemetery and constructing a columbarium at Bonaventure Cemetery.

### CEMETERY ASSETS

Asset	Quantity
Open cemeteries	4
Closed cemetery	1
Undeveloped cemetery space	13.32 acres
Columbarium	1
Cemetery roadway	26 miles

### REVENUE SUMMARY

Funding Source	2012	2013	2014	2015	2016	5 Year Total
40% of Cemetery Lot Sales	\$120,000	\$120,000	\$120,000	\$120,000	\$180,000	\$660,000
General Fund	\$30,800	\$64,000	\$0	\$57,000	\$0	\$151,800
<b>Total</b>	<b>\$150,800</b>	<b>\$184,000</b>	<b>\$120,000</b>	<b>\$177,000</b>	<b>\$180,000</b>	<b>\$811,800</b>

### PROJECT SUMMARY

Project Name	2012	2013	2014	2015	2016	5 Year Total
Colonial Cemetery Conservation	\$0	\$0	\$0	\$0	\$60,000	\$60,000
Greenwich Cemetery Drainage	\$0	\$0	\$60,000	\$0	\$20,000	\$80,000
Bonaventure Cemetery Water Main Replacement	\$0	\$0	\$60,000	\$0	\$20,000	\$80,000
Laurel Grove Perimeter Fence	\$30,800	\$64,000	\$0	\$57,000	\$0	\$151,800
Bonaventure Columbarium	\$120,000	\$120,000	\$0	\$120,000	\$60,000	\$420,000
Cemetery Kiosk System	\$0	\$0	\$0	\$0	\$20,000	\$20,000
<b>Total</b>	<b>\$150,800</b>	<b>\$184,000</b>	<b>\$120,000</b>	<b>\$177,000</b>	<b>\$180,000</b>	<b>\$811,800</b>

<b>Fund :</b>	General	<b>Year :</b>	1999
<b>Category :</b>	Cemetery Improvements	<b>Category Rank :</b>	2
<b>Project Name :</b>	Colonial Cemetery Conservation	<b>Department :</b>	PARK & TREE
<b>Project Number:</b>	TBD	<b>Description :</b>	Continued repair and cleaning of cemetery stones and tombs, repair of vandalism, conservation and repair of antique ironwork.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$378,000	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$60,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$60,000	Other :	\$0	
5 Year Total :	\$60,000	5 Year Total :	\$60,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$438,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Properly preserve or conserve historically fragile stone and metal structures in Colonial Park Cemetery.
<b>Benefits :</b>	Culturally and historically significant monuments and memorials provide educational opportunities and a venue for heritage tourism.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Provide on-going preservation and/or conservation treatments to historically fragile stone and metal structures in Colonial Park Cemetery which are impacted by thousands of visitors daily.

5 Year Method of Financing	
40% of Cemetery Lot Sales	\$60,000
5 Year Total :	\$60,000

Location	
<b>Address:</b>	Citywide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	General	<b>Year :</b>	2012
<b>Category :</b>	Cemetery Improvements	<b>Category Rank :</b>	2
<b>Project Name :</b>	Greenwich Cemetery Drainage	<b>Department :</b>	CEMETERIES
<b>Project Number:</b>	CM408	<b>Description :</b>	Relocate drainage lines away from burial sites.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$50,000	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$60,000	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$20,000	Other :	\$80,000	
5 Year Total :	\$80,000	5 Year Total :	\$80,000	
After 2016 :	\$480,000			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$610,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	New storm drain lines installed under existing roadways will eliminate ponding at catch basins in Greenwich Cemetery.
<b>Benefits :</b>	Will enable new storm drain lines installed under existing roadways to be repaired without having to disrupt existing interments.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	Cemetery Roadway Improvements
<b>Scope / Comments :</b>	Install 2,500' of new storm drain lines under existing roadways and abandon existing undersized, damaged and un-repairable storm drain system under existing cemetery lots. Replace catch basins and manholes as necessary to accommodate new system.

5 Year Method of Financing	
40% of Cemetery Lot Sales	\$80,000
5 Year Total :-	\$80,000

Location	
<b>Address:</b>	Greenwich Cemetery
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	General	<b>Year :</b>	2011
<b>Category :</b>	Cemetery Improvements	<b>Category Rank :</b>	3
<b>Project Name :</b>	Bonaventure Cemetery Water Main Replacement	<b>Department :</b>	CEMETERIES
<b>Project Number:</b>	WT409	<b>Description :</b>	Replace the deteriorated century-old water main in Bonaventure Cemetery.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$110,000	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$60,000	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$20,000	Other :	\$80,000	
5 Year Total :	\$80,000	5 Year Total :	\$80,000	
After 2016 :	\$340,000			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$530,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	A new water main with valves at each lateral will allow for repairs to isolated portions of the deteriorated water system without restricting service to the entire 100-acre property.
<b>Benefits :</b>	Cemetery customers and visitors will retain access to most of the water system in the public cemetery most of the time, even during frequent failures of isolated portions of the system.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	Cemetery Roadway Improvements
<b>Scope / Comments :</b>	2,500' of new 4" plastic pipe will be installed down the center of Wiltberger Way in Bonaventure Cemetery from the main water valve off Greenwich Road which supports the entire cemetery.

40% of Cemetery Lot Sales	\$80,000
<b>5 Year Total :</b>	<b>\$80,000</b>

Location	
<b>Address:</b>	330 Bonaventure Road
<b>Neighborhood:</b>	
<b>Council District:</b>	3

<b>Fund :</b>	General	<b>Year :</b>	2012
<b>Category :</b>	Cemetery Improvements	<b>Category Rank :</b>	4
<b>Project Name :</b>	Laurel Grove Perimeter Fence	<b>Department :</b>	CEMETERIES
<b>Project Number:</b>	TBD	<b>Description :</b>	Install 350' of masonry/iron fencing and replace 1,150' of galvanized chain-link fencing with black vinyl chain-link fencing.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$30,800	Land :	\$0	
2013 :	\$64,000	Construction :	\$151,800	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$57,000	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$151,800	5 Year Total :	\$151,800	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$151,800	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	The new fence will improve appearance while providing some level of security and access control.
<b>Benefits :</b>	Public safety, maintenance of historical/cultural site, neighborhood quality.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	Cemetery Security Improvements (CM 802); Laurel Grove Perimeter Fence (CM 501)
<b>Scope / Comments :</b>	Masonry/iron segment at 37th St. entrance will be extended 150' along Kollock. Corner sections will be installed at Ogeechee/34th & May/Sycamore. 910' of fence will be replaced on Ogeechee & 240' on Anderson.

5 Year Method of Financing	
General Fund	\$151,800
5 Year Total :	\$151,800

Location	
<b>Address:</b>	Laurel Grove North (802 West Anderson Street), Laurel Grove South (2101 Kollock Street)
<b>Neighborhood:</b>	16, Laurel Grove / Railroad Area
<b>Council District:</b>	1

<b>Fund :</b>	General	<b>Year :</b>	2012
<b>Category :</b>	Cemetery Improvements	<b>Category Rank :</b>	5
<b>Project Name :</b>	Bonaventure Columbarium	<b>Department :</b>	CEMETERIES
<b>Project Number:</b>	CM602	<b>Description :</b>	Design and construct a columbarium and other facilities at Bonaventure Cemetery

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$20,000	Planning :	\$0	
2012 :	\$120,000	Land :	\$0	
2013 :	\$120,000	Construction :	\$420,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$120,000	Engineering :	\$0	
2016 :	\$60,000	Other :	\$0	
5 Year Total :	\$420,000	5 Year Total :	\$420,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
<b>Total Cost :</b>	<b>\$440,000</b>	<b>Annual Operating Budget Impact :</b>	<b>\$0</b>	

<b>Objective :</b>	To provide a multi-purpose cultural attraction promoting the historical significance of Bonaventure Landing.
<b>Benefits :</b>	The improved Bonaventure Landing will become a point of interest to most local citizens and visitors to Savannah.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	Greenwich Cemetery Expansion Design
<b>Scope / Comments :</b>	The project will include a lighthouse, columbarium, an outdoor chapel, a public restroom and meditation park.

5 Year Method of Financing	
40% of Cemetery Lot Sales	\$420,000
<b>5 Year Total :</b>	<b>\$420,000</b>

Location	
<b>Address:</b>	330 Bonaventure Road
<b>Neighborhood:</b>	
<b>Council District:</b>	3

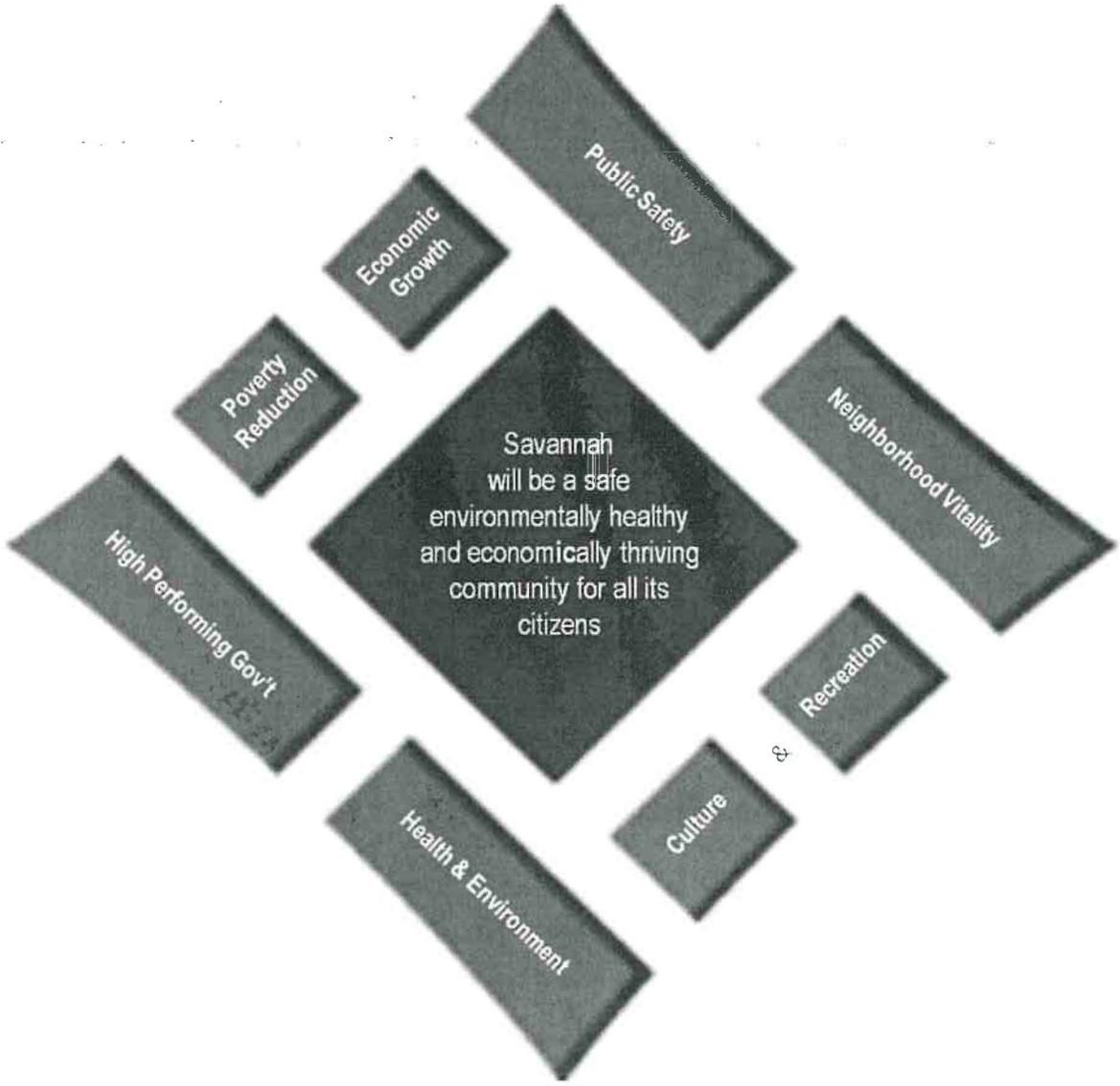
<b>Fund :</b>	General	<b>Year :</b>	2016
<b>Category :</b>	Cemetery Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Cemetery Kiosk System	<b>Department :</b>	CEMETERIES
<b>Project Number:</b>	TBD	<b>Description :</b>	Accumulate funding for installation of Kiosks at several popular destination cemeteries.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$20,000	Other :	\$20,000	
5 Year Total :	\$20,000	5 Year Total :	\$20,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$20,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Provide self-service access to cemetery records, maps and other information at all public cemeteries.
<b>Benefits :</b>	Reliable public access to accurate public records will improve the experience of visitors at public cemeteries.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Install cemetery information kiosks in Laurel Grove North and Laurel Grove South Cemeteries.

5 Year Method of Financing	
40% of Cemetery Lot Sales	\$20,000
<b>5 Year Total :</b>	<b>\$20,000</b>

Location	
<b>Address:</b>	802 West Anderson Street, 2101 Kollock Street
<b>Neighborhood:</b>	16
<b>Council District:</b>	1



Public Safety

Economic Growth

Poverty Reduction

High Performing Gov't

Savannah will be a safe environmentally healthy and economically thriving community for all its citizens

Neighborhood Vitality

Recreation

&

Culture

Health & Environment

Civic Center

## 2012-2016 CIVIC CENTER IMPROVEMENTS

These projects are for improvements at the City owned and operated Civic Center facility. The Civic Center provides a venue for a variety of cultural, business, social and sporting events. The 5 year plan includes projects to improve or maintain several areas of the facility and to plan for a new facility. In 2012, contributions are for the new arena planning, elevator renovation, and replacement of electrical switch gear.

### CIVIC CENTER ASSETS

Asset	Quantity
Arena	1
Theatre	1
Meeting Rooms	6
Ballroom	1
Kitchen	1
Exhibit Hall	1

### REVENUE SUMMARY

Funding Source	2012	2013	2014	2015	2016	5 Year Total
Civic Center Fund	\$300,000	\$412,000	\$500,000	\$502,000	\$350,000	\$2,064,000
SPLOST V	\$3,000,000	\$0	\$0	\$0	\$0	\$3,000,000
<b>Total</b>	<b>\$3,300,000</b>	<b>\$412,000</b>	<b>\$500,000</b>	<b>\$502,000</b>	<b>\$350,000</b>	<b>\$5,064,000</b>

### PROJECT SUMMARY

Project Name	2012	2013	2014	2015	2016	5 Year Total
New Arena Planning and Design	\$3,000,000	\$0	\$0	\$0	\$0	\$3,000,000
Technical Stage Lighting Upgrade	\$0	\$65,000	\$0	\$0	\$0	\$65,000
Civic Center Elevator Renovation	\$75,000	\$0	\$0	\$0	\$0	\$75,000
Theatre Side Restroom Renovations	\$0	\$122,000	\$100,000	\$0	\$0	\$222,000
Civic Center Window Replacement	\$0	\$225,000	\$175,000	\$0	\$0	\$400,000
Ballroom Renovations	\$0	\$0	\$225,000	\$0	\$0	\$225,000
Electrical Switch Gear Replacement	\$225,000	\$0	\$0	\$0	\$0	\$225,000
Theatre House Light Replacement	\$0	\$0	\$0	\$175,000	\$0	\$175,000
Arena Seating	\$0	\$0	\$0	\$327,000	\$0	\$327,000

Project Name	2012	2013	2014	2015	2016	5 Year Total
Replacement						
New Arena Roof	\$0	\$0	\$0	\$0	\$350,000	\$350,000
<b>Total</b>	<b>\$3,300,000</b>	<b>\$412,000</b>	<b>\$500,000</b>	<b>\$502,000</b>	<b>\$350,000</b>	<b>\$5,064,000</b>

<b>Fund :</b>	Civic Center	<b>Year :</b>	2007
<b>Category :</b>	Civic Center Improvements	<b>Category Rank :</b>	1
<b>Project Name :</b>	New Arena Planning and Design	<b>Department :</b>	CIVIC CENTER
<b>Project Number:</b>	CC206	<b>Description :</b>	Develop a plan and design to replace the existing arena with a new structure.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$18,798,000	Planning :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
2012 :	\$3,000,000	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$0	Misc Equipment	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$3,000,000	
5 Year Total :	\$3,000,000	5 Year Total :	\$3,000,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	
Total Cost :	\$21,798,000			

<b>Objective :</b>	To purchase land for and plan for a facility that will meet the requirements of touring shows, attract more shows with more variety and possibly bring minor league sports to Savannah. To enhance recreational opportunities for citizens.
<b>Benefits :</b>	A new facility will encourage capital investment, increase the tax base, improve job opportunities and attract customers and additional jobs to the area and have a direct tourism impact.
<b>Council Priority:</b>	Economic Growth
<b>Project Related To :</b>	City Lot Relocation
<b>Scope / Comments :</b>	Project planning will include a location analysis and traffic study. The new arena will have more seats and ancillary spaces, and also meet the need for larger performance spaces & dressing rooms, stronger weight bearing ceiling and better retail space.

5 Year Method of Financing	
SPLOST V	\$3,000,000
5 Year Total :	\$3,000,000

Location	
<b>Address:</b>	Location to be determined
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Civic Center	<b>Year :</b>	2010
<b>Category :</b>	Civic Center Improvements	<b>Category Rank :</b>	2
<b>Project Name :</b>	Technical Stage Lighting Upgrade	<b>Department :</b>	CIVIC CENTER
<b>Project Number:</b>	CC506	<b>Description :</b>	Upgrade stage lighting fixtures.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$42,500	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$65,000	Construction :	\$0	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$65,000	
5 Year Total :	\$65,000	5 Year Total :	\$65,000	
After 2016 :	\$0			
Total Cost :	\$107,500	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To replace aging stage lighting fixtures.
<b>Benefits :</b>	To continue to provide shows with adequate lighting.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Civic Center Fund	\$65,000
5 Year Total :	\$65,000

Location	
<b>Address:</b>	Liberty and Montgomery Streets
<b>Neighborhood:</b>	8, North Historic District
<b>Council District:</b>	1

<b>Fund :</b>	Civic Center	<b>Year :</b>	2011
<b>Category :</b>	Civic Center Improvements	<b>Category Rank :</b>	4
<b>Project Name :</b>	Civic Center Elevator Renovation	<b>Department :</b>	CIVIC CENTER
<b>Project Number:</b>	CC603	<b>Description :</b>	Renovate and upgrade both original elevators.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$75,000	Planning :	\$0	
2012 :	\$75,000	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$75,000	
5 Year Total :	\$75,000	5 Year Total :	\$75,000	
After 2016 :	\$0			
Total Cost :	\$150,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To replace aging elevator equipment.
<b>Benefits :</b>	Less maintenance and repair cost.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Civic Center Fund	\$75,000
5 Year Total :	\$75,000

Location	
<b>Address:</b>	Liberty and Montgomery Streets
<b>Neighborhood:</b>	8, North Historic District
<b>Council District:</b>	1

<b>Fund :</b>	Civic Center	<b>Year :</b>	2010
<b>Category :</b>	Civic Center Improvements	<b>Category Rank :</b>	5
<b>Project Name :</b>	Theatre Side Restroom Renovations	<b>Department :</b>	CIVIC CENTER
<b>Project Number:</b>	CC604	<b>Description :</b>	Renovate restrooms in lobby, mezzanine, ballroom to include current plumbing codes.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$100,000	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$122,000	Construction :	\$213,000	
2014 :	\$100,000	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$9,000	
5 Year Total :	\$222,000	5 Year Total :	\$222,000	
After 2016 :	\$0			
Total Cost :	\$322,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To bring restrooms to adequate conditions for use, code-compliance, and maintenance.
<b>Benefits :</b>	To create a more aesthetic area for customers and to bring restroom into compliance with current plumbing code.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Restrooms are original to the bldg and haven't been updated since construction. Outdated fixtures & tiles can no longer be replaced. New design will need to include current plumbing codes. The amount proposed includes bathroom renovation for all 3 floors.

5 Year Method of Financing	
Civic Center Fund	\$222,000
5 Year Total :	\$222,000

Location	
<b>Address:</b>	Liberty and Montgomery Streets
<b>Neighborhood:</b>	8, North Historic District
<b>Council District:</b>	1

<b>Fund :</b>	Civic Center	<b>Year :</b>	2012
<b>Category :</b>	Civic Center Improvements	<b>Category Rank :</b>	6
<b>Project Name :</b>	Civic Center Window Replacement	<b>Department :</b>	CIVIC CENTER
<b>Project Number:</b>	TBD	<b>Description :</b>	Replace ballroom and lobby windows and glass doors.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$225,000	Construction :	\$0	
2014 :	\$175,000	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$400,000	
5 Year Total :	\$400,000	5 Year Total :	\$400,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$400,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To replace original glass windows and doors in the Civic Center Ballroom.
<b>Benefits :</b>	Original window gaskets are worn. The replacement glass will remedy this as well as contribute to the aesthetic quality of the Ballroom and provide an improved level of energy efficiency in this area.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Replace Ballroom and Lobby Windows and glass doors.

5 Year Method of Financing	
Civic Center Fund	\$400,000
5 Year Total :	\$400,000

Location	
<b>Address:</b>	Liberty St. and Montgomery St.
<b>Neighborhood:</b>	8, North Historic District
<b>Council District:</b>	1

<b>Fund :</b>	Civic Center	<b>Year :</b>	2014
<b>Category :</b>	Civic Center Improvements	<b>Category Rank :</b>	7
<b>Project Name :</b>	Ballroom Renovations	<b>Department :</b>	CIVIC CENTER
<b>Project Number:</b>	TBD	<b>Description :</b>	Make renovations to the Civic Center ballroom

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$225,000	
2014 :	\$225,000	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$225,000	5 Year Total :	\$225,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$225,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To provide a modern, up-to-date room for a variety of rental events including weddings, parties and dinners.
<b>Benefits :</b>	To keep the ballroom up-to-date so that it continues to be a desired rental facility that brings in revenue.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	The renovations will include wallpaper, paint, new lighting, sanding and refinishing of the dance floor, new drapes, carpeting and new tile and fixtures in the restrooms.

5 Year Method of Financing	
Civic Center Fund	\$225,000
5 Year Total :	\$225,000

Location	
<b>Address:</b>	Liberty and Montgomery Streets
<b>Neighborhood:</b>	8, North Historic District
<b>Council District:</b>	1

<b>Fund :</b>	Civic Center	<b>Year :</b>	2015
<b>Category :</b>	Civic Center Improvements	<b>Category Rank :</b>	8
<b>Project Name :</b>	Electrical Switch Gear Replacement	<b>Department :</b>	CIVIC CENTER
<b>Project Number:</b>	TBD	<b>Description :</b>	To replace electrical switch gear for the facility.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$225,000	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$0	Misc Equipment :	\$225,000	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$225,000	5 Year Total :	\$225,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$225,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To replace outdated equipment that is critical to the building's operation.
<b>Benefits :</b>	The switch gear controls all of the electrical devices in the building. The current switch gear is original to the building.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Civic Center Fund	\$225,000
5 Year Total :	\$225,000

Location	
<b>Address:</b>	Liberty and Montgomery Streets
<b>Neighborhood:</b>	8, North Historic District
<b>Council District:</b>	1

<b>Fund :</b>	Civic Center	<b>Year :</b>	2015
<b>Category :</b>	Civic Center Improvements	<b>Category Rank :</b>	9
<b>Project Name :</b>	Theatre House Light Replacement	<b>Department :</b>	CIVIC CENTER
<b>Project Number:</b>	TBD	<b>Description :</b>	Replace theatre housing lighting.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$0	Misc Equipment	\$175,000	
2015 :	\$175,000	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$175,000	5 Year Total :	\$175,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	
Total Cost :	\$175,000			

<b>Objective :</b>	To replace aging fixtures.
<b>Benefits :</b>	To continue to provide shows with adequate lighting.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Civic Center Fund	\$175,000
5 Year Total :	\$175,000

Location	
<b>Address:</b>	Liberty and Montgomery Streets
<b>Neighborhood:</b>	8, North Historic District
<b>Council District:</b>	1

<b>Fund :</b>	Civic Center	<b>Year :</b>	2015
<b>Category :</b>	Civic Center Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Arena Seating Replacement	<b>Department :</b>	CIVIC CENTER
<b>Project Number:</b>	CC903	<b>Description :</b>	Replace seating on the arena side.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$0	Misc Equipment	\$327,000	
2015 :	\$327,000	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$327,000	5 Year Total :	\$327,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	
Total Cost :	\$327,000			

<b>Objective :</b>	Replace seating in the arena.
<b>Benefits :</b>	Greater comfort and safety for patrons of the Civic Center arena.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Civic Center Fund	\$327,000
5 Year Total :	\$327,000

Location	
<b>Address:</b>	Liberty and Montgomery Streets
<b>Neighborhood:</b>	8, North Historic District
<b>Council District:</b>	1

<b>Fund :</b>	Civic Center	<b>Year :</b>	2016
<b>Category :</b>	Civic Center Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	New Arena Roof	<b>Department :</b>	CIVIC CENTER
<b>Project Number:</b>	TBD	<b>Description :</b>	Install new roof on the arena.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$350,000	
2014 :	\$0	Misc Equipment	\$0	
2015 :	\$0	:		
2016 :	\$350,000	Engineering :	\$0	
5 Year Total :	\$350,000	Other :	\$0	
After 2016 :	\$0	5 Year Total :	\$350,000	
Total Cost :	\$350,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To replace the existing arena roof.
<b>Benefits :</b>	Increased safety and improved look of building.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Civic Center Fund	\$350,000
5 Year Total :	\$350,000

Location	
<b>Address:</b>	301 W. Oglethorpe Ave.
<b>Neighborhood:</b>	8, North Historic District
<b>Council District:</b>	1



## 2012-2016

### COMMUNITY DEVELOPMENT IMPROVEMENTS

Improvements included in this category are primarily designed to help reduce blight, create safe and stable neighborhoods, and spur economic development. The projects included in this five year plan were developed through the planning process. The 2012 projects address improvements to the MLK/Montgomery Corridor and provide matching funds for neighborhood projects throughout the city.

#### REVENUE SUMMARY

Funding Source	2012	2013	2014	2015	2016	5 Year Total
General Fund	\$10,000	\$10,000	\$10,000	\$10,000	\$810,000	\$850,000
SPLOST V	\$500,000	\$0	\$0	\$0	\$0	\$500,000
<b>Total</b>	<b>\$510,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$810,000</b>	<b>\$1,350,000</b>

#### PROJECT SUMMARY

Project Name	2012	2013	2014	2015	2016	5 Year Total
Neighborhood Matching Funds	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
MLK/Montgomery Corridor Revitalization	\$500,000	\$0	\$0	\$0	\$0	\$500,000
Waters Avenue Corridor Improvements	\$0	\$0	\$0	\$0	\$800,000	\$800,000
<b>Total</b>	<b>\$510,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$810,000</b>	<b>\$1,350,000</b>

<b>Fund :</b>	General	<b>Year :</b>	2010
<b>Category :</b>	Community Development	<b>Category Rank :</b>	2
<b>Project Name :</b>	Neighborhood Matching Funds	<b>Department :</b>	PARK & TREE
<b>Project Number:</b>	PT802	<b>Description :</b>	Provide matching funds for neighborhood projects such as tree planting, park renovations and streetscape improvements.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$90,000	Planning :	\$0	
2012 :	\$10,000	Land :	\$0	
2013 :	\$10,000	Construction :	\$0	
2014 :	\$10,000	Misc Equipment :	\$0	
2015 :	\$10,000	Engineering :	\$0	
2016 :	\$10,000	Other :	\$50,000	
5 Year Total :	\$50,000	5 Year Total :	\$50,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$140,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To give neighborhood associations incentives to improve street appearance and encourage volunteer involvement.
<b>Benefits :</b>	Improves neighborhood, reduces installation costs and encourages neighborhood associations to take pride in the development of their area.
<b>Council Priority:</b>	Neighborhood Vitality
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$50,000
5 Year Total :	\$50,000

Location	
<b>Address:</b>	Citywide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	General	<b>Year :</b>	2011
<b>Category :</b>	Community Development	<b>Category Rank :</b>	5
<b>Project Name :</b>	MLK/Montgomery Corridor Revitalization	<b>Department :</b>	ECONOMIC DEVELOPMENT DEPARTMENT
<b>Project Number:</b>	PD601	<b>Description :</b>	Make streetscape and building improvements along the corridor.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$1,500,000	Planning :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
2012 :	\$500,000	Land :	\$0	
2013 :	\$0	Construction :	\$500,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$500,000	5 Year Total :	\$500,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	
Total Cost :	\$2,000,000			

<b>Objective :</b>	To revitalize pedestrian and business activity along the MLK/Montgomery corridor.
<b>Benefits :</b>	Revitalization of a significant portion of the area around downtown Savannah.
<b>Council Priority:</b>	Economic Growth
<b>Project Related To :</b>	Phase I and II of the MLK Streetscape project
<b>Scope / Comments :</b>	Project to include the Savannah Pharmacy renovation.

5 Year Method of Financing	
SPLOST V	\$500,000
5 Year Total :	\$500,000

Location	
<b>Address:</b>	MLK/Montgomery Corridor
<b>Neighborhood:</b>	
<b>Council District:</b>	2

<b>Fund :</b>	General	<b>Year :</b>	2016
<b>Category :</b>	Community Development	<b>Category Rank :</b>	
<b>Project Name :</b>	Waters Avenue Corridor Improvements	<b>Department :</b>	ECONOMIC DEVELOPMENT DEPARTMENT
<b>Project Number:</b>	PD309	<b>Description :</b>	Improve streetscape and business environment in the area.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$1,150,000	Planning :	\$50,000	
2012 :	\$0	Land :	\$350,000	
2013 :	\$0	Construction :	\$400,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$800,000	Other :	\$0	
5 Year Total :	\$800,000	5 Year Total :	\$800,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$1,950,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To turn over derelict properties and improve the area for businesses and residents.
<b>Benefits :</b>	Increase job opportunities and revitalize the area.
<b>Council Priority:</b>	Economic Growth
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$800,000
5 Year Total :	\$800,000

Location	
<b>Address:</b>	Waters Avenue
<b>Neighborhood:</b>	
<b>Council District:</b>	

# Drainage



## 2012-2016 DRAINAGE IMPROVEMENTS

Infrastructure improvements included in this category are for the City's 204 miles of pipes and conduit, and seven stormwater pump stations. Improvements also include construction of new infrastructure to reduce flooding incidents. Over the five year period, Phase II of constructing new infrastructure to reduce flooding incidents continues, as does an ongoing program of rehabilitation of the City's storm sewers.

### DRAINAGE ASSETS

Asset	Quantity
Sewer pipe and conduit	204 miles
Ditches and canals	121 miles
Inlets	12,000
Stormwater pump stations	7

### REVENUE SUMMARY

Funding Source	2012	2013	2014	2015	2016	5 Year Total
General Fund	\$200,000	\$250,000	\$350,000	\$300,000	\$300,000	\$1,400,000
<b>Total</b>	<b>\$200,000</b>	<b>\$250,000</b>	<b>\$350,000</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$1,400,000</b>

### PROJECT SUMMARY

Project Name	2012	2013	2014	2015	2016	5 Year Total
Storm Sewer Rehabilitation	\$200,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,200,000
Developer Oversizing/Mitigation	\$0	\$0	\$100,000	\$50,000	\$50,000	\$200,000
<b>Total</b>	<b>\$200,000</b>	<b>\$250,000</b>	<b>\$350,000</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$1,400,000</b>

<b>Fund :</b>	General	<b>Year :</b>	1999
<b>Category :</b>	Drainage Improvements	<b>Category Rank :</b>	2
<b>Project Name :</b>	Storm Sewer Rehabilitation	<b>Department :</b>	STORMWATER MANAGEMENT
<b>Project Number:</b>	DR504	<b>Description :</b>	Rehabilitate structural defects in stormwater lines.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$2,578,689	Planning :	\$0	
2012 :	\$200,000	Land :	\$0	
2013 :	\$250,000	Construction :	\$1,200,000	
2014 :	\$250,000	Misc Equipment :	\$0	
2015 :	\$250,000	Engineering :	\$0	
2016 :	\$250,000	Other :	\$0	
5 Year Total :	\$1,200,000	5 Year Total :	\$1,200,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$3,778,689			

<b>Objective :</b>	To rehabilitate deteriorating storm drains.
<b>Benefits :</b>	Increased efficiency in operating capability, and reduced hazards within rights-of-way.
<b>Council Priority:</b>	Public Safety
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$1,200,000
5 Year Total :	\$1,200,000

Location	
<b>Address:</b>	Citywide
<b>Neighborhood:</b>	
<b>Council District:</b>	

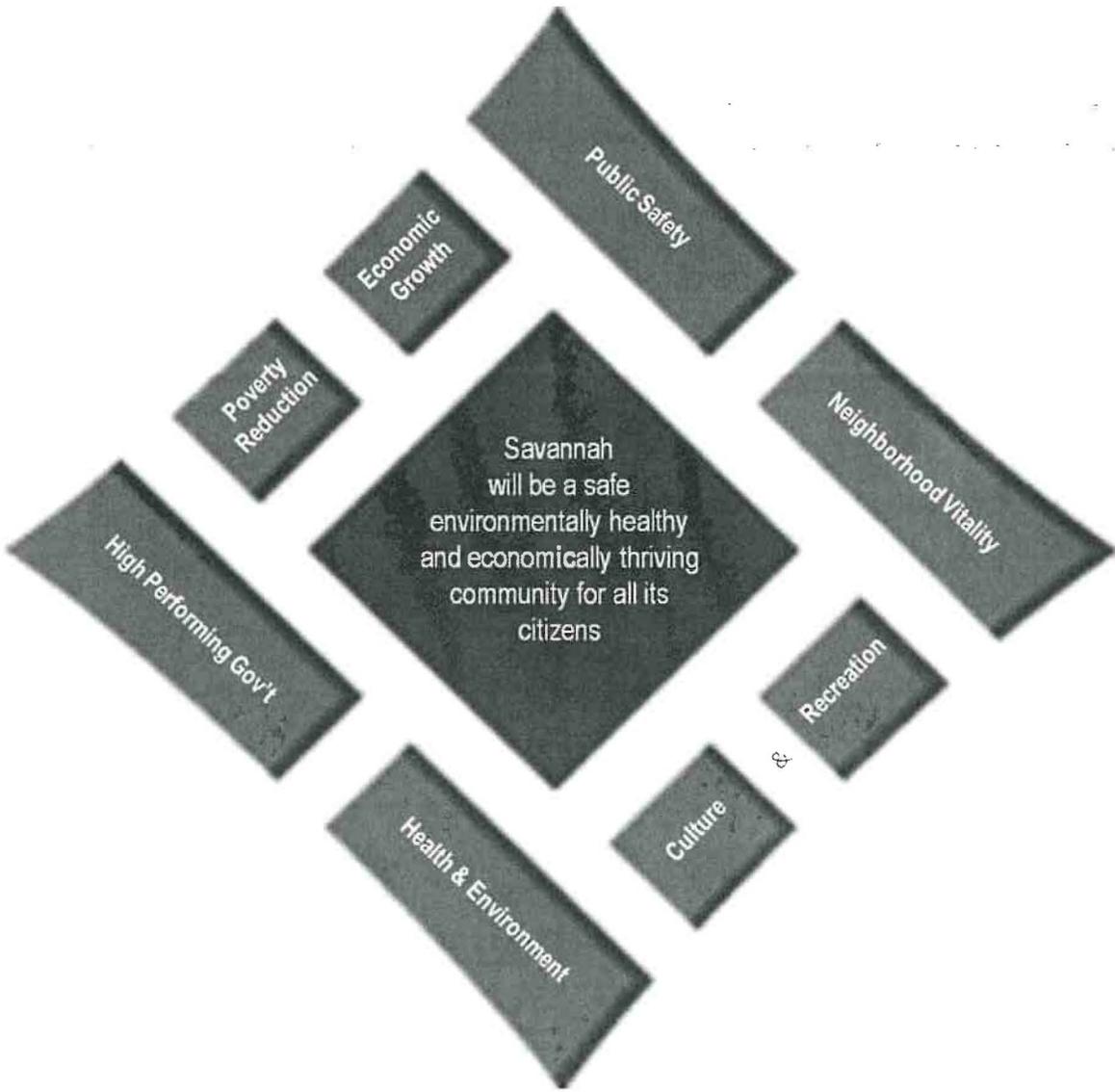
<b>Fund :</b>	General	<b>Year :</b>	2005
<b>Category :</b>	Drainage Improvements	<b>Category Rank :</b>	3
<b>Project Name :</b>	Developer Oversizing/Mitigation	<b>Department :</b>	STORMWATER MANAGEMENT
<b>Project Number:</b>	DR307	<b>Description :</b>	Oversize stormwater pipes in new developments to increase flood plain protection.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$300,000	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$100,000	Misc Equipment :	\$0	
2015 :	\$50,000	Engineering :	\$0	
2016 :	\$50,000	Other :	\$200,000	
5 Year Total :	\$200,000	5 Year Total :	\$200,000	
After 2016 :	\$0			
Total Cost :	\$500,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To provide City contributions for developmental activity that will provide benefits above those required by ordinance.
<b>Benefits :</b>	More effective drainage in developmental areas that may reduce related CIP expenditures in the future.
<b>Council Priority:</b>	Economic Growth
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$200,000
5 Year Total :	\$200,000

Location	
<b>Address:</b>	Locations to be identified
<b>Neighborhood:</b>	
<b>Council District:</b>	



I&D Water

## 2012-2016 I&D WATER IMPROVEMENTS

Infrastructure improvements included in this category are those necessary to operate the Industrial and Domestic Water plant. The plant provides area industries with safe potable water and provides area capacity for residential, commercial and industrial growth. Improvements over the 5 year period are designed to maintain and replace plant structures and ensure the ability to deliver water in the event of equipment failure.

### I&D WATER ASSETS

Asset	Quantity
Filtration building	1
Chemical building	1
Flocculation basins	6
Reservoirs	2
Raw water and booster stations	5
Generator buildings	4
Clearwell	1
Valve house	1
Maintenance buildings	2
Chlorine building	1

### REVENUE SUMMARY

Funding Source	2012	2013	2014	2015	2016	5 Year Total
I & D Fund	\$1,000,000	\$1,596,000	\$825,000	\$450,000	\$1,425,000	\$5,296,000
<b>Total</b>	<b>\$1,000,000</b>	<b>\$1,596,000</b>	<b>\$825,000</b>	<b>\$450,000</b>	<b>\$1,425,000</b>	<b>\$5,296,000</b>

### PROJECT SUMMARY

Project Name	2012	2013	2014	2015	2016	5 Year Total
Dewatering Improvements	\$400,000	\$0	\$300,000	\$0	\$300,000	\$1,000,000
I & D Water Laboratory	\$100,000	\$100,000	\$100,000	\$0	\$0	\$300,000
Sludge Drying and Hauling	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Cathodic Protection Rehab	\$150,000	\$0	\$100,000	\$0	\$0	\$250,000
Main Electrical Gear	\$125,000	\$125,000	\$125,000	\$125,000	\$0	\$500,000

Project Name	2012	2013	2014	2015	2016	5 Year Total
Replacement of SCADA Remote Terminal Units (RTUs)	\$25,000	\$25,000	\$0	\$0	\$0	\$50,000
Re-roof Chemical Building	\$0	\$271,000	\$0	\$0	\$0	\$271,000
Filter Building Stone Veneer	\$0	\$200,000	\$0	\$0	\$0	\$200,000
Enclose Chlorine Building	\$0	\$0	\$0	\$0	\$500,000	\$500,000
Cuts 3 & 4 Maintenance	\$0	\$300,000	\$0	\$0	\$300,000	\$600,000
Repaint Ceiling Inside Chemical Building	\$0	\$250,000	\$0	\$0	\$0	\$250,000
Basin Repair/Coating	\$0	\$125,000	\$0	\$125,000	\$125,000	\$375,000
<b>Total</b>	<b>\$1,000,000</b>	<b>\$1,596,000</b>	<b>\$825,000</b>	<b>\$450,000</b>	<b>\$1,425,000</b>	<b>\$5,296,000</b>

<b>Fund :</b>	I & D Water	<b>Year :</b>	2011
<b>Category :</b>	I & D Water Improvements	<b>Category Rank :</b>	1
<b>Project Name :</b>	Dewatering Improvements	<b>Department :</b>	INDUSTRIAL & DOMESTIC WATER
<b>Project Number:</b>	TBD	<b>Description :</b>	Addition of second centrifuge and associated equipment to dewatering facility.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$400,000	Land :	\$0	
2013 :	\$0	Construction :	\$500,000	
2014 :	\$300,000	Misc Equipment :	\$500,000	
2015 :	\$0	Engineering :	\$0	
2016 :	\$300,000	Other :	\$0	
5 Year Total :	\$1,000,000	5 Year Total :	\$1,000,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$1,000,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Project will provide for continuous dewatering capability.
<b>Benefits :</b>	Second centrifuge will eliminate current practice of by-passing sludge to pond each time routine or emergency maintenance is required on single centrifuge equipment. Current by-passing requirements result in regular dredging of pond.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	Water supply only
<b>Scope / Comments :</b>	Project will include installation of second centrifuge and associated equipment.

5 Year Method of Financing	
I & D Fund	\$1,000,000
5 Year Total :	\$1,000,000

Location	
Address:	Highway 21, Pooler, Ga
Neighborhood:	
Council District:	1

<b>Fund :</b>	I & D Water	<b>Year :</b>	2008
<b>Category :</b>	I & D Water Improvements	<b>Category Rank :</b>	2
<b>Project Name :</b>	I & D Water Laboratory	<b>Department :</b>	INDUSTRIAL & DOMESTIC WATER
<b>Project Number:</b>	WT326	<b>Description :</b>	Design and construct a new water laboratory.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$700,000	Planning :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
2012 :	\$100,000	Land :	\$0	
2013 :	\$100,000	Construction :	\$300,000	
2014 :	\$100,000	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$300,000	5 Year Total :	\$300,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$9,500	
Total Cost :	\$1,000,000			

<b>Objective :</b>	To build a new water laboratory to test all potable water sampling.
<b>Benefits :</b>	The current water laboratory has been essentially unchanged since the 1950's. The 5 staff persons are crowded and there is extremely limited counter space often leading to inefficiencies in processing samples, duplication of efforts due to re-testing, and safety issues with wasted chemicals and hot lab-ware.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	This project will essentially duplicate the building footprint and layout of the newly completed wastewater laboratory at the President Street Plant.

5 Year Method of Financing	
I & D Fund	\$300,000
5 Year Total :	\$300,000

Location	
<b>Address:</b>	Highway 21, Pooler, Ga.
<b>Neighborhood:</b>	
<b>Council District:</b>	1

<b>Fund :</b>	I & D Water	<b>Year :</b>	2015
<b>Category :</b>	I & D Water Improvements	<b>Category Rank :</b>	3
<b>Project Name :</b>	Sludge Drying and Hauling	<b>Department :</b>	INDUSTRIAL & DOMESTIC WATER
<b>Project Number:</b>	TBD	<b>Description :</b>	To remove sludge from the pond and place in the drying bed.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$200,000	Planning :	\$0	
2012 :	\$200,000	Land :	\$0	
2013 :	\$200,000	Construction :	\$1,000,000	
2014 :	\$200,000	Misc Equipment :	\$0	
2015 :	\$200,000	Engineering :	\$0	
2016 :	\$200,000	Other :	\$0	
5 Year Total :	\$1,000,000	5 Year Total :	\$1,000,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$1,200,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Minimize the sludge in the overflow pond which will help the department meet the NPDES discharge permit.
<b>Benefits :</b>	No violations of NPDES discharge permit.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Upon adequate drying of the sludge the sludge will be removed from the drying bed and hauled to the landfill.

5 Year Method of Financing	
I & D Fund	\$1,000,000
5 Year Total :	\$1,000,000

Location	
<b>Address:</b>	Highway 21, Pooler, Ga.
<b>Neighborhood:</b>	
<b>Council District:</b>	1

<b>Fund :</b>	I & D Water	<b>Year :</b>	2009
<b>Category :</b>	I & D Water Improvements	<b>Category Rank :</b>	4
<b>Project Name :</b>	Cathodic Protection Rehab	<b>Department :</b>	INDUSTRIAL & DOMESTIC WATER
<b>Project Number:</b>	TBD	<b>Description :</b>	Replace expended anode beds and fix any pipe continuity bonds.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$250,000	Planning :	\$0	
2012 :	\$150,000	Land :	\$0	
2013 :	\$0	Construction :	\$250,000	
2014 :	\$100,000	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$250,000	5 Year Total :	\$250,000	
After 2016 :	\$0			
Total Cost :	\$500,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	This project will replace expended anode beds and repair damaged continuity bonds.
<b>Benefits :</b>	The project will maintain integrity of I&D raw water lines and extend useful life of these assets.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	Water supply only
<b>Scope / Comments :</b>	Project will replace expended anode beds and repair damaged continuity bonds.

5 Year Method of Financing	
I & D Fund	\$250,000
<b>5 Year Total :</b>	<b>\$250,000</b>

Location	
<b>Address:</b>	System-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	I & D Water	<b>Year :</b>	2011
<b>Category :</b>	I & D Water Improvements	<b>Category Rank :</b>	5
<b>Project Name :</b>	Main Electrical Gear	<b>Department :</b>	INDUSTRIAL & DOMESTIC WATER
<b>Project Number:</b>	TBD	<b>Description :</b>	Upgrade/replace the electrical gear at the plant.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$125,000	Land :	\$0	
2013 :	\$125,000	Construction :	\$500,000	
2014 :	\$125,000	Misc Equipment :	\$0	
2015 :	\$125,000	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$500,000	5 Year Total :	\$500,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$500,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To upgrade/replace the electrical gear.
<b>Benefits :</b>	The modifications will provide increased flexibility and allow the extension of power to incorporate additional electrical loads.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
I & D Fund	\$500,000
5 Year Total :	\$500,000

Location	
<b>Address:</b>	Highway 21, Pooler, Ga
<b>Neighborhood:</b>	
<b>Council District:</b>	1

<b>Fund :</b>	I & D Water	<b>Year :</b>	2008
<b>Category :</b>	I & D Water Improvements	<b>Category Rank :</b>	6
<b>Project Name :</b>	Replacement of SCADA Remote Terminal Units (RTUs)	<b>Department :</b>	INDUSTRIAL & DOMESTIC WATER
<b>Project Number:</b>	TBD	<b>Description :</b>	Replace, in phases, aged RTUs that are no longer supported by manufacturer.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$75,000	Planning :	\$0	
2012 :	\$25,000	Land :	\$0	
2013 :	\$25,000	Construction :	\$0	
2014 :	\$0	Misc Equipment :	\$50,000	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$50,000	5 Year Total :	\$50,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$125,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	This project will be used to replace SCADA RTUs purchased between 1993 and 2004 that will no longer be supported by manufacturer over a 5 year period.
<b>Benefits :</b>	This project will allow for replacement of equipment in a scheduled and controlled manner, thus minimizing disruption of service due to unplanned failures of unsupported equipment.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	SCADA
<b>Scope / Comments :</b>	There are 12 RTUs to be replaced.

5 Year Method of Financing	
I & D Fund	\$50,000
5 Year Total :	\$50,000

Location	
<b>Address:</b>	System-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	1

<b>Fund :</b>	I & D Water	<b>Year :</b>	2008
<b>Category :</b>	I & D Water Improvements	<b>Category Rank :</b>	7
<b>Project Name :</b>	Re-roof Chemical Building	<b>Department :</b>	INDUSTRIAL & DOMESTIC WATER
<b>Project Number:</b>	TBD	<b>Description :</b>	Replace the chemical building's roof at the I & D Plant.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$71,587	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$271,000	Construction :	\$271,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$271,000	5 Year Total :	\$271,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$342,587	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To replace the chemical building's roof that is currently in a state of disrepair.
<b>Benefits :</b>	A maintained city facility that also has an improved appearance.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	A new roof

5 Year Method of Financing	
I & D Fund	\$271,000
5 Year Total :	\$271,000

Location	
<b>Address:</b>	Highway 21, Pooler, Ga.
<b>Neighborhood:</b>	
<b>Council District:</b>	1

<b>Fund :</b>	I & D Water	<b>Year :</b>	2011
<b>Category :</b>	I & D Water Improvements	<b>Category Rank :</b>	8
<b>Project Name :</b>	Filter Building Stone Veneer	<b>Department :</b>	INDUSTRIAL & DOMESTIC WATER
<b>Project Number:</b>	TBD	<b>Description :</b>	To repair and replace the stone veneer of the filter building at the I & D Plant.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$200,000	Construction :	\$200,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$200,000	5 Year Total :	\$200,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$200,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To correct the building's state of disrepair.
<b>Benefits :</b>	The building will have an improved appearance.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
I & D Fund	\$200,000
5 Year Total :	\$200,000

Location	
<b>Address:</b>	Highway 21, Pooler, Ga.
<b>Neighborhood:</b>	
<b>Council District:</b>	1

<b>Fund :</b>	I & D Water	<b>Year :</b>	2010
<b>Category :</b>	I & D Water Improvements	<b>Category Rank :</b>	9
<b>Project Name :</b>	Enclose Chlorine Building	<b>Department :</b>	INDUSTRIAL & DOMESTIC WATER
<b>Project Number:</b>	TBD	<b>Description :</b>	To enclose the chlorine building with a scrubber system.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$500,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$500,000	Other :	\$0	
5 Year Total :	\$500,000	5 Year Total :	\$500,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$500,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To contain leaks on-site or within the chlorine facility.
<b>Benefits :</b>	Enclosure of the chlorine facility and installation of scrubbers would safely contain any leaking chlorine within the facility.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
I & D Fund	\$500,000
5 Year Total :	\$500,000

Location	
<b>Address:</b>	Highway 21, Pooler, Ga.
<b>Neighborhood:</b>	
<b>Council District:</b>	1

<b>Fund :</b>	I & D Water	<b>Year :</b>	2007
<b>Category :</b>	I & D Water Improvements	<b>Category Rank :</b>	10
<b>Project Name :</b>	Cuts 3 & 4 Maintenance	<b>Department :</b>	INDUSTRIAL & DOMESTIC WATER
<b>Project Number:</b>	TBD	<b>Description :</b>	To restore Cuts 3 & 4 as mandated under the federal sponsorship agreement for maintenance.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$300,000	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$300,000	Construction :	\$0	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$100,000	
2016 :	\$300,000	Other :	\$500,000	
5 Year Total :	\$600,000	5 Year Total :	\$600,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$900,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Maintenance of diversion structure and clearing of debris from Bear Creek associated with Federal Agreement. Maintenance will insure raw water source viability.
<b>Benefits :</b>	Project protects raw water source quality and quantity for which all citizens of Savannah benefit in public health and economic development.
<b>Council Priority:</b>	This project is part of the legal obligation under the City/Federal Agreement.
<b>Project Related To :</b>	Health and Environment
<b>Scope / Comments :</b>	Work consists of removal of a number of fallen trees at various locations along Bear Creek as well as the replacement of fill material behind the diversion structure washed out by flood waters.

5 Year Method of Financing	
I & D Fund	\$600,000
5 Year Total :	\$600,000

Location	
<b>Address:</b>	Bear Creek
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	I & D Water	<b>Year :</b>	2011
<b>Category :</b>	I & D Water Improvements	<b>Category Rank :</b>	11
<b>Project Name :</b>	Repaint Ceiling Inside Chemical Building	<b>Department :</b>	INDUSTRIAL & DOMESTIC WATER
<b>Project Number:</b>	TBD	<b>Description :</b>	To repaint the ceiling inside I&D chemical building.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$250,000	Construction :	\$0	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$250,000	
5 Year Total :	\$250,000	5 Year Total :	\$250,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$250,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Remove old cracked paint.
<b>Benefits :</b>	Repainting will improve aesthetics and preserve capital investment.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
I & D Fund	\$250,000
5 Year Total :	\$250,000

Location	
<b>Address:</b>	Highway 21, Pooler, Ga.
<b>Neighborhood:</b>	
<b>Council District:</b>	1

<b>Fund :</b>	I & D Water	<b>Year :</b>	2015
<b>Category :</b>	I & D Water Improvements	<b>Category Rank :</b>	12
<b>Project Name :</b>	Basin Repair/Coating	<b>Department :</b>	INDUSTRIAL & DOMESTIC WATER
<b>Project Number:</b>	TBD	<b>Description :</b>	To repair and coat basins as necessary.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$125,000	Construction :	\$375,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$125,000	Engineering :	\$0	
2016 :	\$125,000	Other :	\$0	
5 Year Total :	\$375,000	5 Year Total :	\$375,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$375,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To repair basins as necessary and to coat basins in an effort to extend the service life of the 6 basins.
<b>Benefits :</b>	Extended service life of basins.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
I & D Fund	\$375,000
5 Year Total :	\$375,000

Location	
<b>Address:</b>	Highway 21, Pooler, Ga.
<b>Neighborhood:</b>	
<b>Council District:</b>	1



## 2012-2016 PARK AND RECREATION IMPROVEMENTS

Improvements in this category are for the construction and renovation of infrastructure and equipment for active recreational parks and playgrounds within the City. During 2012, projects include improvements for Joseph Tribble Park and the development of a community park in the Godley area.

### PARK AND RECREATION ASSETS

Asset	Quantity
Athletic fields	21
Basketball courts/complexes	25
Marina	1
Lakes	6
Passive parks	3
Picnic areas	41
Playgrounds	49
Spray pools	10
Swimming pools	9
Tennis court/court complex	7
Volleyball court	2
Walking trails/nature trails	4
Undeveloped land	7 sites

### REVENUE SUMMARY

Funding Source	2012	2013	2014	2015	2016	5 Year Total
General Fund	\$297,000	\$719,000	\$463,000	\$682,000	\$950,000	\$3,111,000
<b>Total</b>	<b>\$297,000</b>	<b>\$719,000</b>	<b>\$463,000</b>	<b>\$682,000</b>	<b>\$950,000</b>	<b>\$3,111,000</b>

### PROJECT SUMMARY

Project Name	2012	2013	2014	2015	2016	5 Year Total
Playground Equipment Reserve	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Joseph Tribble Park - Phase II	\$92,000	\$0	\$0	\$0	\$0	\$92,000
Godley Improvements and Park Development	\$70,000	\$70,000	\$250,000	\$250,000	\$0	\$640,000

Project Name	2012	2013	2014	2015	2016	5 Year Total
Tennis Courts Resurfacing	\$85,000	\$74,000	\$0	\$0	\$0	\$159,000
Blackshear Courts Rebuilding	\$0	\$250,000	\$0	\$0	\$0	\$250,000
Forsyth Park Tennis Courts	\$0	\$150,000	\$0	\$0	\$0	\$150,000
Athletic Practice Fields Upgrade	\$0	\$125,000	\$63,000	\$0	\$0	\$188,000
Facility Lighting Program	\$0	\$0	\$100,000	\$200,000	\$200,000	\$500,000
Wilshire Complex Planning	\$0	\$0	\$0	\$182,000	\$0	\$182,000
Dog Park	\$0	\$0	\$0	\$0	\$100,000	\$100,000
Guy Minick Backstop and Fence Replacement	\$0	\$0	\$0	\$0	\$200,000	\$200,000
Hudson Hill Parking Lot	\$0	\$0	\$0	\$0	\$150,000	\$150,000
Scarborough Restrooms / Concession	\$0	\$0	\$0	\$0	\$250,000	\$250,000
<b>Total</b>	<b>\$297,000</b>	<b>\$719,000</b>	<b>\$463,000</b>	<b>\$682,000</b>	<b>\$950,000</b>	<b>\$3,111,000</b>

<b>Fund :</b>	General	<b>Year :</b>	2011
<b>Category :</b>	Park and Recreation Improvements	<b>Category Rank :</b>	3
<b>Project Name :</b>	Playground Equipment Reserve	<b>Department :</b>	LEISURE SERVICES DIRECTOR
<b>Project Number:</b>	RE608	<b>Description :</b>	Provide funding for replacement playground equipment.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$35,000	Planning :	\$0	
2012 :	\$50,000	Land :	\$0	
2013 :	\$50,000	Construction :	\$250,000	
2014 :	\$50,000	Misc Equipment :	\$0	
2015 :	\$50,000	Engineering :	\$0	
2016 :	\$50,000	Other :	\$0	
5 Year Total :	\$250,000	5 Year Total :	\$250,000	
After 2016 :	\$0			
Total Cost :	\$285,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To provide funding for replacement playground equipment.
<b>Benefits :</b>	To ensure funds are available to replace playground equipment as needed.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$250,000
5 Year Total :	\$250,000

Location	
<b>Address:</b>	Various locations citywide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	General	<b>Year :</b>	2012
<b>Category :</b>	Park and Recreation Improvements	<b>Category Rank :</b>	4
<b>Project Name :</b>	Joseph Tribble Park - Phase II	<b>Department :</b>	BUILDINGS & GROUNDS
<b>Project Number:</b>	TBD	<b>Description :</b>	Design added amenities and parking to recreational development of Windsor Lake completed in 2007.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$92,000	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$92,000	
5 Year Total :	\$92,000	5 Year Total :	\$92,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$92,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To add needed amenities and parking to the recreational park developed around Windsor Lake.
<b>Benefits :</b>	Serves community residents.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	This funding would be for project design only.

5 Year Method of Financing	
General Fund	\$92,000
5 Year Total :	\$92,000

Location	
<b>Address:</b>	Windsor Road & Largo Drive
<b>Neighborhood:</b>	84, Windsor Forest
<b>Council District:</b>	6

<b>Fund :</b>	General	<b>Year :</b>	2012
<b>Category :</b>	Park and Recreation Improvements	<b>Category Rank :</b>	5
<b>Project Name :</b>	Godley Improvements and Park Development	<b>Department :</b>	BUILDINGS & GROUNDS
<b>Project Number:</b>	RE904	<b>Description :</b>	Develop a community and linear park in the Godley Station area.

Total Cost Schedule	
Prior To 2012 :	\$0
2012 :	\$70,000
2013 :	\$70,000
2014 :	\$250,000
2015 :	\$250,000
2016 :	\$0
5 Year Total :	\$640,000
After 2016 :	\$0
<b>Total Cost :</b>	<b>\$640,000</b>

5 Year Cost Breakdown	
Planning :	\$0
Land :	\$0
Construction :	\$640,000
Misc Equipment :	\$0
Engineering :	\$0
Other :	\$0
5 Year Total :	\$640,000
Annual Operating Budget Impact :	\$0

<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
--

<b>Objective :</b>	Provide open space and recreational area in this newly annexed and constructed area.
<b>Benefits :</b>	Will contribute to the community and its resources, serve residents and businesses, encourage capital investment, and increase the tax base.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	BG344
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$640,000
5 Year Total :	\$640,000

Location	
<b>Address:</b>	Location to be identified
<b>Neighborhood:</b>	92, Godley West
<b>Council District:</b>	1

<b>Fund :</b>	General	<b>Year :</b>	2012
<b>Category :</b>	Park and Recreation Improvements	<b>Category Rank :</b>	6
<b>Project Name :</b>	Tennis Courts Resurfacing	<b>Department :</b>	BUILDINGS & GROUNDS
<b>Project Number:</b>	TBD	<b>Description :</b>	Resurface tennis courts at three parks.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$85,000	Land :	\$0	
2013 :	\$74,000	Construction :	\$159,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$159,000	5 Year Total :	\$159,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$159,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To bring tennis courts to acceptable playing conditions.
<b>Benefits :</b>	Will assist facility in providing acceptable playing conditions for youth and adult tennis players. Each facility provides two courts that are over 30 years old and need rebuilding.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	2012: Forest Hills; 2013: Kennedy Park and Cloverdale

5 Year Method of Financing	
General Fund	\$159,000
<b>5 Year Total :</b>	<b>\$159,000</b>

Location	
<b>Address:</b>	Collat Ave. & W. Gwinnett St., Skidaway Rd. & Berkshire Rd., Cloverdale Dr. & Eleanor St.
<b>Neighborhood:</b>	5, Carver Heights; 61, Forest Park; 44, Cloverdale
<b>Council District:</b>	1, 3

<b>Fund :</b>	General	<b>Year :</b>	2013
<b>Category :</b>	Park and Recreation Improvements	<b>Category Rank :</b>	7
<b>Project Name :</b>	Blackshear Courts Rebuilding	<b>Department :</b>	BUILDINGS & GROUNDS
<b>Project Number:</b>	TBD	<b>Description :</b>	Repave the cracked basketball court surfaces.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
2012 :	\$0	Land :	\$0	
2013 :	\$250,000	Construction :	\$250,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$250,000	5 Year Total :	\$250,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	
Total Cost :	\$250,000			

<b>Objective :</b>	To bring basketball courts to acceptable playing condition.
<b>Benefits :</b>	Facility serves neighborhood youth and adults.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$250,000
<b>5 Year Total :</b>	<b>\$250,000</b>

Location	
<b>Address:</b>	Wheaton St. and Dundee St.
<b>Neighborhood:</b>	24, Blackshear
<b>Council District:</b>	2

<b>Fund :</b>	General	<b>Year :</b>	2010
<b>Category :</b>	Park and Recreation Improvements	<b>Category Rank :</b>	8
<b>Project Name :</b>	Forsyth Park Tennis Courts	<b>Department :</b>	BUILDINGS & GROUNDS
<b>Project Number:</b>	TBD	<b>Description :</b>	Resurface cracked tennis courts in Forsyth Park.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$150,000	Construction :	\$150,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$150,000	5 Year Total :	\$150,000	
After 2016 :	\$0			
Total Cost :	\$150,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To bring tennis courts to acceptable playing conditions.
<b>Benefits :</b>	Facility serves youth and adult tennis players.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$150,000
5 Year Total :	\$150,000

Location	
<b>Address:</b>	Park Ave. and Drayton St.
<b>Neighborhood:</b>	14, East Victorian
<b>Council District:</b>	2

<b>Fund :</b>	General	<b>Year :</b>	2013
<b>Category :</b>	Park and Recreation Improvements	<b>Category Rank :</b>	9
<b>Project Name :</b>	Athletic Practice Fields Upgrade	<b>Department :</b>	BUILDINGS & GROUNDS
<b>Project Number:</b>	TBD	<b>Description :</b>	Design, grade and make drainage improvements at six locations.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
2012 :	\$0	Land :	\$0	
2013 :	\$125,000	Construction :	\$188,000	
2014 :	\$63,000	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$188,000	5 Year Total :	\$188,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	
Total Cost :	\$188,000			

<b>Objective :</b>	To upgrade youth athletic practice fields to proper conditions.
<b>Benefits :</b>	Will serve youth athletic program.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Locations: 2010: (1) ACL Boulevard, (2) Cloverdale, (3) Kennedy, and (4) Staley Heights; 2011; (1) Hudson Hill and (2) Soldier's Field

5 Year Method of Financing	
General Fund	\$188,000
<b>5 Year Total :</b>	<b>\$188,000</b>

Location	
<b>Address:</b>	Various locations citywide
<b>Neighborhood:</b>	5, Carver Heights; 44, Cloverdale; 46, Liberty City/Summerside/Southover/Richfield; 48, Taemville; 2, Hudson Hill/Bayview; 12 Eastside
<b>Council District:</b>	1,2,5

<b>Fund :</b>	General	<b>Year :</b>	2014
<b>Category :</b>	Park and Recreation Improvements	<b>Category Rank :</b>	10
<b>Project Name :</b>	Facility Lighting Program	<b>Department :</b>	BUILDINGS & GROUNDS
<b>Project Number:</b>	TBD	<b>Description :</b>	Replace lighting systems at fourteen recreational facilities.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$400,000	
2014 :	\$100,000	Misc Equipment :	\$0	
2015 :	\$200,000	Engineering :	\$0	
2016 :	\$200,000	Other :	\$100,000	
5 Year Total :	\$500,000	5 Year Total :	\$500,000	
After 2016 :	\$2,847,000			
Total Cost :	\$3,347,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To replace aging and outdated sports lighting systems that have reached their economic life span.
<b>Benefits :</b>	Replacing these lights will serve baseball, softball, tennis, and basketball users at the various sites.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	BG360
<b>Scope / Comments :</b>	Replacement of lighting systems at fourteen facilities over seven years. Wooden poles are in most critical need of replacement and are therefore rescheduled for the next three years.

General Fund	\$500,000
5 Year Total :	\$500,000

Location	
<b>Address:</b>	Various locations citywide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	General	<b>Year :</b>	2015
<b>Category :</b>	Park and Recreation Improvements	<b>Category Rank :</b>	11
<b>Project Name :</b>	Wilshire Complex Planning	<b>Department :</b>	BUILDINGS & GROUNDS
<b>Project Number:</b>	TBD	<b>Description :</b>	Planning for construction of four new baseball fields for Junior/Senior leagues to replace fields at AASU and Daffin Park.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$182,000	Engineering :	\$0	
2016 :	\$0	Other :	\$182,000	
5 Year Total :	\$182,000	5 Year Total :	\$182,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$182,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To meet existing programming needs.
<b>Benefits :</b>	Serves youth athletic program for the City.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	This project's full scope has yet to be determined.

General Fund	\$182,000
5 Year Total :	\$182,000

Location	
<b>Address:</b>	Largo Dr. & San Anton Dr.
<b>Neighborhood:</b>	80, Wilshire Estates/Savannah Mall/Tranquilla Woods/Quail Forest/Forest Ridge
<b>Council District:</b>	6

<b>Fund :</b>	General	<b>Year :</b>	2016
<b>Category :</b>	Park and Recreation Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Dog Park	<b>Department :</b>	BUILDINGS & GROUNDS
<b>Project Number:</b>	TBD	<b>Description :</b>	Create a dog park for the community.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$100,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$100,000	Other :	\$0	
5 Year Total :	\$100,000	5 Year Total :	\$100,000	
After 2016 :	\$0			
Total Cost :	\$100,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Create a dog park for dogs to exercise and play off-leash in a controlled environment under the supervision of their owners.
<b>Benefits :</b>	Will create a space where dogs and their owners can play without impacting children or those afraid of dogs that are using the same area.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$100,000
5 Year Total :	\$100,000

Location	
<b>Address:</b>	TBD
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	General	<b>Year :</b>	2016
<b>Category :</b>	Park and Recreation Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Guy Minick Backstop and Fence Replacement	<b>Department :</b>	YOUTH SERVICES
<b>Project Number:</b>	TBD	<b>Description :</b>	Replace backstop and fence at this location for athletics.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$200,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$200,000	Other :	\$0	
5 Year Total :	\$200,000	5 Year Total :	\$200,000	
After 2016 :	\$0			
Total Cost :	\$200,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Replacement is needed from normal usage over the years and to improve safety and appearance.
<b>Benefits :</b>	Increased safety and improved appearance.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$200,000
5 Year Total :	\$200,000

Location
Address:
Neighborhood:
Council District: 4

<b>Fund :</b>	General	<b>Year :</b>	2016
<b>Category :</b>	Park and Recreation Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Hudson Hill Parking Lot	<b>Department :</b>	BUILDINGS & GROUNDS
<b>Project Number:</b>	TBD	<b>Description :</b>	Construct a parking lot for use by patrons at the Hudson Hill facility.

Total Cost Schedule		5 Year Cost Breakdown	
Prior To 2012 :	\$0	Planning :	\$50,000
2012 :	\$0	Land :	\$0
2013 :	\$0	Construction :	\$100,000
2014 :	\$0	Misc Equipment :	\$0
2015 :	\$0	Engineering :	\$0
2016 :	\$150,000	Other :	\$0
5 Year Total :	\$150,000	5 Year Total :	\$150,000
After 2016 :	\$0		
Total Cost :	\$150,000	Annual Operating Budget Impact :	\$0

Routine     New

<b>Objective :</b>	Construct a parking lot at the Hudson Hill location.
<b>Benefits :</b>	Will allow for safe and efficient parking for those using the facility.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	Hudson Hill Renovations
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$150,000
5 Year Total :	\$150,000

Location
<b>Address:</b>
<b>Neighborhood:</b>
<b>Council District:</b>

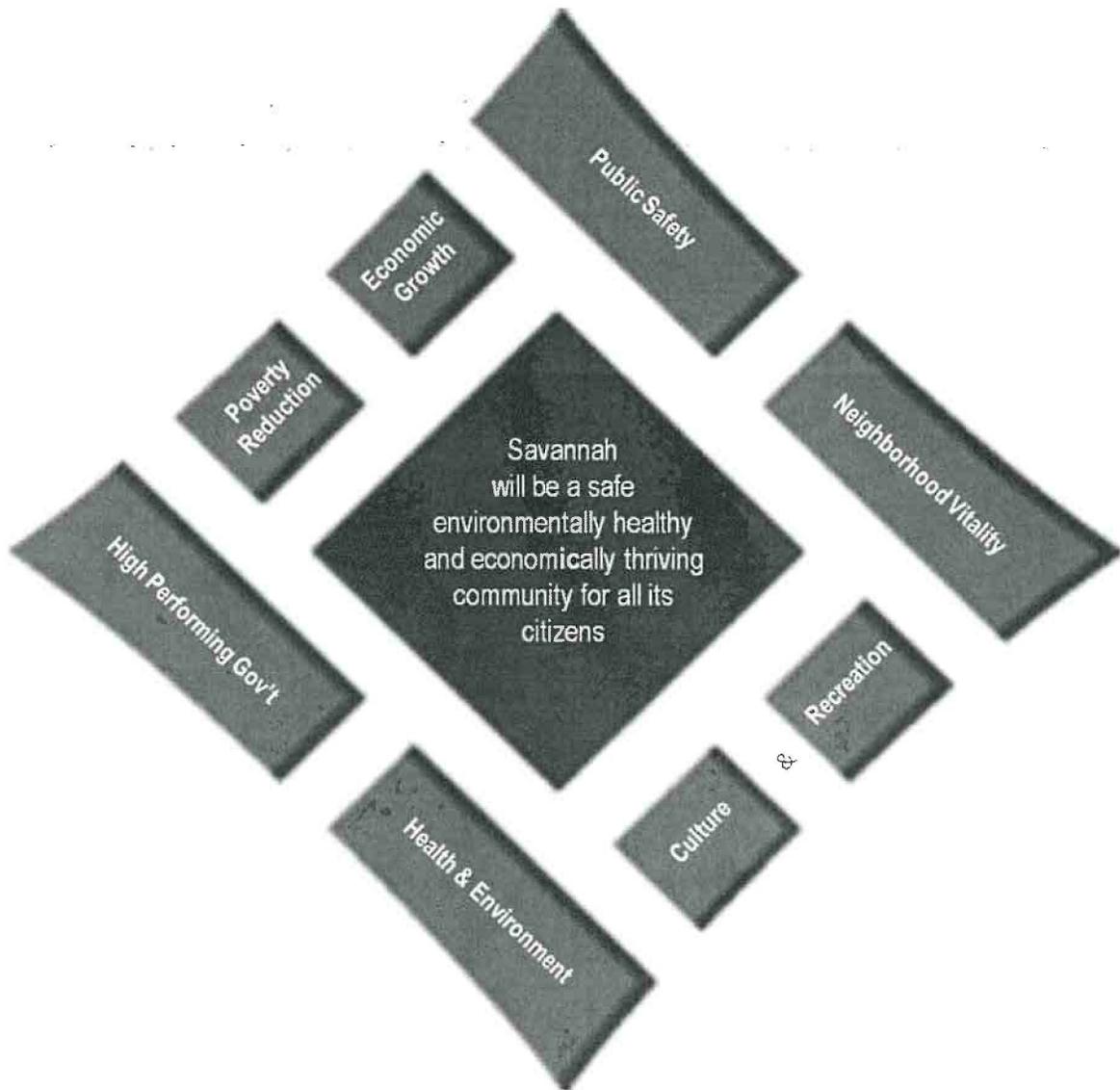
<b>Fund :</b>	General	<b>Year :</b>	2016
<b>Category :</b>	Park and Recreation Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Scarborough Restrooms/Concession	<b>Department :</b>	YOUTH SERVICES
<b>Project Number:</b>	TBD	<b>Description :</b>	Construct restrooms and concession facilities at Scarborough Athletic Complex.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$50,000	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$200,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$250,000	Other :	\$0	
5 Year Total :	\$250,000	5 Year Total :	\$250,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$250,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Provide restrooms at the facility where there are none, and add a concession stand.
<b>Benefits :</b>	Enhances the quality of experience for youth sports participants and their families and friends.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$250,000
5 Year Total :	\$250,000

Location
Address:
Neighborhood:
Council District: 3





2012-2016

## PUBLIC BUILDING IMPROVEMENTS

The City owns and must maintain 209 buildings. These facilities include administration buildings, fire stations, recreational/sports facilities, and parking facilities. All improvement projects for renovated and new facilities, other than those in the Water, Sewer, I and D Water, Civic Center and Sanitation Funds are included in this category. The 2012 program provides funding for several major projects, including a new fire station, a new police precinct, improvements to the Visitor's Center, an Arts-Culture-Education Center, and needed repairs to other City facilities.

### PUBLIC BUILDING ASSETS

Asset	Quantity - Owned	Quantity - Leased
Administration buildings	22	5
Community centers	15	4
Cultural Arts center	0	1
Fire facilities	16	0
Historic facilities	14	0
Adult daycare center	0	1
Maintenance facilities	11	0
Multi-use facilities	9	0
Other recreational facilities	14	0
Pool facilities	4	4
Restroom facilities	5	0
Sports facilities	7	1
Storage facilities	22	0
Police facilities	5	4
Parking facilities	4	0
Residences	4	0
Tourist Facilities	2	0
Training facilities	6	1
Other facilities	31	0

### REVENUE SUMMARY

Funding Source	2012	2013	2014	2015	2016	5 Year Total
General Fund	\$789,000	\$1,644,000	\$1,969,000	\$1,600,000	\$1,200,000	\$7,202,000
General Fund (Preservation Fee)	\$320,000	\$0	\$0	\$0	\$25,000	\$345,000
Golf Course Fund	\$95,500	\$95,500	\$0	\$0	\$0	\$191,000
Parking Fund	\$325,000	\$400,000	\$400,000	\$400,000	\$0	\$1,525,000
SPLOST V	\$13,550,000	\$0	\$0	\$0	\$0	\$13,550,000
Water Fund	\$750,000	\$0	\$0	\$0	\$0	\$750,000
<b>Total</b>	<b>\$15,829,500</b>	<b>\$2,139,500</b>	<b>\$2,369,000</b>	<b>\$2,000,000</b>	<b>\$1,225,000</b>	<b>\$23,563,000</b>

### PROJECT SUMMARY

Project Name	2012	2013	2014	2015	2016	5 Year Total
Bacon Park Golf Course Facilities Improvements	\$95,500	\$95,500	\$0	\$0	\$0	\$191,000
Parking Garages Lighting Retrofit	\$0	\$100,000	\$150,000	\$100,000	\$0	\$350,000
Arts-Culture-Education Center	\$4,000,000	\$0	\$0	\$0	\$0	\$4,000,000
Public Safety Headquarters/ Training Complex	\$9,550,000	\$0	\$0	\$0	\$0	\$9,550,000
Parking Garages Repair and Restoration	\$325,000	\$300,000	\$250,000	\$300,000	\$0	\$1,175,000
Visitor's Center Improvements	\$320,000	\$0	\$0	\$0	\$0	\$320,000
Fire Station - Chevis Road/ Sweetwater Access	\$700,000	\$300,000	\$0	\$0	\$0	\$1,000,000
Leisure Services Bureau Office Repairs	\$80,000	\$0	\$0	\$0	\$0	\$80,000
BMB Exterior Lintel Replacement	\$9,000	\$263,000	\$150,000	\$0	\$0	\$422,000
Hudson Hill Renovations	\$0	\$81,000	\$69,000	\$0	\$0	\$150,000

Project Name	2012	2013	2014	2015	2016	5 Year Total
Woodville Center Renovations	\$0	\$150,000	\$0	\$0	\$0	\$150,000
Eastside Center Renovations	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Tompkins Center Renovation and Expansion	\$0	\$400,000	\$900,000	\$0	\$0	\$1,300,000
Gamble Building Capital Maintenance	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
BMB Interior Renovation	\$750,000	\$250,000	\$250,000	\$0	\$0	\$1,250,000
Fire Station - Chatham Parkway	\$0	\$0	\$500,000	\$1,000,000	\$0	\$1,500,000
Public Works Bldg Improvements	\$0	\$0	\$0	\$500,000	\$500,000	\$1,000,000
New Fire Station	\$0	\$0	\$0	\$0	\$500,000	\$500,000
Park and Tree Maintenance Building Improvements	\$0	\$0	\$0	\$0	\$25,000	\$25,000
Replace City Hall Chiller	\$0	\$0	\$0	\$0	\$100,000	\$100,000
<b>Total</b>	<b>\$15,829,500</b>	<b>\$2,139,500</b>	<b>\$2,369,000</b>	<b>\$2,000,000</b>	<b>\$1,225,000</b>	<b>\$23,563,000</b>

<b>Fund :</b>	Golf Course Fund	<b>Year :</b>	2003
<b>Category :</b>	Public Building Improvements	<b>Category Rank :</b>	3
<b>Project Name :</b>	Bacon Park Golf Course Facilities Improvements	<b>Department :</b>	BUILDINGS & GROUNDS
<b>Project Number:</b>	PB827	<b>Description :</b>	Renovate and expand parking lot by 50 spaces. Also make irrigation and drainage improvements.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$104,000	Planning :	\$0	
2012 :	\$95,500	Land :	\$0	
2013 :	\$95,500	Construction :	\$191,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$191,000	5 Year Total :	\$191,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$295,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Necessary maintenance of old irrigation system; general maintenance and upkeep; remedy of parking deficit.
<b>Benefits :</b>	Cost effective preventive maintenance. Adequate maintenance of golf course.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	BG327
<b>Scope / Comments :</b>	Project will maintain facility at current level and defer future expenditures.

5 Year Method of Financing	
Golf Course Fund	\$191,000
5 Year Total :	\$191,000

Location	
<b>Address:</b>	Bacon Park
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Parking	<b>Year :</b>	2015
<b>Category :</b>	Public Building Improvements	<b>Category Rank :</b>	5
<b>Project Name :</b>	Parking Garages Lighting Retrofit	<b>Department :</b>	PARKING GARAGES & LOTS
<b>Project Number:</b>	TBD	<b>Description :</b>	Upgrade the lighting in the garages.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$100,000	Construction :	\$0	
2014 :	\$150,000	Misc Equipment :	\$350,000	
2015 :	\$100,000	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$350,000	5 Year Total :	\$350,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$350,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To provide a new energy efficient lighting system.
<b>Benefits :</b>	Reduced operating and maintenance costs and enhanced garage interiors.
<b>Council Priority:</b>	Economic Growth
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Funding is included for Bryan St., Liberty, Robinson, Montgomery and Whitaker Street garages.

5 Year Method of Financing	
Parking Fund	\$350,000
5 Year Total :	\$350,000

Location	
<b>Address:</b>	Various locations in the Historic District
<b>Neighborhood:</b>	8, North Historic District
<b>Council District:</b>	1

<b>Fund :</b>	General	<b>Year :</b>	2004
<b>Category :</b>	Public Building Improvements	<b>Category Rank :</b>	7
<b>Project Name :</b>	Cultural Arts Center	<b>Department :</b>	CULTURAL AFFAIRS
<b>Project Number:</b>	PB821	<b>Description :</b>	Construct a community use theater (500 seats), a 100 seat blackbox with equipment/workspace, classrooms, craft art studios and media center.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$16,400,000	Planning :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
2012 :	\$4,000,000	Land :	\$0	
2013 :	\$0	Construction :	\$3,500,000	
2014 :	\$0	Misc Equipment :	\$500,000	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$4,000,000	5 Year Total :	\$4,000,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	
Total Cost :	\$20,400,000			

<b>Objective :</b>	To provide appropriate equipment, work areas and performance venues as a community resource center to develop a sustainable and diverse cultural sector.
<b>Benefits :</b>	Allows concurrent programming, collaborative technical resource sharing and a venue for a range of activities. Will serve as an anchor for revitalization, an entrepreneurial incubator, and as a planning/training/development center for cultural activities.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	PB821 - Cultural Arts Center
<b>Scope / Comments :</b>	The actual scope would be determined through bid negotiations.

5 Year Method of Financing	
SPLOST V	\$4,000,000
5 Year Total :	\$4,000,000

Location	
<b>Address:</b>	Location to be determined
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	General	<b>Year :</b>	2010
<b>Category :</b>	Public Building Improvements	<b>Category Rank :</b>	8
<b>Project Name :</b>	Public Safety Headquarters/Training Complex	<b>Department :</b>	POLICE CHIEF
<b>Project Number:</b>	PB836	<b>Description :</b>	New Police Administration Building and Downtown Precinct.

Total Cost Schedule	5 Year Cost Breakdown	
Prior To 2012 : \$2,200,000	Planning : \$0	
2012 : \$9,550,000	Land : \$0	
2013 : \$0	Construction : \$9,550,000	
2014 : \$0	Misc Equipment : \$0	
2015 : \$0	:	
2016 : \$0	Engineering : \$0	
5 Year Total : \$9,550,000	Other : \$0	
After 2016 : \$0	5 Year Total : \$9,550,000	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost : \$11,750,000	Annual Operating Budget Impact : \$0	

<b>Objective :</b>	To replace the existing public safety headquarters and use property given to the City to provide a new facility for the training, the property room and improved storage parking space for the Special Operations Division specialized vehicles.
<b>Benefits :</b>	The new facility will be an improved, energy efficient, up-to date facility for employees and the public, replace rental space, expanded property room space and provide covered protected parking for specialized vehicles.
<b>Council Priority:</b>	Public Safety
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	The training facility will be a joint facility with Fire. This funding will also provide for repairs/renovations at the Habersham Police Barracks.

5 Year Method of Financing	
SPLOST V	\$9,550,000
<b>5 Year Total :</b>	<b>\$9,550,000</b>

Location	
<b>Address:</b>	3401 Edwin St.
<b>Neighborhood:</b>	42, Beach High School Area
<b>Council District:</b>	1

<b>Fund :</b>	Parking	<b>Year :</b>	2011
<b>Category :</b>	Public Building Improvements	<b>Category Rank :</b>	9
<b>Project Name :</b>	Parking Garages Repair and Restoration	<b>Department :</b>	PARKING GARAGES & LOTS
<b>Project Number:</b>	PB631	<b>Description :</b>	Complete repair of all parking garages and lots.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$270,000	Planning :	\$0	
2012 :	\$325,000	Land :	\$0	
2013 :	\$300,000	Construction :	\$1,175,000	
2014 :	\$250,000	Misc Equipment :	\$0	
2015 :	\$300,000	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$1,175,000	5 Year Total :	\$1,175,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$1,445,000			

<b>Objective :</b>	Restoration and repairs to the interior of each parking garage.
<b>Benefits :</b>	To maintain the life expectancy of the garages for daily and monthly customers.
<b>Council Priority:</b>	Economic Growth
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Parking Fund	\$1,175,000
<b>5 Year Total :</b>	<b>\$1,175,000</b>

Location	
<b>Address:</b>	Various locations in the historic district
<b>Neighborhood:</b>	8, North Historic District
<b>Council District:</b>	1

<b>Fund :</b>	General	<b>Year :</b>	2011
<b>Category :</b>	Public Building Improvements	<b>Category Rank :</b>	10
<b>Project Name :</b>	Visitor's Center Improvements	<b>Department :</b>	TOURISM & FILM SERVICES
<b>Project Number:</b>	PB130	<b>Description :</b>	Improve ADA accessibility to the facility and restroom.

Total Cost Schedule	5 Year Cost Breakdown	
Prior To 2012 : \$1,841,790	Planning : \$0	
2012 : \$320,000	Land : \$0	
2013 : \$0	Construction : \$320,000	
2014 : \$0	Misc Equipment : \$0	
2015 : \$0	Engineering : \$0	
2016 : \$0	Other : \$0	
5 Year Total : \$320,000	5 Year Total : \$320,000	
After 2016 : \$0		<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost : \$2,161,790	Annual Operating Budget Impact : \$0	

<b>Objective :</b>	To renovate the interior to improve accessibility.
<b>Benefits :</b>	Increase spending and encourage longer average stays per visitor.
<b>Council Priority:</b>	Economic Growth
<b>Project Related To :</b>	MLK-Montgomery Street Revitalization Plan
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund (Preservation Fee)	\$320,000
5 Year Total :	\$320,000

Location	
<b>Address:</b>	301 Martin Luther King , Jr. Boulevard
<b>Neighborhood:</b>	7, Kayton Frazier Area
<b>Council District:</b>	1

<b>Fund :</b>	General	<b>Year :</b>	2012
<b>Category :</b>	Public Building Improvements	<b>Category Rank :</b>	12
<b>Project Name :</b>	Fire Station - Chevis Road/Sweetwater Access	<b>Department :</b>	FIRE OPERATIONS
<b>Project Number:</b>	TBD	<b>Description :</b>	Add fire stations to newly annexed areas.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$700,000	Land :	\$0	
2013 :	\$300,000	Construction :	\$1,000,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$1,000,000	5 Year Total :	\$1,000,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$1,000,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To provide fire protection to newly annexed areas.
<b>Benefits :</b>	Fire protection for the citizens of Savannah.
<b>Council Priority:</b>	Public Safety
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Construct one station that will provide protection for Rice Mill/Valambrosa and Sweetwater (via Chevis Road).

5 Year Method of Financing	
General Fund	\$1,000,000
<b>5 Year Total :</b>	<b>\$1,000,000</b>

Location
<b>Address:</b>
<b>Neighborhood:</b> 87, Valambrosa; 90, Sweetwater Plantation
<b>Council District:</b> 6

<b>Fund :</b>	General	<b>Year :</b>	2010
<b>Category :</b>	Public Building Improvements	<b>Category Rank :</b>	13
<b>Project Name :</b>	Leisure Services Bureau Office Repairs	<b>Department :</b>	BUILDINGS & GROUNDS
<b>Project Number:</b>	TBD	<b>Description :</b>	Provide for handicap parking, general exterior, and plumbing renovations.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$80,000	Land :	\$0	
2013 :	\$0	Construction :	\$80,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$80,000	5 Year Total :	\$80,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$80,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To address accessibility, parking and plumbing needs.
<b>Benefits :</b>	Improved accessibility, parking, and hygiene.
<b>Council Priority:</b>	High Performing Government
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$80,000
5 Year Total :	\$80,000

Location	
<b>Address:</b>	Daffin Park
<b>Neighborhood:</b>	37, Parkside
<b>Council District:</b>	4

<b>Fund :</b>	General	<b>Year :</b>	2012
<b>Category :</b>	Public Building Improvements	<b>Category Rank :</b>	14
<b>Project Name :</b>	BMB Exterior Lintel Replacement	<b>Department :</b>	BUILDINGS & GROUNDS
<b>Project Number:</b>	TBD	<b>Description :</b>	Remove and replace steel lintels for the Broughton Municipal Building.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$9,000	Land :	\$0	
2013 :	\$263,000	Construction :	\$413,000	
2014 :	\$150,000	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$9,000	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$422,000	5 Year Total :	\$422,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$422,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To correct a future possibly hazardous situation and maintain the building in acceptable condition.
<b>Benefits :</b>	Restored and sustained integrity and use of structure and deferred future costs.
<b>Council Priority:</b>	High Performing Government
<b>Project Related To :</b>	BG383
<b>Scope / Comments :</b>	Removal and replacement of steel lintels on north and west facades of the building. Cost estimate is based on proposals received for this particular work.

5 Year Method of Financing	
General Fund	\$422,000
<b>5 Year Total :</b>	<b>\$422,000</b>

Location	
<b>Address:</b>	132 Broughton Street
<b>Neighborhood:</b>	8, North Historic District
<b>Council District:</b>	1

<b>Fund :</b>	General	<b>Year :</b>	2013
<b>Category :</b>	Public Building Improvements	<b>Category Rank :</b>	15
<b>Project Name :</b>	Hudson Hill Renovations	<b>Department :</b>	BUILDINGS & GROUNDS
<b>Project Number:</b>	TBD	<b>Description :</b>	Make interior repairs to the existing center.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$81,000	Construction :	\$150,000	
2014 :	\$69,000	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$150,000	5 Year Total :	\$150,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$150,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To maintain the facility in good operating condition.
<b>Benefits :</b>	This center serves community residents and youth. Will maintain facility at current level and defer future expenditures.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Interior painting, replacement of finishes, miscellaneous repairs and adjustments.

5 Year Method of Financing	
General Fund	\$150,000
5 Year Total :	\$150,000

Location	
<b>Address:</b>	Hudson Ave. & W. Lathrop Ave.
<b>Neighborhood:</b>	2, Hudson Hill/Bayview
<b>Council District:</b>	1

<b>Fund :</b>	General	<b>Year :</b>	2013
<b>Category :</b>	Public Building Improvements	<b>Category Rank :</b>	16
<b>Project Name :</b>	Woodville Center Renovations	<b>Department :</b>	BUILDINGS & GROUNDS
<b>Project Number:</b>	TBD	<b>Description :</b>	Make interior repairs to the existing center.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$150,000	Construction :	\$150,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$150,000	5 Year Total :	\$150,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$150,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To maintain the facility in good operating condition.
<b>Benefits :</b>	This center serves community residents and youth. Will maintain facility at current level and defer future expenditures.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Interior painting, replacement of finishes, miscellaneous repairs and adjustments.

5 Year Method of Financing	
General Fund	\$150,000
5 Year Total :	\$150,000

Location	
<b>Address:</b>	129 Darling St.
<b>Neighborhood:</b>	1, Woodville/Bartow
<b>Council District:</b>	1

<b>Fund :</b>	General	<b>Year :</b>	2013
<b>Category :</b>	Public Building Improvements	<b>Category Rank :</b>	17
<b>Project Name :</b>	Eastside Center Renovations	<b>Department :</b>	BUILDINGS & GROUNDS
<b>Project Number:</b>	TBD	<b>Description :</b>	Make interior repairs to the existing center.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$100,000	Construction :	\$100,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$100,000	5 Year Total :	\$100,000	
After 2016 :	\$0			
Total Cost :	\$100,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To maintain the facility in good operating condition.
<b>Benefits :</b>	This center serves community residents and youth. Will maintain facility at current level and defer future expenditures.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Interior painting, replacement of finishes, miscellaneous repairs and adjustments.

5 Year Method of Financing	
General Fund	\$100,000
5 Year Total :	\$100,000

Location	
<b>Address:</b>	415 Goebel Avenue
<b>Neighborhood:</b>	25, Hillcrest Area
<b>Council District:</b>	2

<b>Fund :</b>	General	<b>Year :</b>	2009
<b>Category :</b>	Public Building Improvements	<b>Category Rank :</b>	18
<b>Project Name :</b>	Tompkins Center Renovation and Expansion	<b>Department :</b>	BUILDINGS & GROUNDS
<b>Project Number:</b>	TBD	<b>Description :</b>	Renovate and expand a portion of the existing building.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$56,000	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$400,000	Construction :	\$1,225,000	
2014 :	\$900,000	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$75,000	
5 Year Total :	\$1,300,000	5 Year Total :	\$1,300,000	
After 2016 :	\$0			
Total Cost :	\$1,356,000	Annual Operating Budget Impact :	\$0	

Routine     New

<b>Objective :</b>	To meet programming needs and replace inadequate, deteriorated existing space.
<b>Benefits :</b>	Serves West Savannah youth and adults. Will maintain facility, defer future expenses, contribute to the community, and improve service not meeting minimum standard.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Replacement of NW portion of building (area between the gym and pool) with single-story, 6000 sq.ft. addition containing multi-purpose, kitchen, fitness, game, lifeguard, and TV-rooms, office, storage, and shower rooms/restrooms and a new gym floor.

5 Year Method of Financing	
General Fund	\$1,300,000
<b>5 Year Total :</b>	<b>\$1,300,000</b>

Location	
<b>Address:</b>	Hwy. 17 & 39th St.
<b>Neighborhood:</b>	17, Cuyler/Brownsville
<b>Council District:</b>	1

<b>Fund :</b>	General	<b>Year :</b>	2010
<b>Category :</b>	Public Building Improvements	<b>Category Rank :</b>	19
<b>Project Name :</b>	Gamble Building Capital Maintenance	<b>Department :</b>	ACM - PUBLIC DEVELOPMENT
<b>Project Number:</b>	PB427	<b>Description :</b>	Upgrade elevator, bathrooms and renovate interior in connection with staff relocation.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$100,000	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$100,000	Construction :	\$400,000	
2014 :	\$100,000	Misc Equipment :	\$0	
2015 :	\$100,000	Engineering :	\$0	
2016 :	\$100,000	Other :	\$0	
5 Year Total :	\$400,000	5 Year Total :	\$400,000	
After 2016 :	\$0			
Total Cost :	\$500,000	Annual Operating Budget Impact :	\$0	

Routine     New

<b>Objective :</b>	To upgrade elevator to ensure service and ADA compliance; to upgrade bathrooms; to improve office space.
<b>Benefits :</b>	Upgrading elevator and the restrooms will ensure code compliance and further maintain the interior and exterior structure of the building.
<b>Council Priority:</b>	High Performing Government
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Upgrade elevator service so it is not interrupted & to ensure persons with disabilities have access to each floor. Rehab plumbing to include functional faucets & hot water. Make needed improvements to the 2 & 3 floor due to staff changes and relocation.

5 Year Method of Financing	
General Fund	\$400,000
5 Year Total :	\$400,000

Location	
<b>Address:</b>	10 East Bay Street
<b>Neighborhood:</b>	8, North Historic District
<b>Council District:</b>	1

<b>Fund :</b>	General	<b>Year :</b>	2007
<b>Category :</b>	Public Building Improvements	<b>Category Rank :</b>	20
<b>Project Name :</b>	BMB Interior Renovation	<b>Department :</b>	ACM - MANAGEMENT & FINANCIAL SERVICES
<b>Project Number:</b>	PB223	<b>Description :</b>	Make improvements to the Broughton Municipal Building (BMB).

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$750,000	Land :	\$0	
2013 :	\$250,000	Construction :	\$1,250,000	
2014 :	\$250,000	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$1,250,000	5 Year Total :	\$1,250,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$1,250,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To make Broughton Municipal Building a more liveable, safe and secure workplace. To show that the City is committed to supporting the revitalization efforts of the downtown business district by renovating our own building.
<b>Benefits :</b>	Improves employee morale and customer service. Contributes to City image.
<b>Council Priority:</b>	High Performing Government
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	The renovation will include reconfiguration of some interior walls, new flooring (carpet & tile), repainting all painted walls, renovation of all existing bathrooms except for the ones on the 2nd floor.

5 Year Method of Financing	
General Fund	\$500,000
Water Fund	\$750,000
<b>5 Year Total :</b>	<b>\$1,250,000</b>

Location	
<b>Address:</b>	132 Broughton Street
<b>Neighborhood:</b>	8, North Historic District
<b>Council District:</b>	1

<b>Fund :</b>	General	<b>Year :</b>	2014
<b>Category :</b>	Public Building Improvements	<b>Category Rank :</b>	21
<b>Project Name :</b>	Fire Station - Chatham Parkway	<b>Department :</b>	FIRE OPERATIONS
<b>Project Number:</b>	TBD	<b>Description :</b>	Add new fire stations to newly annexed areas.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$1,500,000	
2014 :	\$500,000	Misc Equipment :	\$0	
2015 :	\$1,000,000	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$1,500,000	5 Year Total :	\$1,500,000	
After 2016 :	\$0			
Total Cost :	\$1,500,000	Annual Operating Budget Impact :	\$1,200,000	

Routine     New

<b>Objective :</b>	To provide fire protection to newly annexed areas.
<b>Benefits :</b>	Fire protection for the citizens of Savannah.
<b>Council Priority:</b>	Public Safety
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$1,500,000
5 Year Total :	\$1,500,000

Location
<b>Address:</b>
<b>Neighborhood:</b> 88, Chatham Parkway
<b>Council District:</b> 1

<b>Fund :</b>	General	<b>Year :</b>	2015
<b>Category :</b>	Public Building Improvements	<b>Category Rank :</b>	22
<b>Project Name :</b>	Public Works Bldg Improvements	<b>Department :</b>	CITY MANAGER'S OFFICE
<b>Project Number:</b>	PB114	<b>Description :</b>	Provide funds for City building improvements for Public Works.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$1,000,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$500,000	Engineering :	\$0	
2016 :	\$500,000	Other :	\$0	
5 Year Total :	\$1,000,000	5 Year Total :	\$1,000,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	
Total Cost :	\$1,000,000			

<b>Objective :</b>	To improve facilities used by the Public Works operations.
<b>Benefits :</b>	Efficiency, reduced costs, improved appearance of general area. Improved coordinaton among the departments, parking and accessibility.
<b>Council Priority:</b>	High Performing Government
<b>Project Related To :</b>	Property acquisition at Interchange Court Area.
<b>Scope / Comments :</b>	This is preliminary funding to undertake a necessary project. Additional funding will be required in future years.

5 Year Method of Financing	
General Fund	\$1,000,000
<b>5 Year Total :</b>	<b>\$1,000,000</b>

Location	
<b>Address:</b>	Interchange Court
<b>Neighborhood:</b>	5, Carver Heights
<b>Council District:</b>	1

<b>Fund :</b>	General	<b>Year :</b>	2016
<b>Category :</b>	Public Building Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	New Fire Station	<b>Department :</b>	FIRE OPERATIONS
<b>Project Number:</b>	TBD	<b>Description :</b>	Begin to pre-fund a new fire station in one of the developing areas. The area will depend upon pace of development over the next few years.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$500,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$500,000	Other :	\$0	
5 Year Total :	\$500,000	5 Year Total :	\$500,000	
After 2016 :	\$500,000	Annual Operating Budget Impact :	\$0	
Total Cost :	\$1,000,000			

<b>Objective :</b>	To maintain the City's ISO rating, new stations will be needed in areas of high growth.
<b>Benefits :</b>	Provides improved fire service to areas of the City.
<b>Council Priority:</b>	Public Safety
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$500,000
5 Year Total :	\$500,000

Location
Address:
Neighborhood:
Council District:

<b>Fund :</b>	General	<b>Year :</b>	2016
<b>Category :</b>	Public Building Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Park and Tree Maintenance Building Improvements	<b>Department :</b>	PARK & TREE
<b>Project Number:</b>	TBD	<b>Description :</b>	Improve Park and Tree's maintenance building.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$25,000	Other :	\$25,000	
5 Year Total :	\$25,000	5 Year Total :	\$25,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$25,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Provide a safe and secure area for maintaining and storing small engine equipment, Park & Tree supplies and materials.
<b>Benefits :</b>	Eliminate use of dilapidated structure at City Lot and reduce loss to theft and poor maintenance.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Crews will use the warehouse at Interchange Court for reporting, assembling and briefing. A security system will be installed so the premises can be monitored, to prevent unauthorized entry. Cameras will be installed to record entry into the facilities.

5 Year Method of Financing	
General Fund (Preservation Fee)	\$25,000
5 Year Total :	\$25,000

Location	
<b>Address:</b>	14 Interchange Court
<b>Neighborhood:</b>	88
<b>Council District:</b>	1

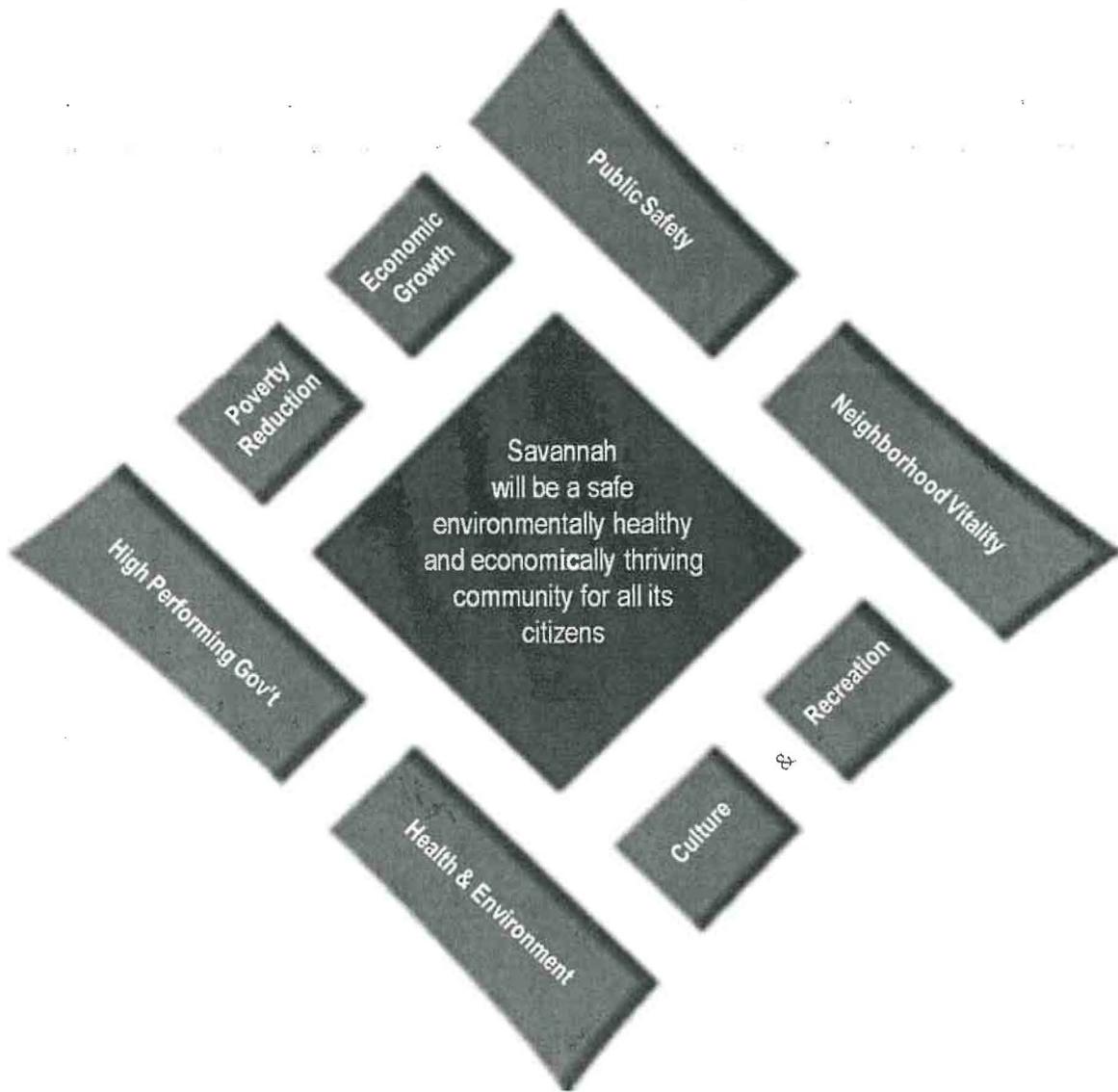
<b>Fund :</b>	General	<b>Year :</b>	2016
<b>Category :</b>	Public Building Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Replace City Hall Chiller	<b>Department :</b>	BUILDING & ELECTRICAL MAINTENANCE
<b>Project Number:</b>	TBD	<b>Description :</b>	Replace the HVAC system in city hall with a more efficient model that is more easily maintained.

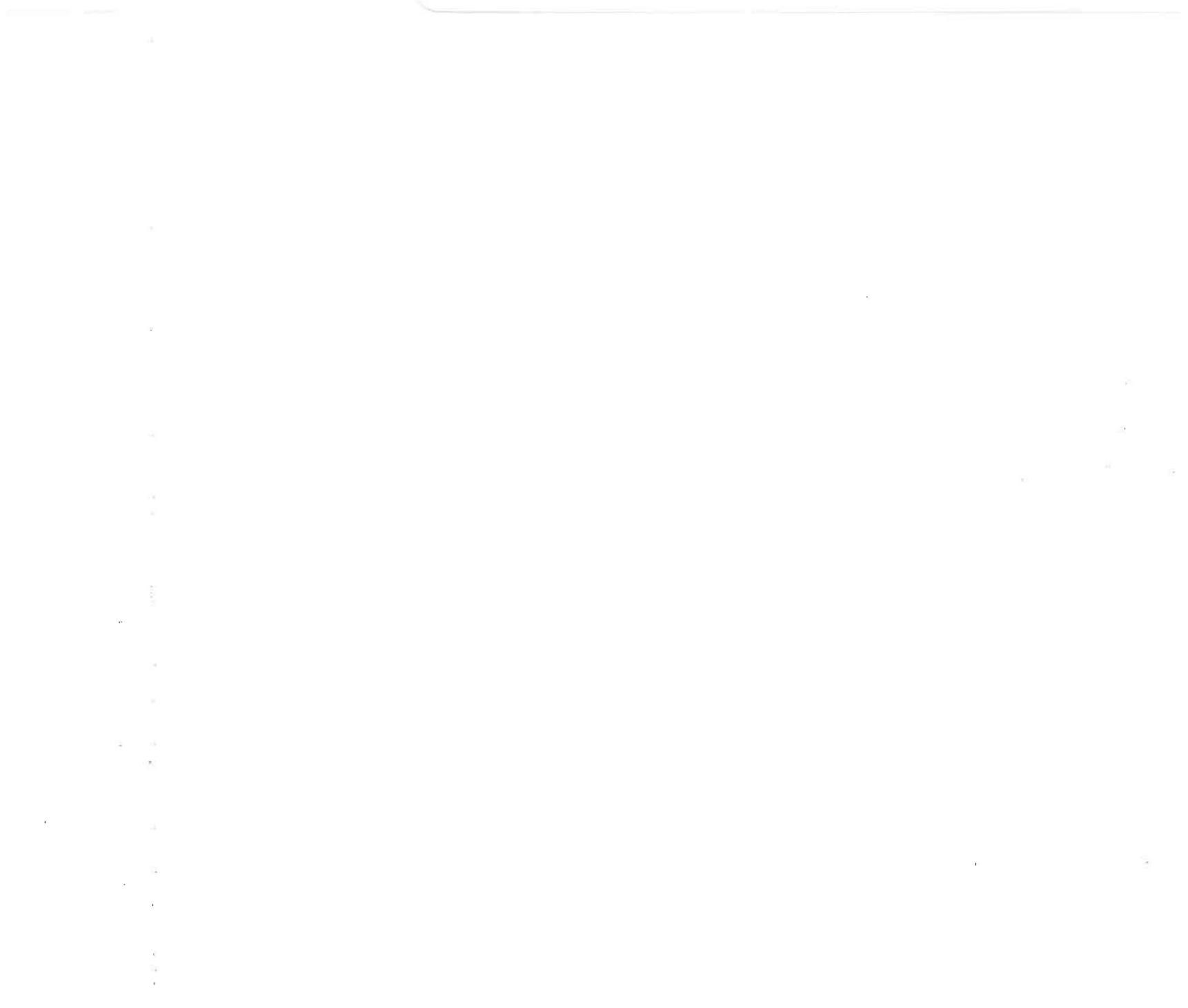
Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$0	Misc Equipment :	\$100,000	
2015 :	\$0	Engineering :	\$0	
2016 :	\$100,000	Other :	\$0	
5 Year Total :	\$100,000	5 Year Total :	\$100,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$100,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Allow for better indoor climate control and easier maintenance with a newer unit.
<b>Benefits :</b>	Save energy and increase comfort for those who work in City Hall.
<b>Council Priority:</b>	High Performing Government
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$100,000
5 Year Total :	\$100,000

Location
Address:
Neighborhood:
Council District:





## 2012-2016 SANITATION IMPROVEMENTS

The Capital Improvement in this category is for development of cell #2 for receiving waste at the Dean Forest Road Landfill facility. Cell #1 is on pace to reach its maximum capacity within the next 5 to 10 years. The 2<sup>nd</sup> cell must be environmentally permitted, designed, and constructed to receive waste before closure of the Phase 1 cell can begin.

### SANITATION ASSETS

Asset	Quantity
Landfills	1
Administration buildings	4

### REVENUE SUMMARY

Funding Source	2012	2013	2014	2015	2016	5 Year Total
Sanitation Fund	\$0	\$0	\$0	\$17,010,000	\$0	\$17,010,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,010,000</b>	<b>\$0</b>	<b>\$17,010,000</b>

### PROJECT SUMMARY

Project Name	2012	2013	2014	2015	2016	5 Year Total
Dean Forest Landfill Phase 2	\$0	\$0	\$0	\$17,010,000	\$0	\$17,010,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,010,000</b>	<b>\$0</b>	<b>\$17,010,000</b>

<b>Fund :</b>	Sanitation	<b>Year :</b>	2015
<b>Category :</b>	Sanitation Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Dean Forest Landfill Phase 2	<b>Department :</b>	REFUSE DISPOSAL
<b>Project Number:</b>	TBD	<b>Description :</b>	Develop new cell at landfill to increase capacity.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$17,010,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$17,010,000	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$17,010,000	5 Year Total :	\$17,010,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	
Total Cost :	\$17,010,000			

<b>Objective :</b>	Construct a new cell at the DFR landfill site to increase capacity.
<b>Benefits :</b>	Allows for continued operation of the landfill; the existing cell will be reaching full capacity within the next 5 to 10 years.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Sanitation Fund	\$17,010,000
5 Year Total :	\$17,010,000

Location
Address:
Neighborhood:
Council District:

Sewer

## 2012-2016 SEWER IMPROVEMENTS

Improvements are made to maintain and rehabilitate the system. Improvements are also made to extend the sewer system into areas where service is not available and to separate stormwater drainage from the wastewater lines. A major project funded in 2012 is the installation of a flow equalization system to the President Street Plant.

### SEWER ASSETS

Asset	Quantity
Lift stations	176
Sewer pipe	834 miles
Treatment plants	4
Administration facility	1

### REVENUE SUMMARY

Funding Source	2012	2013	2014	2015	2016	5 Year Total
Sewer Fund	\$9,795,000	\$12,022,000	\$14,077,000	\$16,258,000	\$19,518,000	\$71,670,000
<b>Total</b>	<b>\$9,795,000</b>	<b>\$12,022,000</b>	<b>\$14,077,000</b>	<b>\$16,258,000</b>	<b>\$19,518,000</b>	<b>\$71,670,000</b>

### PROJECT SUMMARY

Project Name	2012	2013	2014	2015	2016	5 Year Total
Sewer Line Rehabilitation	\$2,093,000	\$2,150,000	\$2,150,000	\$2,212,000	\$2,212,000	\$10,817,000
Lift Station Rehabilitation	\$800,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,800,000
Reclaimed Water Phase I	\$750,000	\$750,000	\$250,000	\$250,000	\$1,000,000	\$3,000,000
Treatment Plant Capital Improvements	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Treatment Plant Capital Expansion	\$100,000	\$100,000	\$100,000	\$200,000	\$200,000	\$700,000
Large Tract Infrastructure Extension	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Treatment Plant Capital Maintenance	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
SCADA Remote Terminal Replacements	\$200,000	\$200,000	\$0	\$0	\$0	\$400,000

Project Name	2012	2013	2014	2015	2016	5 Year Total
Stormwater Separation	\$117,000	\$120,000	\$125,000	\$125,000	\$128,000	\$615,000
Sewer Extensions	\$117,000	\$120,000	\$120,000	\$125,000	\$128,000	\$610,000
Developer Oversizing	\$112,000	\$117,000	\$117,000	\$121,000	\$123,000	\$590,000
Sewer Share of Paving	\$85,000	\$88,000	\$88,000	\$92,000	\$94,000	\$447,000
Lift Station/Small Plants Monitoring	\$85,000	\$89,000	\$89,000	\$94,000	\$94,000	\$451,000
Equalization System	\$1,560,000	\$1,560,000	\$1,560,000	\$1,560,000	\$1,560,000	\$7,800,000
SCADA Upgrade	\$26,000	\$28,000	\$28,000	\$29,000	\$29,000	\$140,000
Directional Bore for 23 Parallel Force Main	\$300,000	\$500,000	\$0	\$500,000	\$500,000	\$1,800,000
Georgetown Nutrient Removal	\$0	\$0	\$500,000	\$1,000,000	\$1,500,000	\$3,000,000
President St. Residuals Improvements	\$0	\$250,000	\$2,000,000	\$2,000,000	\$2,000,000	\$6,250,000
President St. TMDL Improvements	\$1,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$3,500,000	\$12,500,000
Wilshire Nutrient Removal	\$0	\$0	\$500,000	\$1,000,000	\$1,500,000	\$3,000,000
Wilshire TMDL Improvements	\$1,000,000	\$1,500,000	\$2,000,000	\$2,500,000	\$3,000,000	\$10,000,000
<b>Total</b>	<b>\$9,795,000</b>	<b>\$12,022,000</b>	<b>\$14,077,000</b>	<b>\$16,258,000</b>	<b>\$19,518,000</b>	<b>\$71,670,000</b>

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	1999
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	1
<b>Project Name :</b>	Sewer Line Rehabilitation	<b>Department :</b>	SEWER MAINTENANCE
<b>Project Number:</b>	SW422	<b>Description :</b>	Rehabilitate and/or replace deteriorated or damaged sewer lines.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$27,058,300	Planning :	\$0	
2012 :	\$2,093,000	Land :	\$0	
2013 :	\$2,150,000	Construction :	\$10,817,000	
2014 :	\$2,150,000	Misc Equipment :	\$0	
2015 :	\$2,212,000	Engineering :	\$0	
2016 :	\$2,212,000	Other :	\$0	
5 Year Total :	\$10,817,000	5 Year Total :	\$10,817,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$37,875,300	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To reduce the number of stoppages/backups and cave-ins on sewer lines.
<b>Benefits :</b>	Reduction in sewer stoppages and/or cave-ins; also strengthening of the integrity of the sewer system.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Sewer Fund	\$10,817,000
5 Year Total :	\$10,817,000

Location	
Address:	System-wide
Neighborhood:	
Council District:	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	1999
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	3
<b>Project Name :</b>	Lift Station Rehabilitation	<b>Department :</b>	LIFT STATIONS
<b>Project Number:</b>	SW520	<b>Description :</b>	Rehabilitate or replace pump stations currently obsolete and/or reaching capacity.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$18,676,700	Planning :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
2012 :	\$800,000	Land :	\$0	
2013 :	\$1,000,000	Construction :	\$4,800,000	
2014 :	\$1,000,000	Misc Equipment :	\$0	
2015 :	\$1,000,000	Engineering :	\$0	
2016 :	\$1,000,000	Other :	\$0	
5 Year Total :	\$4,800,000	5 Year Total :	\$4,800,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	
Total Cost :	\$23,476,700			

<b>Objective :</b>	The rehabilitation is necessary to provide additional system capacity and ensure system integrity.
<b>Benefits :</b>	This project provides the City with more reliable pump stations with the capacities to serve future customers.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Sewer Fund	\$4,800,000
5 Year Total :	\$4,800,000

Location	
Address:	System-wide
Neighborhood:	
Council District:	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2009
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	4
<b>Project Name :</b>	Reclaimed Water Phase I	<b>Department :</b>	WATER DISTRIBUTION
<b>Project Number:</b>	WT420	<b>Description :</b>	Installation of new reclaimed water mains to serve specific areas with reclaimed water.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$3,306,000	Planning :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
2012 :	\$750,000	Land :	\$0	
2013 :	\$750,000	Construction :	\$3,000,000	
2014 :	\$250,000	Misc Equipment :	\$0	
2015 :	\$250,000	Engineering :	\$0	
2016 :	\$1,000,000	Other :	\$0	
5 Year Total :	\$3,000,000	5 Year Total :	\$3,000,000	
After 2016 :	\$8,002,282	Annual Operating Budget Impact :	\$0	
Total Cost :	\$14,308,282			

<b>Objective :</b>	Project will allow reclaim / re-use water use to City service area.
<b>Benefits :</b>	Will comply with State New Water Plan requirement for Reclaim Water Use; will add to the existing reclaim water use revenue source.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Project will include design and construction of new re-use water mains to service service areas.

5 Year Method of Financing	
Water Fund	\$2,656,000
Sewer Fund	\$344,000
<b>5 Year Total :</b>	<b>\$3,000,000</b>

Location	
<b>Address:</b>	Citywide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2003
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	5
<b>Project Name :</b>	Treatment Plant Capital Improvements	<b>Department :</b>	PRESIDENT STREET PLANT
<b>Project Number:</b>	SW320	<b>Description :</b>	Make various capital improvements as needed at the wastewater treatment plants.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$4,400,000	Planning :	\$0	
2012 :	\$500,000	Land :	\$0	
2013 :	\$500,000	Construction :	\$2,500,000	
2014 :	\$500,000	Misc Equipment :	\$0	
2015 :	\$500,000	Engineering :	\$0	
2016 :	\$500,000	Other :	\$0	
5 Year Total :	\$2,500,000	5 Year Total :	\$2,500,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
<b>Total Cost :</b>	<b>\$6,900,000</b>			

<b>Objective :</b>	To ensure wastewater treatment plants are properly operational with updated equipment according to new technologies and EPD directives.
<b>Benefits :</b>	Proper and more efficient and effective wastewater treatment.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Sewer Fund	\$2,500,000
<b>5 Year Total :</b>	<b>\$2,500,000</b>

Location	
<b>Address:</b>	Georgetown, President, Wilshire and Crossroads Plants
<b>Neighborhood:</b>	24, Blackshear (President); 79, Largo Woods (Wilshire); 93, Crossroads Business Center
<b>Council District:</b>	2, 6, 1

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2004
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	6
<b>Project Name :</b>	Treatment Plant Capital Expansion	<b>Department :</b>	PRESIDENT STREET PLANT
<b>Project Number:</b>	SW806	<b>Description :</b>	Make treatment capacity increases as needed at the City's wastewater treatment plants.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$2,800,000	Planning :	\$0	
2012 :	\$100,000	Land :	\$0	
2013 :	\$100,000	Construction :	\$700,000	
2014 :	\$100,000	Misc Equipment :	\$0	
2015 :	\$200,000	Engineering :	\$0	
2016 :	\$200,000	Other :	\$0	
5 Year Total :	\$700,000	5 Year Total :	\$700,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$3,500,000	Annual Operating Budget Impact :	\$1,000,000	

<b>Objective :</b>	Provide funding for treatment plant capacity expansion.
<b>Benefits :</b>	Serve the growing community and service area of the City of Savannah. Project will enhance the public health and safety. It will provide for an economic stimulus and further ensures compliance of the law.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	Treatment capacity capabilities of wastewater treatment plants
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Sewer Fund	\$700,000
5 Year Total :	\$700,000

Location	
<b>Address:</b>	Georgetown, President, Wilshire and Crossroads Plants
<b>Neighborhood:</b>	24, Blackshear (President); 79, Largo Woods (Wilshire); 93, Crossroads Business Center
<b>Council District:</b>	2, 6, 1

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	<b>2000</b>
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	7
<b>Project Name :</b>	Large Tract Infrastructure Extension	<b>Department :</b>	SEWER MAINTENANCE
<b>Project Number:</b>	SW521, SW928	<b>Description :</b>	Extend existing infrastructure to newly annexed areas.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$5,011,800	Planning :	\$0	
2012 :	\$100,000	Land :	\$0	
2013 :	\$100,000	Construction :	\$500,000	
2014 :	\$100,000	Misc Equipment :	\$0	
2015 :	\$100,000	Engineering :	\$0	
2016 :	\$100,000	Other :	\$0	
5 Year Total :	\$500,000	5 Year Total :	\$500,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$5,511,800	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Extension of existing infrastructure will be necessary to serve the newly annexed areas and allow development to begin.
<b>Benefits :</b>	The City will benefit from the economic development of the new annexed areas through an increased tax base & revenue from W/S service.
<b>Council Priority:</b>	Economic Growth
<b>Project Related To :</b>	Annexation efforts
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Sewer Fund	\$500,000
5 Year Total :	\$500,000

Location	
<b>Address:</b>	Locations to be identified
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	1999
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	8
<b>Project Name :</b>	Treatment Plant Capital Maintenance	<b>Department :</b>	PRESIDENT STREET PLANT
<b>Project Number:</b>	SW319	<b>Description :</b>	Replace equipment, correct design deficiencies, and other needs to meet permit to discharge limits.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$5,427,200	Planning :	\$0	
2012 :	\$350,000	Land :	\$0	
2013 :	\$350,000	Construction :	\$1,750,000	
2014 :	\$350,000	Misc Equipment :	\$0	
2015 :	\$350,000	Engineering :	\$0	
2016 :	\$350,000	Other :	\$0	
5 Year Total :	\$1,750,000	5 Year Total :	\$1,750,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$7,177,200	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	This project is necessary in order to meet the higher discharge limitations required by the Environmental Protection Division.
<b>Benefits :</b>	This project will allow the City to continue to meet its discharge requirements as required under the NPDES permit.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	The project affects the following treatment plants: Georgetown, President, Wilshire & Windsor.

5 Year Method of Financing	
Sewer Fund	\$1,750,000
5 Year Total :	\$1,750,000

Location	
<b>Address:</b>	Georgetown, President, Wilshire and Crossroads Plants
<b>Neighborhood:</b>	24, Blackshear (President); 79, Largo Woods (Wilshire); 93, Crossroads Business Center
<b>Council District:</b>	2, 6, 1

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2009
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	9
<b>Project Name :</b>	SCADA Remote Terminal Replacements	<b>Department :</b>	LIFT STATIONS
<b>Project Number:</b>	SW428	<b>Description :</b>	Replacment of existing Lift Station SCADA (Supervisory Control and Data Acquisition) unit RTUs controlling lift station operations.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$400,000	Planning :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
2012 :	\$200,000	Land :	\$0	
2013 :	\$200,000	Construction :	\$0	
2014 :	\$0	Misc Equipment :	\$300,000	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$100,000	
5 Year Total :	\$400,000	5 Year Total :	\$400,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	
Total Cost :	\$800,000			

<b>Objective :</b>	To purchase and replace 148 of the existing lift station RTUs that are no longer being manufactured and fabricated with the new Controlwave RTU.
<b>Benefits :</b>	Replaces antiquated units and will be used to further automate the Lift Station Operations, which in turn will allow for more efficient use of personnel and more efficient monitoring of station operations.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	Lift Station Operations and Sewer Conveyance
<b>Scope / Comments :</b>	This CIP will replace all current RTUs in the field with new controlwave units. It is needed due to Bristol no longer producing the current 33xx product lines that are in place.

5 Year Method of Financing	
Sewer Fund	\$400,000
5 Year Total :	\$400,000

Location	
<b>Address:</b>	System-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	1999
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	10
<b>Project Name :</b>	Stormwater Separation	<b>Department :</b>	SEWER MAINTENANCE
<b>Project Number:</b>	SW125	<b>Description :</b>	Direct stormwater out of the sanitary sewer system.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$1,928,975	Planning :	\$0	
2012 :	\$117,000	Land :	\$0	
2013 :	\$120,000	Construction :	\$615,000	
2014 :	\$125,000	Misc Equipment :	\$0	
2015 :	\$125,000	Engineering :	\$0	
2016 :	\$128,000	Other :	\$0	
5 Year Total :	\$615,000	5 Year Total :	\$615,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$2,543,975	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	The infiltration of stormwater causes increased stoppages, lower system capacity and higher maintenance costs.
<b>Benefits :</b>	The removal of stormwater would create additional capacity and reduce stoppages caused by the increased flow from stormwater.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Sewer Fund	\$615,000
5 Year Total :	\$615,000

Location	
<b>Address:</b>	System-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	1999
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	11
<b>Project Name :</b>	Sewer Extensions	<b>Department :</b>	SEWER MAINTENANCE
<b>Project Number:</b>	SW126	<b>Description :</b>	Install sanitary sewers in areas where the City will provide future service.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$1,577,854	Planning :	\$0	
2012 :	\$117,000	Land :	\$0	
2013 :	\$120,000	Construction :	\$610,000	
2014 :	\$120,000	Misc Equipment :	\$0	
2015 :	\$125,000	Engineering :	\$0	
2016 :	\$128,000	Other :	\$0	
5 Year Total :	\$610,000	5 Year Total :	\$610,000	
After 2016 :	\$119,500			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$2,307,354	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	In many cases, customers are on septic tanks which have failed. This project provides the necessary sewer service and generates additional revenue.
<b>Benefits :</b>	Increased revenues from expanded service area.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Sewer Fund	\$610,000
5 Year Total :	\$610,000

Location	
<b>Address:</b>	Locations to be identified
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	1999
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	12
<b>Project Name :</b>	Developer Oversizing	<b>Department :</b>	SEWER MAINTENANCE
<b>Project Number:</b>	SW228	<b>Description :</b>	Enlarge the sewer system or upgrade lift stations to meet future system demands.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$1,510,650	Planning :	\$0	
2012 :	\$112,000	Land :	\$0	
2013 :	\$117,000	Construction :	\$590,000	
2014 :	\$117,000	Misc Equipment :	\$0	
2015 :	\$121,000	Engineering :	\$0	
2016 :	\$123,000	Other :	\$0	
5 Year Total :	\$590,000	5 Year Total :	\$590,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$2,100,650	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Oversizing of the system is necessary when it is anticipated that additional capacity will be needed in an area beyond the scope of a particular development.
<b>Benefits :</b>	The Master Planning concept ensures future capacities in areas of potential growth.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Surcharges that go into the Sewer Fund will pay for these.

5 Year Method of Financing	
Sewer Fund	\$590,000
5 Year Total :	\$590,000

Location	
<b>Address:</b>	Locations to be identified
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	1999
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	13
<b>Project Name :</b>	Sewer Share of Paving	<b>Department :</b>	SEWER MAINTENANCE
<b>Project Number:</b>	SW522	<b>Description :</b>	Replace damaged or deteriorated sewer lines prior to continuing street paving projects.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$1,353,637	Planning :	\$0	
2012 :	\$85,000	Land :	\$0	
2013 :	\$88,000	Construction :	\$447,000	
2014 :	\$88,000	Misc Equipment :	\$0	
2015 :	\$92,000	Engineering :	\$0	
2016 :	\$94,000	Other :	\$0	
5 Year Total :	\$447,000	5 Year Total :	\$447,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$1,800,637			

<b>Objective :</b>	There are sewer lines in unpaved streets and some paved streets that are old and in need of replacement prior to street paving.
<b>Benefits :</b>	These deteriorated lines should be replaced prior to paving to prevent damaging newly paved streets.
<b>Council Priority:</b>	Neighborhood Vitality
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Sewer Fund	\$447,000
5 Year Total :	\$447,000

Location	
<b>Address:</b>	System-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	1999
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	14
<b>Project Name :</b>	Lift Station/Small Plants Monitoring	<b>Department :</b>	LIFT STATIONS
<b>Project Number:</b>	SW227	<b>Description :</b>	Install remote terminal units at lift stations for the SCADA system.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$1,158,535	Planning :	\$0	
2012 :	\$85,000	Land :	\$0	
2013 :	\$89,000	Construction :	\$451,000	
2014 :	\$89,000	Misc Equipment :	\$0	
2015 :	\$94,000	Engineering :	\$0	
2016 :	\$94,000	Other :	\$0	
5 Year Total :	\$451,000	5 Year Total :	\$451,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$1,609,535	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	The Supervisory Control and Data Acquisition (SCADA) system assists in the maintenance of over 150 lift stations.
<b>Benefits :</b>	The installation of the SCADA serves as an additional safety mechanism to monitor lift stations to avoid system failures.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Completed 32 remote terminal units.

5 Year Method of Financing	
Sewer Fund	\$451,000
5 Year Total :	\$451,000

Location	
Address:	System-wide
Neighborhood:	
Council District:	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2010
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	15
<b>Project Name :</b>	Equalization System	<b>Department :</b>	PRESIDENT STREET PLANT
<b>Project Number:</b>	SW523	<b>Description :</b>	Add a flow equalization system to the President Street Plant.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$2,560,000	Planning :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
2012 :	\$1,560,000	Land :	\$0	
2013 :	\$1,560,000	Construction :	\$0	
2014 :	\$1,560,000	Misc Equipment :	\$7,800,000	
2015 :	\$1,560,000	Engineering :	\$0	
2016 :	\$1,560,000	Other :	\$0	
5 Year Total :	\$7,800,000	5 Year Total :	\$7,800,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$65,000	
Total Cost :	\$10,360,000			

<b>Objective :</b>	To add a flow equalization system to President Street Plant which will provide the ability to minimize the flushing action of the incoming increase in wastewater flow due to planned plant closures.
<b>Benefits :</b>	This will prevent any regulatory permit (NPDES) non compliance issues that may be caused by peak flow flushing action.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	Closure of the Hunter Army Airfield and Wilshire Wastewater Treatment Plants.
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Sewer Fund	\$7,800,000
5 Year Total :	\$7,800,000

Location	
<b>Address:</b>	1400 East President Street
<b>Neighborhood:</b>	24, Blackshear
<b>Council District:</b>	2

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2000
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	16
<b>Project Name :</b>	SCADA Upgrade	<b>Department :</b>	LIFT STATIONS
<b>Project Number:</b>	SW227	<b>Description :</b>	Provide SCADA system hardware and software upgrades.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$302,500	Planning :	\$0	
2012 :	\$26,000	Land :	\$0	
2013 :	\$28,000	Construction :	\$0	
2014 :	\$28,000	Misc Equipment	\$140,000	
2015 :	\$29,000	Engineering :	\$0	
2016 :	\$29,000	Other :	\$0	
5 Year Total :	\$140,000	5 Year Total :	\$140,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$442,500	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	It is essential to upgrade the SCADA system in order to ensure that we can monitor and control the wastewater conveyance and treatment systems remotely.
<b>Benefits :</b>	Remote monitoring and control allows for prompt response to potential problems.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Sewer Fund	\$140,000
5 Year Total :	\$140,000

Location	
<b>Address:</b>	System-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2015
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	18
<b>Project Name :</b>	Directional Bore for 23 Parellel Force Main	<b>Department :</b>	LIFT STATIONS
<b>Project Number:</b>	TBD	<b>Description :</b>	Install a new force main to replace the one near SCAD at West Boundary Street.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$300,000	Land :	\$0	
2013 :	\$500,000	Construction :	\$1,800,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$500,000	Engineering :	\$0	
2016 :	\$500,000	Other :	\$0	
5 Year Total :	\$1,800,000	5 Year Total :	\$1,800,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
<b>Total Cost :</b>	<b>\$1,800,000</b>	<b>Annual Operating Budget Impact :</b>	<b>\$0</b>	

<b>Objective :</b>	To install a new LS 23 force main to replace the existing old and deteriorated one.
<b>Benefits :</b>	To assure public and environmental safety in the City from sinkholes, sewage spills and comtamination which could occur in the future due to the condition of the line.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	The new line will be 2 miles of 20 inch force main. The existing force main can be rehabbed and used as a parallel/bypass main if problems occur and force main flows have to be shut down.

5 Year Method of Financing	
Sewer Fund	\$1,800,000
<b>5 Year Total :</b>	<b>\$1,800,000</b>

Location
<b>Address:</b>
<b>Neighborhood:</b> 7, Kayton-Frazier Area
<b>Council District:</b> 1

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2016
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Georgetown Nutrient Removal	<b>Department :</b>	REGIONAL PLANTS
<b>Project Number:</b>	TBD	<b>Description :</b>	Funding for future modifications to plant and/or processes in order to meet highly probable future limitations on nutrient loadings.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$500,000	Misc Equipment :	\$0	
2015 :	\$1,000,000	Engineering :	\$0	
2016 :	\$1,500,000	Other :	\$3,000,000	
5 Year Total :	\$3,000,000	5 Year Total :	\$3,000,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$3,000,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Provide money for modifications to plant and/or processes in order to meet future limitations on nutrient loadings.
<b>Benefits :</b>	Compliance with future federal regulations. Prevention of large, unplanned expenditures that result in large rate increases.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Project is in response to numerous nationwide discussions regarding the high probability that nutrient limits will be placed on all wastewater plant discharges. Decisions regarding the nutrient limits or timing of new regulations have not yet been made.

5 Year Method of Financing	
Sewer Fund	\$3,000,000
5 Year Total :	\$3,000,000

Location	
<b>Address:</b>	14 Beaver Run Drive
<b>Neighborhood:</b>	Georgetown
<b>Council District:</b>	6

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2013
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	President St. Residuals Improvements	<b>Department :</b>	PRESIDENT STREET PLANT
<b>Project Number:</b>	TBD	<b>Description :</b>	Major upgrades to President Street WPCP for the long term handling and disposal of biosolids.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$250,000	Construction :	\$0	
2014 :	\$2,000,000	Misc Equipment :	\$0	
2015 :	\$2,000,000	Engineering :	\$0	
2016 :	\$2,000,000	Other :	\$6,250,000	
5 Year Total :	\$6,250,000	5 Year Total :	\$6,250,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$6,250,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Plan for major upgrades to President Street WPCP for the handling and disposal of biosolids.
<b>Benefits :</b>	Compliance with permit conditions in the most cost effective manner.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Long-term handling of biosolids in accordance with permit conditions.

5 Year Method of Financing	
Sewer Fund	\$6,250,000
5 Year Total :	\$6,250,000

Location	
<b>Address:</b>	1400 East President Street
<b>Neighborhood:</b>	24, Blackshear
<b>Council District:</b>	2

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2016
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	President St. TMDL Improvements	<b>Department :</b>	PRESIDENT STREET PLANT
<b>Project Number:</b>	TBD	<b>Description :</b>	Major upgrade to President Street Waste Water Treatment Plant and/or processes due to changes in the TMDL limits.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$1,500,000	Land :	\$0	
2013 :	\$2,500,000	Construction :	\$0	
2014 :	\$2,500,000	Misc Equipment :	\$0	
2015 :	\$2,500,000	Engineering :	\$0	
2016 :	\$3,500,000	Other :	\$12,500,000	
5 Year Total :	\$12,500,000	5 Year Total :	\$12,500,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$12,500,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Upgrade plant and/or processes at President Street WWTP in order to be compliant with upcoming TMDL limits.
<b>Benefits :</b>	Compliance with TMDL limits.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Sewer Fund	\$12,500,000
5 Year Total :	\$12,500,000

Location	
<b>Address:</b>	1400 East President Street Plant
<b>Neighborhood:</b>	24, Blackshear
<b>Council District:</b>	2

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2014
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Wilshire Nutrient Removal	<b>Department :</b>	REGIONAL PLANTS
<b>Project Number:</b>	TBD	<b>Description :</b>	Funding for future modifications to plant and/or processes in order to meet highly probable future limitations on nutrient loadings.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$500,000	Misc Equipment :	\$0	
2015 :	\$1,000,000	Engineering :	\$0	
2016 :	\$1,500,000	Other :	\$3,000,000	
5 Year Total :	\$3,000,000	5 Year Total :	\$3,000,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	
Total Cost :	\$3,000,000			

<b>Objective :</b>	Provide money for modifications to plant and/or processes in order to meet future limitations on nutrient loadings.
<b>Benefits :</b>	Compliance with future Federal regulations. Prevention of large, unplanned expenditures that result in large rate increases.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Project is in response to numerous nationwide discussions regarding the high probability that nutrient limits will be placed on all wastewater plant discharges. Decisions regarding the nutrient limits or timing of new regulations have not yet been made.

5 Year Method of Financing	
Sewer Fund	\$3,000,000
5 Year Total :	\$3,000,000

Location	
<b>Address:</b>	11015 Largo Drive
<b>Neighborhood:</b>	Wilshire
<b>Council District:</b>	6

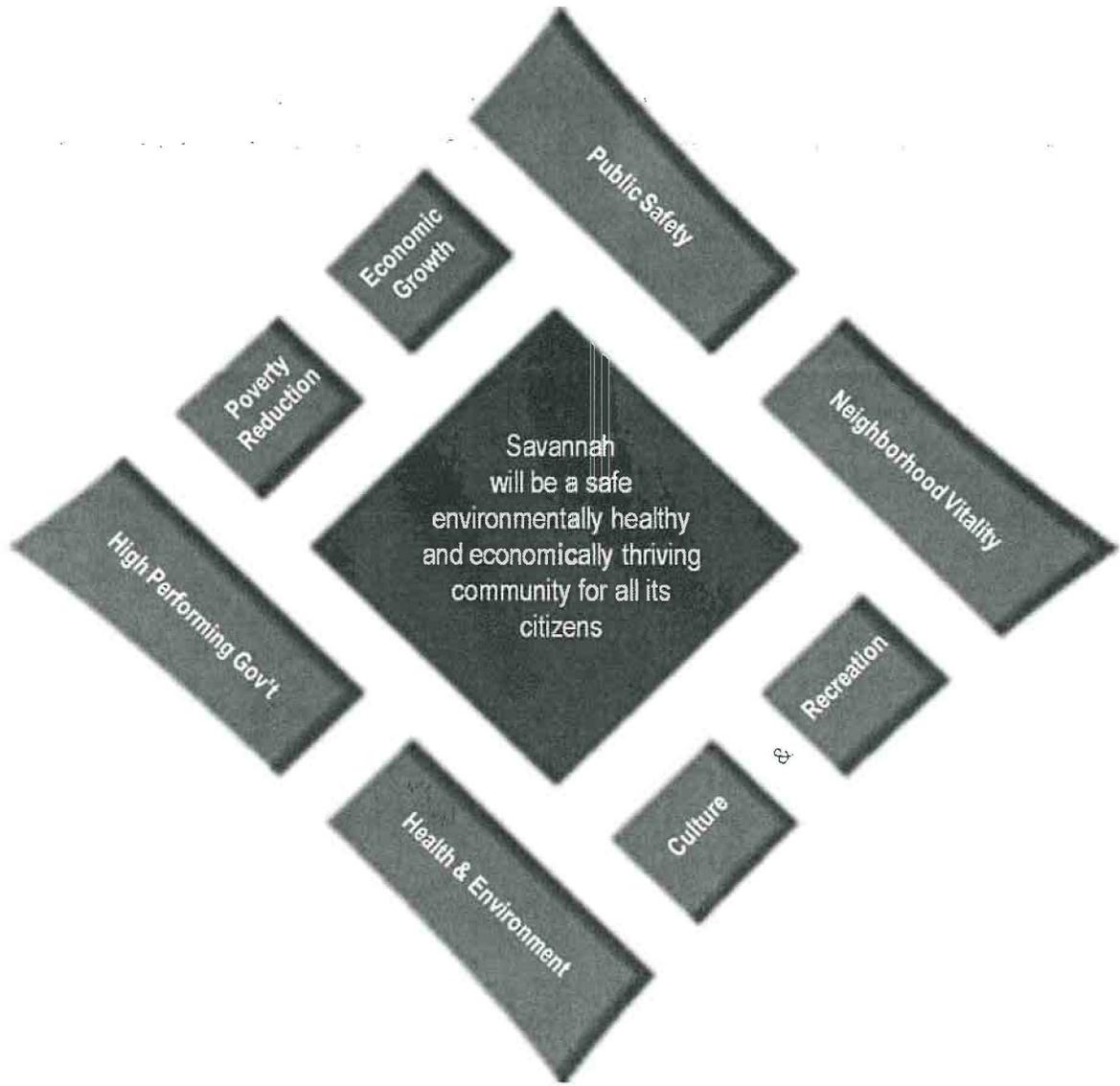
<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2016
<b>Category :</b>	Sewer Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Wilshire TMDL Improvements	<b>Department :</b>	REGIONAL PLANTS
<b>Project Number:</b>	TBD	<b>Description :</b>	Improvements to wastewater plant in order to be compliant with future TMDL limits.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
2012 :	\$1,000,000	Land :	\$0	
2013 :	\$1,500,000	Construction :	\$0	
2014 :	\$2,000,000	Misc Equipment :	\$0	
2015 :	\$2,500,000	Engineering :	\$0	
2016 :	\$3,000,000	Other :	\$10,000,000	
5 Year Total :	\$10,000,000	5 Year Total :	\$10,000,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	
Total Cost :	\$10,000,000			

<b>Objective :</b>	Modify plant and/or processes in order to maintain compliance with TMDL regulations.
<b>Benefits :</b>	Compliance with forthcoming TMDL limits.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Sewer Fund	\$10,000,000
5 Year Total :	\$10,000,000

Location	
<b>Address:</b>	11015 Largo Drive
<b>Neighborhood:</b>	Wilshire
<b>Council District:</b>	6



Savannah  
will be a safe  
environmentally healthy  
and economically thriving  
community for all its  
citizens

Public Safety

Economic  
Growth

Poverty  
Reduction

High Performing Gov't

Health & Environment

Culture

Recreation

Neighborhood Vitality

&



2012-2016  
**SQUARES AND MONUMENTS IMPROVEMENTS**

Improvements in this group can be categorized as renovation of City squares and conservation and restoration of outdoor monuments, street medians, passive neighborhood parks, and one of the City's major tourist attractions, the Riverfront.

**SQUARES AND MONUMENTS ASSETS**

Asset	Quantity
Historic squares	21
Passive parks	37
Major medians	23
Minor medians	59
Monuments	53
Trees	82,450

**REVENUE SUMMARY**

Funding Source	2012	2013	2014	2015	2016	5 Year Total
General Fund (Preservation Fee)	\$205,000	\$310,000	\$370,000	\$372,500	\$230,000	\$1,487,500
<b>Total</b>	<b>\$205,000</b>	<b>\$310,000</b>	<b>\$370,000</b>	<b>\$372,500</b>	<b>\$230,000</b>	<b>\$1,487,500</b>

**PROJECT SUMMARY**

Project Name	2012	2013	2014	2015	2016	5 Year Total
Rousakis Plaza and Riverfront Repairs	\$0	\$50,000	\$0	\$125,000	\$50,000	\$225,000
Atlantic Mall Lighting	\$0	\$100,000	\$210,000	\$35,000	\$0	\$345,000
Monument Conservation	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
Square Renovation	\$100,000	\$60,000	\$60,000	\$60,000	\$60,000	\$340,000
Fountain Conservation	\$0	\$0	\$0	\$51,250	\$20,000	\$71,250
Park, Square, Median and Irrigation Improvements	\$105,000	\$50,000	\$50,000	\$51,250	\$50,000	\$306,250
<b>Total</b>	<b>\$205,000</b>	<b>\$310,000</b>	<b>\$370,000</b>	<b>\$372,500</b>	<b>\$230,000</b>	<b>\$1,487,500</b>

<b>Fund :</b>	General	<b>Year :</b>	1998
<b>Category :</b>	Squares and Monuments	<b>Category Rank :</b>	1
<b>Project Name :</b>	Rousakis Plaza and Riverfront Repairs	<b>Department :</b>	PARK & TREE
<b>Project Number:</b>	PT801	<b>Description :</b>	Repair and maintain the structure of Rousakis Plaza.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$801,000	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$50,000	Construction :	\$225,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$125,000	Engineering :	\$0	
2016 :	\$50,000	Other :	\$0	
5 Year Total :	\$225,000	5 Year Total :	\$225,000	
After 2016 :	\$0			
Total Cost :	\$1,026,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To protect the plaza support structure from further decline and to provide upkeep to a major tourist attraction.
<b>Benefits :</b>	Performing preventive maintenance is less costly than repairing a structural collapse. Protect a significant investment and ensure a safe area for major public events.
<b>Council Priority:</b>	Economic Growth
<b>Project Related To :</b>	Continued maintenance of the Riverfront Park.
<b>Scope / Comments :</b>	The structures to be repaired include the docks, brick, decking, etc.

5 Year Method of Financing	
General Fund (Preservation Fee)	\$225,000
<b>5 Year Total :</b>	<b>\$225,000</b>

Location	
<b>Address:</b>	Rousakis Plaza
<b>Neighborhood:</b>	8, North Historic District
<b>Council District:</b>	1

<b>Fund :</b>	General	<b>Year :</b>	2013
<b>Category :</b>	Squares and Monuments	<b>Category Rank :</b>	4
<b>Project Name :</b>	Atlantic Mall Lighting	<b>Department :</b>	PARK & TREE
<b>Project Number:</b>	TBD	<b>Description :</b>	Replace the sodium vapor cobra head lights with period correct decorative light fixtures using metal halide lighting.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
2012 :	\$0	Land :	\$0	
2013 :	\$100,000	Construction :	\$320,000	
2014 :	\$210,000	Misc Equipment :	\$0	
2015 :	\$35,000	Engineering :	\$25,000	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$345,000	5 Year Total :	\$345,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$6,000	
Total Cost :	\$345,000			

<b>Objective :</b>	To replace existing light fixtures with period correct decorative lighting fixtures and improve the level and quality of lighting along the Atlantic Mall Park.
<b>Benefits :</b>	The area will be perceived as being safer by nighttime users. The aesthetic quality of the park will be improved for both residents and visitors who see this area, which is included on several tours.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	Park and Square lighting improvements
<b>Scope / Comments :</b>	1. Removal of existing cobra head lights on wood poles. 2. Replacement/Installation of existing and new light poles and metal halide light fixtures.

5 Year Method of Financing	
General Fund (Preservation Fee)	\$345,000
<b>5 Year Total :</b>	<b>\$345,000</b>

Location	
<b>Address:</b>	East Victory Drive at Atlantic Avenue
<b>Neighborhood:</b>	38, Ardsley Park-Chatham Crescent; 21, Baldwin Park
<b>Council District:</b>	2,4

<b>Fund :</b>	General	<b>Year :</b>	2013
<b>Category :</b>	Squares and Monuments	<b>Category Rank :</b>	5
<b>Project Name :</b>	Monument Conservation	<b>Department :</b>	PARK & TREE
<b>Project Number:</b>	TBD	<b>Description :</b>	Repair, restore and improve monuments in various locations.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$20,000	
2012 :	\$0	Land :	\$0	
2013 :	\$50,000	Construction :	\$180,000	
2014 :	\$50,000	Misc Equipment :	\$0	
2015 :	\$50,000	Engineering :	\$0	
2016 :	\$50,000	Other :	\$0	
5 Year Total :	\$200,000	5 Year Total :	\$200,000	
After 2016 :	\$50,000	Annual Operating Budget Impact :	\$0	<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$250,000			

<b>Objective :</b>	To preserve and improve the condition of monuments.
<b>Benefits :</b>	Preservation of monuments for enjoyment and education of residents and visitors. The project will ensure that monuments receive treatments on a timely basis to avoid the need for extensive large restoration projects.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Monument conservation and related site improvements to improve condition, protection, and site aesthetics such as walkways, fencing, and improved lighting.

5 Year Method of Financing	
General Fund (Preservation Fee)	\$200,000
<b>5 Year Total :</b>	<b>\$200,000</b>

Location	
<b>Address:</b>	Various locations
<b>Neighborhood:</b>	8, North Historic District; 9, South Historic District
<b>Council District:</b>	1, 2

<b>Fund :</b>	General	<b>Year :</b>	2005
<b>Category :</b>	Squares and Monuments	<b>Category Rank :</b>	6
<b>Project Name :</b>	Square Renovation	<b>Department :</b>	PARK & TREE
<b>Project Number:</b>	PT902	<b>Description :</b>	Improve the lighting, paving , landscaping and furnishing in squares.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$392,000	Planning :	\$0	
2012 :	\$100,000	Land :	\$0	
2013 :	\$60,000	Construction :	\$340,000	
2014 :	\$60,000	Misc Equipment	\$0	
		:		
2015 :	\$60,000	Engineering :	\$0	
2016 :	\$60,000	Other :	\$0	
5 Year Total :	\$340,000	5 Year Total :	\$340,000	
After 2016 :	\$175,000			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$907,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To make improvements to historic squares.
<b>Benefits :</b>	Reduce the chance of injury on the walkways, enhance public safety and improve aesthetics.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	The squares to be renovated are: Whitfield, Franklin, Warren, Lafayette, and Greene.

5 Year Method of Financing	
General Fund (Preservation Fee)	\$340,000
5 Year Total :	\$340,000

Location	
<b>Address:</b>	Whitfield, Franklin, Warren, Lafayette, and Greene Squares
<b>Neighborhood:</b>	8, North Historic District; 9, South Historic District
<b>Council District:</b>	1, 2

<b>Fund :</b>	General	<b>Year :</b>	2016
<b>Category :</b>	Squares and Monuments	<b>Category Rank :</b>	
<b>Project Name :</b>	Fountain Conservation	<b>Department :</b>	PARK & TREE
<b>Project Number:</b>	TBD	<b>Description :</b>	Preserve and maintain the City's fountains.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$51,250	Engineering :	\$0	
2016 :	\$20,000	Other :	\$71,250	
5 Year Total :	\$71,250	5 Year Total :	\$71,250	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$71,250	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Ensure the safe and efficient operation and preserve the architecture of the public fountains in parks, squares, medians and elsewhere.
<b>Benefits :</b>	Provide attractive and reliable water features as special effects, focal points and backdrops for passive recreation, tourism, and scenic vistas in public open spaces.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	Park, Square, Median Improvements
<b>Scope / Comments :</b>	Significant metal and stone fountains require treatments due to the continuous flow of water which can deteriorate the structure over time. Electrical, pumps, and plumbing require inspection and analysis to provide safe and efficient water flow.

5 Year Method of Financing	
General Fund (Preservation Fee)	\$71,250
5 Year Total :	\$71,250

Location	
<b>Address:</b>	City-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	

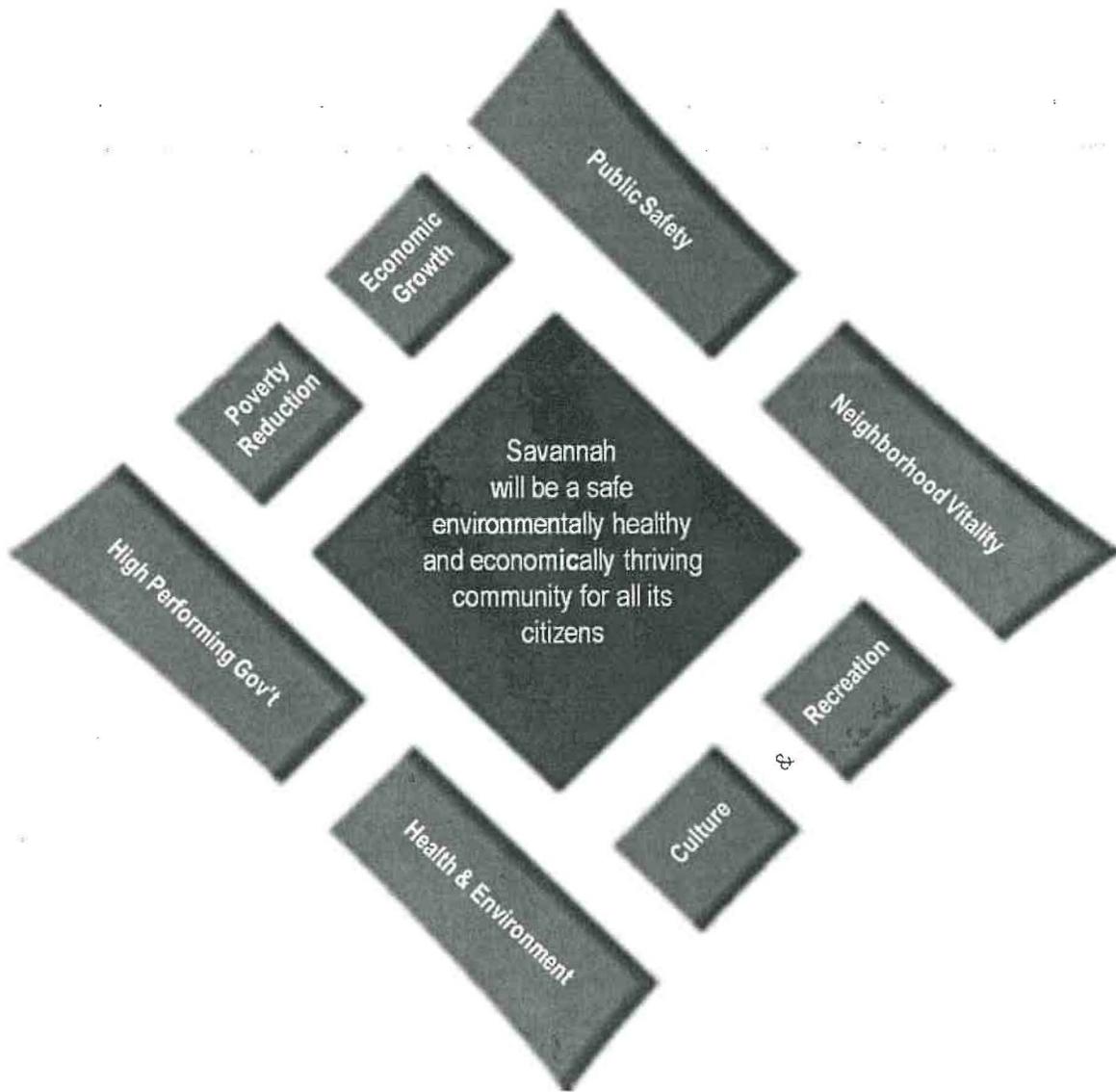
<b>Fund :</b>	General	<b>Year :</b>	2012
<b>Category :</b>	Squares and Monuments	<b>Category Rank :</b>	
<b>Project Name :</b>	Park, Square, Median and Irrigation Improvements	<b>Department :</b>	PARK & TREE
<b>Project Number:</b>	TBD	<b>Description :</b>	Maintain and improve the Parks, Squares, and Medians, including irrigation systems.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$105,000	Land :	\$0	
2013 :	\$50,000	Construction :	\$0	
2014 :	\$50,000	Misc Equipment :	\$0	
2015 :	\$51,250	Engineering :	\$0	
2016 :	\$50,000	Other :	\$306,250	
5 Year Total :	\$306,250	5 Year Total :	\$306,250	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$306,250	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Improve the landscape, structures and infrastructure conditions in public parks, squares and medians.
<b>Benefits :</b>	Provide safe and secure, scenic public open spaces to attract visitors and improve the overall quality of life.
<b>Council Priority:</b>	Neighborhood Vitality
<b>Project Related To :</b>	Square Renovation, Fountain Conservation, Monument Conservation.
<b>Scope / Comments :</b>	Thin out overcrowded vegetation to improve visibility and re-establish scenic vistas. Add landscaping to improve appearances. Upgrade irrigation systems to meet current vegetation needs. Modify and/or repair walkways, benches and other structures.

5 Year Method of Financing	
General Fund (Preservation Fee)	\$306,250
5 Year Total :	\$306,250

Location	
<b>Address:</b>	City-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	



Street

## 2012-2016 STREET IMPROVEMENTS

Infrastructure in this category is designed to preserve the City's streets, bridges, highways, sidewalks, rights-of-way and lanes. Improvements in the 5 year plan, as in year 2012, are primarily ongoing maintenance projects.

### STREET ASSETS

Asset	Quantity
Paved streets	637.57 miles
Unpaved streets	.90 miles
Curb	423 miles
Sidewalks	265.1 miles
City-maintained bridges	28

### REVENUE SUMMARY

Funding Source	2012	2013	2014	2015	2016	5 Year Total
General Fund	\$1,025,000	\$455,000	\$1,325,000	\$800,000	\$1,400,000	\$5,005,000
General Fund (Preservation Fee)	\$75,000	\$290,000	\$280,000	\$227,500	\$345,000	\$1,217,500
<b>Total</b>	<b>\$1,100,000</b>	<b>\$745,000</b>	<b>\$1,605,000</b>	<b>\$1,027,500</b>	<b>\$1,745,000</b>	<b>\$6,222,500</b>

### PROJECT SUMMARY

Project Name	2012	2013	2014	2015	2016	5 Year Total
Resurfacing	\$275,000	\$230,000	\$350,000	\$350,000	\$350,000	\$1,555,000
Street Paving	\$200,000	\$25,000	\$225,000	\$0	\$150,000	\$600,000
Sidewalk Repairs	\$100,000	\$75,000	\$125,000	\$100,000	\$100,000	\$500,000
LARP Resurfacing	\$100,000	\$50,000	\$150,000	\$100,000	\$100,000	\$500,000
Bridge Maintenance	\$150,000	\$0	\$150,000	\$150,000	\$150,000	\$600,000
River Street Ramps Reconstruction	\$75,000	\$115,000	\$110,000	\$125,000	\$125,000	\$550,000
Repair/Install Curbs	\$100,000	\$75,000	\$125,000	\$100,000	\$100,000	\$500,000
Wheelchair Access Ramps	\$100,000	\$0	\$200,000	\$0	\$200,000	\$500,000
Montgomery Street Ramp	\$0	\$175,000	\$170,000	\$102,500	\$102,500	\$550,000
Factors Walk Wall Stabilization	\$0	\$0	\$0	\$0	\$117,500	\$117,500
New Sidewalk Install	\$0	\$0	\$0	\$0	\$250,000	\$250,000
<b>Total</b>	<b>\$1,100,000</b>	<b>\$745,000</b>	<b>\$1,605,000</b>	<b>\$1,027,500</b>	<b>\$1,745,000</b>	<b>\$6,222,500</b>

<b>Fund :</b>	General	<b>Year :</b>	1999
<b>Category :</b>	Street Improvements	<b>Category Rank :</b>	1
<b>Project Name :</b>	Resurfacing	<b>Department :</b>	STREETS MAINTENANCE
<b>Project Number:</b>	SP320	<b>Description :</b>	Resurface City streets.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$3,853,022	Planning :	\$0	
2012 :	\$275,000	Land :	\$0	
2013 :	\$230,000	Construction :	\$1,555,000	
2014 :	\$350,000	Misc Equipment	\$0	
2015 :	\$350,000	:		
2016 :	\$350,000	Engineering :	\$0	
5 Year Total :	\$1,555,000	Other :	\$0	
After 2016 :	\$630,000	5 Year Total :	\$1,555,000	
Total Cost :	\$6,038,022	Annual Operating Budget Impact :	\$0	<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New

<b>Objective :</b>	To extend the life of 30 miles of City street pavements over the next five years.
<b>Benefits :</b>	Performing preventive maintenance periodically will stop additional deterioration and prolong the time periods between future costly repairs.
<b>Council Priority:</b>	Public Safety
<b>Project Related To :</b>	L.A.R.P. Resurfacing
<b>Scope / Comments :</b>	The number of miles resurfaced depends upon the funding level and prevailing costs, but normally 5-8 miles are completed.

5 Year Method of Financing	
General Fund	\$1,555,000
5 Year Total :	\$1,555,000

Location	
<b>Address:</b>	Various locations citywide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	General	<b>Year :</b>	2005
<b>Category :</b>	Street Improvements	<b>Category Rank :</b>	2
<b>Project Name :</b>	Street Paving	<b>Department :</b>	STREETS MAINTENANCE
<b>Project Number:</b>	SP324	<b>Description :</b>	Pave the remaining .90 miles of unpaved streets.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$950,000	Planning :	\$0	
2012 :	\$200,000	Land :	\$0	
2013 :	\$25,000	Construction :	\$600,000	
2014 :	\$225,000	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$150,000	Other :	\$0	
5 Year Total :	\$600,000	5 Year Total :	\$600,000	
After 2016 :	\$0			
Total Cost :	\$1,550,000	Annual Operating Budget Impact :	\$0	

Routine     New

<b>Objective :</b>	To provide an improved surface treatment for the remainder of the City's .90 miles of unpaved streets.
<b>Benefits :</b>	Paved streets enhance adjacent properties, eliminate grading and dust and improve the quality of life for residents.
<b>Council Priority:</b>	Neighborhood Vitality
<b>Project Related To :</b>	Street paving program.
<b>Scope / Comments :</b>	Reflects City's share only. Georgia DOT may participate at 30%.

5 Year Method of Financing	
General Fund	\$600,000
5 Year Total :	\$600,000

Location	
<b>Address:</b>	Various locations citywide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	General	<b>Year :</b>	1999
<b>Category :</b>	Street Improvements	<b>Category Rank :</b>	3
<b>Project Name :</b>	Sidewalk Repairs	<b>Department :</b>	STREETS MAINTENANCE
<b>Project Number:</b>	SP510	<b>Description :</b>	Remove and replace hazardous sidewalk segments.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$1,644,340	Planning :	\$0	
2012 :	\$100,000	Land :	\$0	
2013 :	\$75,000	Construction :	\$500,000	
2014 :	\$125,000	Misc Equipment :	\$0	
2015 :	\$100,000	Engineering :	\$0	
2016 :	\$100,000	Other :	\$0	
5 Year Total :	\$500,000	5 Year Total :	\$500,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$2,144,340	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Sidewalk repair locations are identified by routine inspections and from complaints received.
<b>Benefits :</b>	To ensure all sidewalks are safe and ADA compliant.
<b>Council Priority:</b>	Neighborhood Vitality
<b>Project Related To :</b>	Wheelchair Access Ramps
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$500,000
5 Year Total :	\$500,000

Location	
<b>Address:</b>	Various locations citywide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	General	<b>Year :</b>	1999
<b>Category :</b>	Street Improvements	<b>Category Rank :</b>	4
<b>Project Name :</b>	LARP Resurfacing	<b>Department :</b>	STREETS MAINTENANCE
<b>Project Number:</b>	SP511	<b>Description :</b>	Adjust manhole covers and frames, milling and paving reinforcements in conjunction with resurfacing by GA DOT (LARP).

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$865,308	Planning :	\$0	
2012 :	\$100,000	Land :	\$0	
2013 :	\$50,000	Construction :	\$500,000	
2014 :	\$150,000	Misc Equipment :	\$0	
2015 :	\$100,000	Engineering :	\$0	
2016 :	\$100,000	Other :	\$0	
5 Year Total :	\$500,000	5 Year Total :	\$500,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$1,365,308	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	GDOT pays for resurfacing six to eight miles of street annually. The City is responsible for adjusting manhole covers and milling as a condition of the agreement.
<b>Benefits :</b>	Provide safe riding surface to the public and prolong the life of the road.
<b>Council Priority:</b>	Public Safety
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Annually, approximately 6-8 miles of City streets are resurfaced under this GDOT program.

5 Year Method of Financing	
General Fund	\$500,000
5 Year Total :	\$500,000

Location	
<b>Address:</b>	Locations to be identified
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	General	<b>Year :</b>	1999
<b>Category :</b>	Street Improvements	<b>Category Rank :</b>	5
<b>Project Name :</b>	Bridge Maintenance	<b>Department :</b>	STREETS MAINTENANCE
<b>Project Number:</b>	SP323	<b>Description :</b>	Maintain and repair the City's bridges.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$866,689	Planning :	\$0	
2012 :	\$150,000	Land :	\$0	
2013 :	\$0	Construction :	\$600,000	
2014 :	\$150,000	Misc Equipment :	\$0	
2015 :	\$150,000	Engineering :	\$0	
2016 :	\$150,000	Other :	\$0	
5 Year Total :	\$600,000	5 Year Total :	\$600,000	
After 2016 :	\$0			
Total Cost :	\$1,466,689	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To ensure all of the City bridge structures are structurally sound.
<b>Benefits :</b>	Safe, well maintained bridges are an essential element of the street system.
<b>Council Priority:</b>	Public Safety
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Maintenance includes painting, deck repairs, approach slab repairs and joint sealing on City bridges. If repairs identified in the bi-annual GDOT bridge inspection are not done, Federal funds could be jeopardized.

5 Year Method of Financing	
General Fund	\$600,000
5 Year Total :	\$600,000

Location	
<b>Address:</b>	Various locations citywide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	General	<b>Year :</b>	2004
<b>Category :</b>	Street Improvements	<b>Category Rank :</b>	6
<b>Project Name :</b>	River Street Ramps Reconstruction	<b>Department :</b>	STREETS MAINTENANCE
<b>Project Number:</b>	SP321	<b>Description :</b>	Remove and salvage stone surface, repair sub-base, base, and replace the stone surface at the proper grade.

Total Cost Schedule	
Prior To 2012 :	\$970,000
2012 :	\$75,000
2013 :	\$115,000
2014 :	\$110,000
2015 :	\$125,000
2016 :	\$125,000
5 Year Total :	\$550,000
After 2016 :	\$0
<b>Total Cost :</b>	<b>\$1,520,000</b>

5 Year Cost Breakdown	
Planning :	\$0
Land :	\$0
Construction :	\$550,000
Misc Equipment :	\$0
Engineering :	\$0
Other :	\$0
5 Year Total :	\$550,000
Annual Operating Budget Impact :	\$0

<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
--

<b>Objective :</b>	The stone surface and sub-structure of all River Street ramps are failing due to increased traffic and larger vehicles. Barnard Ramp is in the worst condition. East Broad, Hyatt, Abercorn, Lincoln and Drayton ramps will follow in subsequent years.
<b>Benefits :</b>	Repairing ramps using existing stone will maintain appearance of area and prevent vehicle damage while allowing access to River Street. Keep ramps safe for vehicle and pedestrian use while preventing major future repairs.
<b>Council Priority:</b>	Public Safety
<b>Project Related To :</b>	Street Reconstruction
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund (Preservation Fee)	\$550,000
<b>5 Year Total :</b>	<b>\$550,000</b>

Location	
<b>Address:</b>	River Street
<b>Neighborhood:</b>	8, North Historic District
<b>Council District:</b>	1

<b>Fund :</b>	General	<b>Year :</b>	1999
<b>Category :</b>	Street Improvements	<b>Category Rank :</b>	7
<b>Project Name :</b>	Repair/Install Curbs	<b>Department :</b>	STREETS MAINTENANCE
<b>Project Number:</b>	SP512	<b>Description :</b>	Remove and replace curbing broken by tree roots or normal wear and tear.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$376,916	Planning :	\$0	
2012 :	\$100,000	Land :	\$0	
2013 :	\$75,000	Construction :	\$500,000	
2014 :	\$125,000	Misc Equipment :	\$0	
2015 :	\$100,000	Engineering :	\$0	
2016 :	\$100,000	Other :	\$0	
5 Year Total :	\$500,000	5 Year Total :	\$500,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$876,916	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Damaged curbing impedes water flow and prevents efficient street sweeping. Damaged curbing can also constitute a tripping hazard.
<b>Benefits :</b>	Repair of defective curbing improves drainage and reduces standing water complaints. Repairs can also eliminate hazards to the public.
<b>Council Priority:</b>	Neighborhood Vitality
<b>Project Related To :</b>	Resurfacing, Sidewalk Repair
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$500,000
5 Year Total :	\$500,000

Location	
<b>Address:</b>	Locations to be identified
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	General	<b>Year :</b>	1999
<b>Category :</b>	Street Improvements	<b>Category Rank :</b>	8
<b>Project Name :</b>	Wheelchair Access Ramps	<b>Department :</b>	STREETS MAINTENANCE
<b>Project Number:</b>	SP912	<b>Description :</b>	Install wheelchair access ramps at locations currently without ramps.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$586,246	Planning :	\$0	<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
2012 :	\$100,000	Land :	\$0	
2013 :	\$0	Construction :	\$500,000	
2014 :	\$200,000	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$200,000	Other :	\$0	
5 Year Total :	\$500,000	5 Year Total :	\$500,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	
Total Cost :	\$1,086,246			

<b>Objective :</b>	To continue long range program of compliance with Federal ADA standards.
<b>Benefits :</b>	Access ramps must be part of Savannah's streets or the City will not be in compliance with regulations. To ensure that the City's residents and visitors have unrestricted access to the public rights-of-way.
<b>Council Priority:</b>	Public Safety
<b>Project Related To :</b>	Sidewalk repairs capital improvement project
<b>Scope / Comments :</b>	This is a long range program that will eventually include the entire City.

5 Year Method of Financing	
General Fund	\$500,000
5 Year Total :	\$500,000

Location	
<b>Address:</b>	Various locations citywide with a concerted effort in the Historic District
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	General	<b>Year :</b>	2009
<b>Category :</b>	Street Improvements	<b>Category Rank :</b>	9
<b>Project Name :</b>	Montgomery Street Ramp	<b>Department :</b>	TOURISM & FILM SERVICES
<b>Project Number:</b>	TBD	<b>Description :</b>	Build a pedestrian walkway on existing public right-of-way between Williamson and W. River streets.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$45,000	Planning :	\$30,000	
2012 :	\$0	Land :	\$0	
2013 :	\$175,000	Construction :	\$470,000	
2014 :	\$170,000	Misc Equipment :	\$0	
2015 :	\$102,500	Engineering :	\$50,000	
2016 :	\$102,500	Other :	\$0	
5 Year Total :	\$550,000	5 Year Total :	\$550,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$595,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Will increase pedestrian safety, reduce blight, improve pedestrian connection from west end of River Street to Franklin Square and City Market, and enhance redevelopment activities.
<b>Benefits :</b>	Residents, visitors and employees will use the ramp to access W. River Street and Franklin Square/City Market. The pedestrian walkway increases public safety, reduces blight and provides additional opportunity for economic redevelopment along the W. River Street.
<b>Council Priority:</b>	Economic Growth
<b>Project Related To :</b>	River Street Vision and Gateway Plan, MLK-Montgomery Street Revitalization Plan, Haitian Monument and Downtown Master Plan
<b>Scope / Comments :</b>	The City is completing the River Street Vision and Gateway Plan to improve existing conditions on River Street. Georgia Power and the CVB contributed \$45,000 to the planning effort.

5 Year Method of Financing	
General Fund (Preservation Fee)	\$550,000
Private Funding	
<b>5 Year Total :</b>	<b>\$550,000</b>

Location	
<b>Address:</b>	Montgomery Street Ramp
<b>Neighborhood:</b>	8, North Historic District
<b>Council District:</b>	1

<b>Fund :</b>	General	<b>Year :</b>	2016
<b>Category :</b>	Street Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Factors Walk Wall Stabilization	<b>Department :</b>	STREETS MAINTENANCE
<b>Project Number:</b>	TBD	<b>Description :</b>	Stabilize the historic wall along Factor's Walk.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$117,500	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$117,500	Other :	\$0	
5 Year Total :	\$117,500	5 Year Total :	\$117,500	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	
Total Cost :	\$117,500			

<b>Objective :</b>	Repair unstable portions of the stone wall along Factor's Walk to provide stability for the wall.
<b>Benefits :</b>	Preservation of historically-significant wall that is safe and functional.
<b>Council Priority:</b>	Culture and Recreation
<b>Project Related To :</b>	Historic Wall Preservations
<b>Scope / Comments :</b>	Assess entire wall and select highest priority segments for detailed structural analysis, prepare high-quality conservation treatment plans and perform conservation techniques of those segments.

5 Year Method of Financing	
General Fund (Preservation Fee)	\$117,500
<b>5 Year Total :</b>	<b>\$117,500</b>

Location	
<b>Address:</b>	Factors Walk
<b>Neighborhood:</b>	8
<b>Council District:</b>	1

<b>Fund :</b>	General	<b>Year :</b>	2016
<b>Category :</b>	Street Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	New Sidewalk Install	<b>Department :</b>	STREETS MAINTENANCE
<b>Project Number:</b>	TBD	<b>Description :</b>	Install new sidewalks in areas where needed.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$250,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$250,000	Other :	\$0	
5 Year Total :	\$250,000	5 Year Total :	\$250,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$250,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Increase pedestrian safety and access to areas currently without sidewalks.
<b>Benefits :</b>	Increase safety and allow pedestrians greater access to areas needing sidewalks.
<b>Council Priority:</b>	Neighborhood Vitality
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$250,000
5 Year Total :	\$250,000

Location	
<b>Address:</b>	Various locations citywide
<b>Neighborhood:</b>	
<b>Council District:</b>	

Traffic

## 2012-2016 TRAFFIC IMPROVEMENTS

Improvements include new traffic signals and street lights as needed and the design of traffic improvements to ameliorate traffic mobility and safety. Projects are proposed based on traffic studies conducted by the Traffic Engineering department. In 2012, several major projects are included, most notably the separation of a right turn lane at Waters Avenue and Montgomery Crossroads and the installation of signage and devices throughout the city.

### TRAFFIC ASSETS

Asset	Quantity
Signalized intersections	232
Flashing Beacons	51
School Flashers	56
Highway Lights	448
City-Owned Street Lights	644
Park Lights	1,133
Traffic signal system	1

### REVENUE SUMMARY

Funding Source	2012	2013	2014	2015	2016	5 Year Total
General Fund	\$523,000	\$463,000	\$746,000	\$489,000	\$358,000	\$2,579,000
Georgia DOT	\$51,000	\$0	\$0	\$0	\$0	\$51,000
State Aid	\$0	\$38,000	\$67,000	\$67,000	\$0	\$172,000
<b>Total</b>	<b>\$574,000</b>	<b>\$501,000</b>	<b>\$813,000</b>	<b>\$556,000</b>	<b>\$358,000</b>	<b>\$2,802,000</b>

### PROJECT SUMMARY

Project Name	2012	2013	2014	2015	2016	5 Year Total
Separate Right Lane Addition on Waters Avenue SB at Montgomery Crossroads	\$170,000	\$0	\$0	\$0	\$0	\$170,000
Traffic Calming Devices	\$50,000	\$40,000	\$100,000	\$100,000	\$100,000	\$390,000
Bull St. and 63rd St. Signal Installation and Interconnect	\$0	\$205,000	\$0	\$0	\$0	\$205,000
Pushbuttons and Audible Pedestrian Signals	\$0	\$0	\$100,000	\$0	\$0	\$100,000

<b>Project Name</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>5 Year Total</b>
Abercorn Street Interconnect and Signal Upgrading	\$0	\$0	\$357,000	\$200,000	\$0	\$557,000
Comcast Building Buyback	\$254,000	\$256,000	\$256,000	\$256,000	\$258,000	\$1,280,000
Signal Installation at MLK/ Gwinnett/ Hall St.	\$100,000	\$0	\$0	\$0	\$0	\$100,000
<b>Total</b>	<b>\$574,000</b>	<b>\$501,000</b>	<b>\$813,000</b>	<b>\$556,000</b>	<b>\$358,000</b>	<b>\$2,802,000</b>

<b>Fund :</b>	General	<b>Year :</b>	2010
<b>Category :</b>	Traffic Improvements	<b>Category Rank :</b>	6
<b>Project Name :</b>	Separate Right Lane Addition on Waters Avenue SB at MontXRoads	<b>Department :</b>	TRAFFIC ENGINEERING
<b>Project Number:</b>	TBD	<b>Description :</b>	Add a right turn lane to Waters Avenue southbound at the intersection of Montgomery Crossroads.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$15,000	
2012 :	\$170,000	Land :	\$60,000	
2013 :	\$0	Construction :	\$70,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$25,000	
5 Year Total :	\$170,000	5 Year Total :	\$170,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$170,000			

<b>Objective :</b>	Provide a right turn lane southbound on Waters Avenue at the intersection of Montgomery Cross Road and to improve the level of service from "F" to "D" in project scoring.
<b>Benefits :</b>	Alleviate present congestion and provide additional capacity for current growth in the area.
<b>Council Priority:</b>	Public Safety
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	This project will also include upgrading the traffic signal display. 30% of cost will be covered by state funds.

5 Year Method of Financing	
Georgia DOT	\$51,000
General Fund	\$119,000
<b>5 Year Total :</b>	<b>\$170,000</b>

Location	
<b>Address:</b>	Waters Avenue at Montgomery Crossroads
<b>Neighborhood:</b>	72, Skyland Terrace
<b>Council District:</b>	4

<b>Fund :</b>	General	<b>Year :</b>	2010
<b>Category :</b>	Traffic Improvements	<b>Category Rank :</b>	6
<b>Project Name :</b>	Traffic Calming Devices	<b>Department :</b>	CITY MANAGER'S OFFICE
<b>Project Number:</b>	OP414	<b>Description :</b>	Engineered traffic calming solutions.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2011 :	\$0	Planning :	\$0	
2011 :	\$50,000	Land :	\$0	
2012 :	\$40,000	Construction :	\$0	
2013 :	\$100,000	Misc Equipment	\$390,000	
2014 :	\$100,000	:		
2015 :	\$100,000	Engineering :	\$0	
5 Year Total :	\$390,000	Other :	\$0	
After 2015 :	\$0	5 Year Total :	\$390,000	
Total Cost :	\$390,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To maintain or improve safety or resident quality of life and liveability by reducing the impact of vehicular traffic on residential neighborhood streets.
<b>Benefits :</b>	Safer neighborhoods.
<b>Council Priority:</b>	Public Safety
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	May include speed humps, chicanes, road narrowing, bulb outs, raised crosswalks, medians and mini-circles, etc.

5 Year Method of Financing	
General Fund	\$390,000
5 Year Total :	\$390,000

Location	
<b>Address:</b>	Various locations citywide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	General	<b>Year :</b>	2012
<b>Category :</b>	Traffic Improvements	<b>Category Rank :</b>	7
<b>Project Name :</b>	Bull St. and 63rd St. Signal Installation and Interconnect	<b>Department :</b>	TRAFFIC ENGINEERING
<b>Project Number:</b>	TBD	<b>Description :</b>	Install signal equipment and fiber optic cable at Bull Street and 63rd Street.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$205,000	Construction :	\$105,000	
2014 :	\$0	Misc Equipment :	\$84,000	
2015 :	\$0	Engineering :	\$16,000	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$205,000	5 Year Total :	\$205,000	
After 2016 :	\$0			
Total Cost :	\$205,000	Annual Operating Budget Impact :	\$3,300	

<b>Objective :</b>	The objective is to install a traffic signal and fiber optic cable where traffic volumes meet signal warrants.
<b>Benefits :</b>	Increased intersection efficiency and coordinated timing on Bull St. Reduction of traffic delay. Ranks 4th on City's Signal priority list.
<b>Council Priority:</b>	Public Safety
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	One new traffic signal installation on Bull St. at 63rd St. with fiber optic interconnect cable to Bull St. and 61st. St.

5 Year Method of Financing	
General Fund	\$167,000
State Aid	\$38,000
<b>5 Year Total :</b>	<b>\$205,000</b>

Location	
<b>Address:</b>	Bull St. and 63rd St.
<b>Neighborhood:</b>	51; Abercorn Heights
<b>Council District:</b>	4

<b>Fund :</b>	General	<b>Year :</b>	2007
<b>Category :</b>	Traffic Improvements	<b>Category Rank :</b>	8
<b>Project Name :</b>	Pushbuttons and Audible Pedestrian Signals	<b>Department :</b>	TRAFFIC ENGINEERING
<b>Project Number:</b>	TE504	<b>Description :</b>	Upgrade 36 intersections to audible pushbuttons.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$60,000	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$100,000	Misc Equipment :	\$100,000	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$100,000	5 Year Total :	\$100,000	
After 2016 :	\$100,000			
Total Cost :	\$260,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To assist the blind and visually impaired to safely navigate signalized intersections using audible pedestrian signals.
<b>Benefits :</b>	Improve pedestrian traffic mobility and safety.
<b>Council Priority:</b>	Public Safety
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Install audible pushbuttons (4 intersections per year) and 20 intersections after 2011 based on priority submitted by the Association for the Blind.

5 Year Method of Financing	
General Fund	\$100,000
5 Year Total :	\$100,000

Location	
<b>Address:</b>	Various locations
<b>Neighborhood:</b>	4, Bay Street Viaduct Area; 6, Yamacraw Village; 7, Kayton/Frazier; 8, North Historic District; 15, West Victorian District; 17, Cuyler-Brownsville; 18, Metropolitan; 52, Medical Arts; 54, Memorial Hospital/Fairfield; 63, Groveland/Kensington Park; 64, Fairway Oaks; 69, Oakdale; 70, Highland Park
<b>Council District:</b>	1, 4, 5

<b>Fund :</b>	General	<b>Year :</b>	2014
<b>Category :</b>	Traffic Improvements	<b>Category Rank :</b>	9
<b>Project Name :</b>	Abercorn Street Interconnect and Signal Upgrading	<b>Department :</b>	TRAFFIC ENGINEERING
<b>Project Number:</b>	TBD	<b>Description :</b>	Upgrade signal equipment at three intersections and install fiber optic cable to interconnect signals.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$260,000	
2014 :	\$357,000	Misc Equipment :	\$255,000	
2015 :	\$200,000	Engineering :	\$42,000	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$557,000	5 Year Total :	\$557,000	
After 2016 :	\$0			
Total Cost :	\$557,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Upgrade 3 signalized intersections and coordinate signal by installation of fiber optic cable.
<b>Benefits :</b>	Provide for an upgraded system to improve traffic mobility that is reliable and maintenance-free.
<b>Council Priority:</b>	Public Safety
<b>Project Related To :</b>	Fiber connectivity for synchronized operations.
<b>Scope / Comments :</b>	Upgrading existing traffic signal installations on Abercorn St. and Washington Ave., Columbus Dr., and 63rd St. Install fiber optic interconnect to connect to existing signal on Abercorn St. at Victory Dr. and at DeRenne Ave.

5 Year Method of Financing	
State Aid	\$134,000
General Fund	\$423,000
<b>5 Year Total :</b>	<b>\$557,000</b>

Location	
<b>Address:</b>	Abercorn Ave. from Victory Dr. to DeRenne Ave.
<b>Neighborhood:</b>	38; Ardsley Park / Chatham Crescent
<b>Council District:</b>	4

<b>Fund :</b>	General	<b>Year :</b>	2012
<b>Category :</b>	Traffic Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Comcast Building Buyback	<b>Department :</b>	TRAFFIC ENGINEERING
<b>Project Number:</b>	TBD	<b>Description :</b>	Accumulating funds for purchase of Comcast Building from Chatham County

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$254,000	Land :	\$1,280,000	
2013 :	\$256,000	Construction :	\$0	
2014 :	\$256,000	Misc Equipment :	\$0	
2015 :	\$256,000	Engineering :	\$0	
2016 :	\$258,000	Other :	\$0	
5 Year Total :	\$1,280,000	5 Year Total :	\$1,280,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$1,280,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To accumulate funds to pay the county for purchase of the building, which was part of the Derenne project discussion and now houses some City Departments.
<b>Benefits :</b>	Allows flexibility in development of Project Derenne and gives City a presence in Mid-town.
<b>Council Priority:</b>	High Performing Government
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$1,280,000
5 Year Total :	\$1,280,000

Location	
<b>Address:</b>	5515 Abercorn Street
<b>Neighborhood:</b>	62
<b>Council District:</b>	

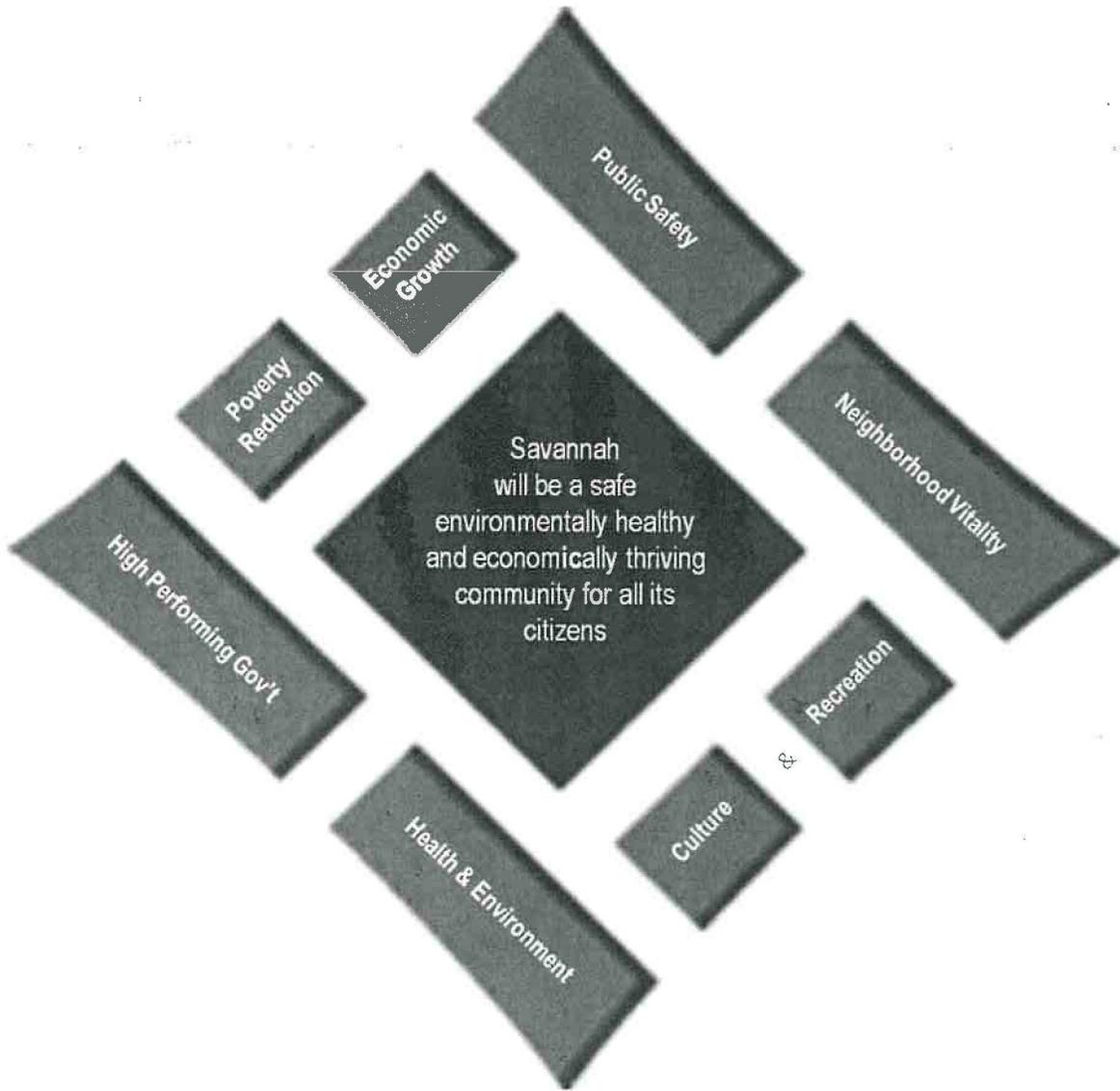
<b>Fund :</b>	General	<b>Year :</b>	2012
<b>Category :</b>	Traffic Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Signal Installation at MLK/Gwinnett/Hall St.	<b>Department :</b>	TRAFFIC ENGINEERING
<b>Project Number:</b>	TBD	<b>Description :</b>	Install pedestrian crossings at indicated location.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$100,000	Land :	\$0	
2013 :	\$0	Construction :	\$100,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$100,000	5 Year Total :	\$100,000	
After 2016 :	\$0			
Total Cost :	\$100,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To install signals and markings for a safe pedestrian crossing at MLK and Hall Streets.
<b>Benefits :</b>	Increases pedestrian safety and access to new supermarket near this location.
<b>Council Priority:</b>	Neighborhood Vitality
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$100,000
5 Year Total :	\$100,000

Location	
<b>Address:</b>	MLK Blvd./ Hall Street Intersection
<b>Neighborhood:</b>	
<b>Council District:</b>	



Water

## 2012-2016 WATER IMPROVEMENTS

Improvements are made to maintain and rehabilitate system infrastructure and to extend the system into areas where service is not available. The projects included in this 5 year plan are primarily ongoing maintenance and improvements of the water system infrastructure and projects that extend the system into areas where service is not available. A major project in 2012 is the connection of the Savannah Ports Authority Park to the City's surface water system.

### WATER ASSETS

Asset	Quantity
Water wells	44
Water lines	848 miles
Overhead storage tanks	7
Administration facility	1

### REVENUE SUMMARY

Funding Source	2012	2013	2014	2015	2016	5 Year Total
Water Fund	\$5,879,000	\$6,934,000	\$6,093,000	\$6,033,000	\$6,087,000	\$31,026,000
<b>Total</b>	<b>\$5,879,000</b>	<b>\$6,934,000</b>	<b>\$6,093,000</b>	<b>\$6,033,000</b>	<b>\$6,087,000</b>	<b>\$31,026,000</b>

### PROJECT SUMMARY

Project Name	2012	2013	2014	2015	2016	5 Year Total
Critical Work Force Shelter	\$400,000	\$500,000	\$0	\$0	\$0	\$900,000
Bacon Park Re-use Water System	\$500,000	\$500,000	\$500,000	\$1,000,000	\$500,000	\$3,000,000
Misc. Water Line Improvements	\$660,000	\$680,000	\$700,000	\$720,000	\$738,000	\$3,498,000
I&D Water Quality Improvements	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Large Tract Infrastructure Extension	\$370,000	\$375,000	\$379,000	\$384,000	\$394,000	\$1,902,000
Improvements for Paving Projects	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Well Preventive Maintenance Program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Extension to Unserved Areas	\$170,000	\$175,000	\$180,000	\$185,000	\$190,000	\$900,000

Project Name	2012	2013	2014	2015	2016	5 Year Total
Developer Oversizing	\$167,000	\$171,000	\$176,000	\$181,000	\$300,000	\$995,000
Overhead Storage Tank Repair and Repainting	\$50,000	\$50,000	\$50,000	\$50,000	-\$50,000	\$250,000
Alternate Disinfection Modification	\$100,000	\$100,000	\$0	\$0	\$0	\$200,000
Replacement of SCADA Remote Terminal Units (RTUs)	\$80,000	\$0	\$0	\$0	\$0	\$80,000
Well Electrical Preventive Maintenance	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Replacement of Hydro-pneumatic Tanks	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Supervisory Control And Data Acquisition (SCADA) Upgrade	\$32,000	\$33,000	\$33,000	\$35,000	\$35,000	\$168,000
Expansion of the I & D Plant	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000
Crossroads Booster Station Upgrade	\$250,000	\$250,000	\$500,000	\$250,000	\$0	\$1,250,000
Lathrop Avenue Pump Upgrade	\$0	\$250,000	\$0	\$250,000	\$0	\$500,000
Valve Replacement	\$0	\$0	\$75,000	\$78,000	\$80,000	\$233,000
Groundwater Reductions	\$250,000	\$500,000	\$900,000	\$1,500,000	\$2,000,000	\$5,150,000
Gulfstream 16" Water Relocation	\$100,000	\$200,000	\$200,000	\$200,000	\$0	\$700,000
Large Tract Water Supply	\$100,000	\$200,000	\$750,000	\$300,000	\$500,000	\$1,850,000
Megasite-New Hampstead 24"	\$0	\$300,000	\$500,000	\$600,000	\$750,000	\$2,150,000
New Water Systems Upgrades	\$250,000	\$250,000	\$250,000	\$0	\$250,000	\$1,000,000
Ports Authority	\$750,000	\$500,000	\$500,000	\$500,000	\$0	\$2,250,000
Water Share of Laboratory	\$100,000	\$100,000	\$100,000	\$0	\$0	\$300,000
<b>Total</b>	<b>\$4,879,000</b>	<b>\$5,934,000</b>	<b>\$6,593,000</b>	<b>\$7,033,000</b>	<b>\$6,587,000</b>	<b>\$31,026,000</b>

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2008
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	1
<b>Project Name :</b>	Critical Work Force Shelter	<b>Department :</b>	WATER DISTRIBUTION
<b>Project Number:</b>	WT228	<b>Description :</b>	Construct a shelter at the I&D water facility to house and shelter critical workforce in the event of an emergency.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$400,000	Land :	\$0	
2013 :	\$500,000	Construction :	\$900,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$900,000	5 Year Total :	\$900,000	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
After 2016 :	\$0	Annual Operating Budget Impact :	\$3,600	
Total Cost :	\$900,000			

<b>Objective :</b>	This project will provide safe sheltering of critical workforce required to remain on-duty and to provide an adequate facility for feeding, housing, and sanitary needs of workforce for an extended period after a major hurricane or other emergency event.
<b>Benefits :</b>	On-site critical workforce is necessary to minimize damage to the City's drinking water infrastructure and to recover both safe drinking water supplies and fire protection. the accomodations will be for a critical workforce of approximately 250 persons.
<b>Council Priority:</b>	Public Safety
<b>Project Related To :</b>	Water and Sewer Critical Work Force operations for City water and sewer service during emergency situations.
<b>Scope / Comments :</b>	Conceptually, a 23,000 sq. ft. bldg to include a kitchen, laundry and shower/restroom facilities, 2 large rooms to function as a dining hall and sleeping quarters, and several spaces that can be used for offices.

5 Year Method of Financing	
Water Fund	\$900,000
5 Year Total :	\$900,000

Location	
<b>Address:</b>	Highway 21, Pooler, GA
<b>Neighborhood:</b>	
<b>Council District:</b>	1

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2011
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	2
<b>Project Name :</b>	Bacon Park Re-Use Water System	<b>Department :</b>	WATER RECLAMATION
<b>Project Number:</b>	SW623	<b>Description :</b>	Re-use water side stream system.

Total Cost Schedule	5 Year Cost Breakdown	Project Schedule
Prior To 2012 : \$1,750,000	Planning : \$0	<u>Start Date</u> <u>End Date</u>
2012 : \$500,000	Land : \$0	Study:
2013 : \$500,000	Construction : \$3,000,000	Design:
2014 : \$500,000	Misc Equipment \$0	Bidding:
2015 : \$1,000,000	Engineering : \$0	Constr:
2016 : \$500,000	Other : \$0	
5 Year Total : \$3,000,000	5 Year Total : \$3,000,000	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
After 2016 : \$0	Annual Operating Budget Impact : \$0	
Total Cost : \$4,750,000		

<b>Objective :</b>	To construct a re-use water system in the Bacon Park area.
<b>Benefits :</b>	To irrigate the golf courses and ball fields.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Constructing a mid-size re-use water system for irrigation purposes.

5 Year Method of Financing	
Water Fund	\$3,000,000
	\$0
<b>5 Year Total :</b>	<b>\$3,000,000</b>

Location
<b>Address:</b>
<b>Neighborhood:</b> Bacon Park
<b>Council District:</b> 3, 4

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	1999
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	2
<b>Project Name :</b>	Misc. Water Line Improvements	<b>Department :</b>	WATER DISTRIBUTION
<b>Project Number:</b>	WT521	<b>Description :</b>	Replace certain deteriorated and/or undersized water lines.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$7,895,202	Planning :	\$0	
2012 :	\$660,000	Land :	\$0	
2013 :	\$680,000	Construction :	\$3,498,000	
2014 :	\$700,000	Misc Equipment	\$0	
		:		
2015 :	\$720,000	Engineering :	\$0	
2016 :	\$738,000	Other :	\$0	
5 Year Total :	\$3,498,000	5 Year Total :	\$3,498,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$11,393,202	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To continue to reduce the number of water leaks repaired each year in the water distribution system.
<b>Benefits :</b>	Reduced total pumpage, thereby saving for future use and improved public perception of maintenance.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Water Fund	\$3,498,000
5 Year Total :	\$3,498,000

Location	
Address:	System-wide
Neighborhood:	
Council District:	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2007
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	3
<b>Project Name :</b>	I&D Water Quality Improvements	<b>Department :</b>	WATER SUPPLY & TREATMENT
<b>Project Number:</b>	WT217	<b>Description :</b>	Prepare to comply with new EPA regulations on disinfection byproducts and ensure the City is capable of blending surface water with groundwater.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$1,750,000	Planning :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
2012 :	\$250,000	Land :	\$0	
2013 :	\$0	Construction :	\$250,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$250,000	5 Year Total :	\$250,000	
After 2016 :	\$500,000	Annual Operating Budget Impact :	\$0	
Total Cost :	\$2,500,000			

<b>Objective :</b>	To ensure proper treatment processes and techniques meet new drinking water regulations.
<b>Benefits :</b>	To prepare for potential increased future use of surface water in the City of Savannah. Also to ensure treatment process meets requirements of Federal and State drinking water requirements.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Water Fund	\$250,000
5 Year Total :	\$250,000

Location	
<b>Address:</b>	System-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	1999
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	4
<b>Project Name :</b>	Large Tract Infrastructure Extension	<b>Department :</b>	WATER DISTRIBUTION
<b>Project Number:</b>	WT522	<b>Description :</b>	Extend existing infrastructure to newly annexed areas.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$5,216,300	Planning :	\$0	
2012 :	\$370,000	Land :	\$0	
2013 :	\$375,000	Construction :	\$1,902,000	
2014 :	\$379,000	Misc Equipment :	\$0	
2015 :	\$384,000	Engineering :	\$0	
2016 :	\$394,000	Other :	\$0	
5 Year Total :	\$1,902,000	5 Year Total :	\$1,902,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$7,118,300	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To extend existing infrastructure necessary to serve the newly annexed areas and allow development to begin.
<b>Benefits :</b>	The City will benefit from economic development of the newly annexed areas by an increased tax base and revenue from water and sewer service.
<b>Council Priority:</b>	Economic Growth
<b>Project Related To :</b>	Annexation efforts
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Water Fund	\$1,902,000
5 Year Total :	\$1,902,000

Location	
<b>Address:</b>	Locations to be identified
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	1999
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	5
<b>Project Name :</b>	Improvements for Paving Projects	<b>Department :</b>	WATER DISTRIBUTION
<b>Project Number:</b>	WT523	<b>Description :</b>	Replace water lines in proposed paving project areas.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$3,297,249	Planning :	\$0	<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
2012 :	\$100,000	Land :	\$0	
2013 :	\$100,000	Construction :	\$500,000	
2014 :	\$100,000	Misc Equipment	\$0	
2015 :	\$100,000	:		
2016 :	\$100,000	Engineering :	\$0	
5 Year Total :	\$500,000	Other :	\$0	
After 2016 :	\$0	5 Year Total :	\$500,000	
Total Cost :	\$3,797,249	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	There are old water mains in unpaved streets and old paved streets. Utilities should be replaced as part of paving projects in order to prevent damage to newly paved areas.
<b>Benefits :</b>	Newly paved street will not be impacted by repair of an old water line. Improved planning, scheduling, & coordination of projects.
<b>Council Priority:</b>	Neighborhood Vitality
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Water Fund	\$500,000
<b>5 Year Total :</b>	<b>\$500,000</b>

Location	
<b>Address:</b>	System-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	1999
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	6
<b>Project Name :</b>	Well Preventive Maintenance Program	<b>Department :</b>	WATER SUPPLY & TREATMENT
<b>Project Number:</b>	WT524	<b>Description :</b>	Perform preventive maintenance of 5 wells.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$2,586,302	Planning :	\$0	
2012 :	\$100,000	Land :	\$0	
2013 :	\$100,000	Construction :	\$500,000	
2014 :	\$100,000	Misc Equipment :	\$0	
2015 :	\$100,000	Engineering :	\$0	
2016 :	\$100,000	Other :	\$0	
5 Year Total :	\$500,000	5 Year Total :	\$500,000	
After 2016 :	\$212,180			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$3,298,482	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	There are 41 wells in the system owned and operated by the City of Savannah. These wells must be in peak operating condition in order to meet demands.
<b>Benefits :</b>	Wells will perform at design capacity 24 hours per day. Customers will have adequate flows & pressure for domestic use and fire protection.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Water Fund	\$500,000
<b>5 Year Total :</b>	<b>\$500,000</b>

Location	
<b>Address:</b>	System-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	1999
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	7
<b>Project Name :</b>	Extension to Unserved Areas	<b>Department :</b>	WATER DISTRIBUTION
<b>Project Number:</b>	WT525	<b>Description :</b>	Extend water mains to sparsely populated areas within the distribution system that are presently served by private well, or are potential growth areas.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$2,040,509	Planning :	\$0	
2012 :	\$170,000	Land :	\$0	
2013 :	\$175,000	Construction :	\$900,000	
2014 :	\$180,000	Misc Equipment :	\$0	
2015 :	\$185,000	Engineering :	\$0	
2016 :	\$190,000	Other :	\$0	
5 Year Total :	\$900,000	5 Year Total :	\$900,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
<b>Total Cost :</b>	<b>\$2,940,509</b>	<b>Annual Operating Budget Impact :</b>	<b>\$0</b>	

<b>Objective :</b>	City is required to provide service to all persons in our service area. A customer may have been on a private well that failed. This program addresses this problem, as well as "infill" areas in the system.
<b>Benefits :</b>	Increased revenue as the customer base increases and the City is fulfilling its obligation to provide services.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Water Fund	\$900,000
<b>5 Year Total :</b>	<b>\$900,000</b>

Location	
<b>Address:</b>	Locations to be identified
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	1999
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	8
<b>Project Name :</b>	Developer Oversizing	<b>Department :</b>	WATER DISTRIBUTION
<b>Project Number:</b>	WT226	<b>Description :</b>	Oversize water lines in new developments.

Total Cost Schedule	
Prior To 2012 :	\$2,050,943
2012 :	\$167,000
2013 :	\$171,000
2014 :	\$176,000
2015 :	\$181,000
2016 :	\$300,000
5 Year Total :	\$995,000
After 2016 :	\$0
<b>Total Cost :</b>	<b>\$3,045,943</b>

5 Year Cost Breakdown	
Planning :	\$0
Land :	\$0
Construction :	\$995,000
Misc Equipment :	\$0
Engineering :	\$0
Other :	\$0
5 Year Total :	\$995,000
Annual Operating Budget Impact :	\$0

<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
--

<b>Objective :</b>	Oversizing looks beyond a particular project and ensures infrastructure is in place for adequate flows, pressure, and water quality for domestic use.
<b>Benefits :</b>	Infrastructure will be in place to serve future development, to provide adequate fire flows and ensure good water quality for domestic use.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Water Fund	\$995,000
<b>5 Year Total :</b>	<b>\$995,000</b>

Location	
<b>Address:</b>	Locations to be identified
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2002
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	9
<b>Project Name :</b>	Overhead Storage Tank Repair and Repainting	<b>Department :</b>	WATER SUPPLY & TREATMENT
<b>Project Number:</b>	WT321	<b>Description :</b>	Repaint overhead storage tanks at Wilmington Island, Travis Field and Savannah State University (2 tanks).

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$1,091,549	Planning :	\$0	
2012 :	\$50,000	Land :	\$0	
2013 :	\$50,000	Construction :	\$250,000	
2014 :	\$50,000	Misc Equipment :	\$0	
2015 :	\$50,000	Engineering :	\$0	
2016 :	\$50,000	Other :	\$0	
5 Year Total :	\$250,000	5 Year Total :	\$250,000	
After 2016 :	\$126,690			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$1,468,239	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Repainting storage tanks, inside and outside, will ensure physical integrity of the infrastructure and maintain water quality standards.
<b>Benefits :</b>	The tanks will be maintained in peak condition and continue to meet peak domestic and fire fighting demands.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Water Fund	\$250,000
<b>5 Year Total :</b>	<b>\$250,000</b>

Location	
<b>Address:</b>	Wilmington Island, Travis Field and Savannah State University
<b>Neighborhood:</b>	60, (Savannah State University)
<b>Council District:</b>	3, (Savannah State University); outside city limits (Wilmington Island)

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2009
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	10
<b>Project Name :</b>	Alternate Disinfection Modification	<b>Department :</b>	WATER SUPPLY & TREATMENT
<b>Project Number:</b>	WT410	<b>Description :</b>	Switch the disinfection process from gas to liquid.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$250,000	Planning :	\$0	
2012 :	\$100,000	Land :	\$0	
2013 :	\$100,000	Construction :	\$0	
2014 :	\$0	Misc Equipment :	\$200,000	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$200,000	5 Year Total :	\$200,000	
After 2016 :	\$0			
Total Cost :	\$450,000	Annual Operating Budget Impact :	\$66,000	

<b>Objective :</b>	Project will replace City's use of chlorine gas with sodium hypochlorite (liquid bleach).
<b>Benefits :</b>	Improved employee safety and reduced liability from potential exposure to surrounding community. Reduced federal reporting burden and cost.
<b>Council Priority:</b>	Public Safety
<b>Project Related To :</b>	Water Supply only
<b>Scope / Comments :</b>	Project will include revisions to chemical handling and injection system equipment.

5 Year Method of Financing	
Water Fund	\$200,000
5 Year Total :	\$200,000

Location	
<b>Address:</b>	System-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2008
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	11
<b>Project Name :</b>	Replacement of SCADA Remote Terminal Units (RTUs)	<b>Department :</b>	WATER SUPPLY & TREATMENT
<b>Project Number:</b>	WT325	<b>Description :</b>	Replace, in phases, aged RTUs that are no longer supported by manufacturer.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$320,000	Planning :	\$0	
2012 :	\$80,000	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$0	Misc Equipment :	\$80,000	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$80,000	5 Year Total :	\$80,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$400,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	This project will be used to replace SCADA RTUs purchased between 1993 and 2004 that will no longer be supported by manufacturer over a 5 year period.
<b>Benefits :</b>	This project will allow for replacement of equipment in a scheduled and controlled manner, thus minimizing disruption of service due to unplanned failures of unsupported equipment.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	There are 50 RTUs to be replaced. Each unit costs \$8,000.

5 Year Method of Financing	
Water Fund	\$80,000
5 Year Total :	\$80,000

Location	
<b>Address:</b>	System-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2003
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	12
<b>Project Name :</b>	Well Electrical Preventive Maintenance	<b>Department :</b>	WATER SUPPLY & TREATMENT
<b>Project Number:</b>	WT322	<b>Description :</b>	Inspect, clean, repair and/or replace electrical power & control systems of 41 wells.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$500,000	Planning :	\$0	
2012 :	\$50,000	Land :	\$0	
2013 :	\$50,000	Construction :	\$250,000	
2014 :	\$50,000	Misc Equipment :	\$0	
2015 :	\$50,000	Engineering :	\$0	
2016 :	\$50,000	Other :	\$0	
5 Year Total :	\$250,000	5 Year Total :	\$250,000	
After 2016 :	\$50,000			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$800,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	This project expands the existing preventive maintenance program to include power and control system reliability and safety.
<b>Benefits :</b>	This project will ensure infrastructure is adequate to serve future needs.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	The project will, on a scheduled and prioritized basis, inspect, clean and refurbish as necessary the water well electrical and control systems.

5 Year Method of Financing	
Water Fund	\$250,000
5 Year Total :	\$250,000

Location	
<b>Address:</b>	System-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2006
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	13
<b>Project Name :</b>	Replacement of Hydro-pneumatic Tanks	<b>Department :</b>	WATER SUPPLY & TREATMENT
<b>Project Number:</b>	WT133	<b>Description :</b>	Replace 10,000 gallon hydro-pneumatic tank at various well sites throughout the water supply system.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$290,000	Planning :	\$0	
2012 :	\$50,000	Land :	\$0	
2013 :	\$50,000	Construction :	\$250,000	
2014 :	\$50,000	Misc Equipment :	\$0	
2015 :	\$50,000	Engineering :	\$0	
2016 :	\$50,000	Other :	\$0	
5 Year Total :	\$250,000	5 Year Total :	\$250,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$540,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	The hydro-pneumatic tanks are over 20 years old and have begun to deteriorate. Replacement is necessary to ensure the wells are in peak operating condition in order to meet demands.
<b>Benefits :</b>	Wells will perform at design capacity 24 hours per day. Customers will have adequate flows & pressure for domestic use & fire protection.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	If tanks fail, water service (domestic, fire, and commercial) may not be met during peak periods.

5 Year Method of Financing	
Water Fund	\$250,000
5 Year Total :	\$250,000

Location	
<b>Address:</b>	System-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2000
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	14
<b>Project Name :</b>	Supervisory Control And Data Acquisition (SCADA) Upgrade	<b>Department :</b>	WATER SUPPLY & TREATMENT
<b>Project Number:</b>	WT227	<b>Description :</b>	Upgrade SCADA system hardware and software.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$322,659	Planning :	\$0	<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
2012 :	\$32,000	Land :	\$0	
2013 :	\$33,000	Construction :	\$0	
2014 :	\$33,000	Misc Equipment :	\$168,000	
2015 :	\$35,000	Engineering :	\$0	
2016 :	\$35,000	Other :	\$0	
5 Year Total :	\$168,000	5 Year Total :	\$168,000	
After 2016 :	\$31,930	Annual Operating Budget Impact :	\$0	
Total Cost :	\$522,589			

<b>Objective :</b>	It is essential to upgrade the SCADA system to ensure we can monitor and control the water systems remotely.
<b>Benefits :</b>	Remote monitoring and control will allow for prompt response to potential problems.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Water Fund	\$168,000
5 Year Total :	\$168,000

Location	
<b>Address:</b>	System-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2012
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	16
<b>Project Name :</b>	Expansion of the I & D Plant	<b>Department :</b>	INDUSTRIAL & DOMESTIC WATER
<b>Project Number:</b>	TBD	<b>Description :</b>	Expand the I & D Plant to 75 M.G.D. capacity.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$750,000	
2012 :	\$0	Land :	\$0	
2013 :	\$500,000	Construction :	\$1,250,000	
2014 :	\$500,000	Misc Equipment :	\$0	
2015 :	\$500,000	Engineering :	\$0	
2016 :	\$500,000	Other :	\$0	
5 Year Total :	\$2,000,000	5 Year Total :	\$2,000,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$2,000,000			

<b>Objective :</b>	Reduction of existing ground water pumpage and increased demand require that the plant be expanded to 75 M.G.D. capacity to meet current service demands and provide for additional growth.
<b>Benefits :</b>	Current demands satisfied and additional growth and development of this area provided for, which will increase our tax base and revenues.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Water Fund	\$2,000,000
5 Year Total :	\$2,000,000

Location	
Address:	Highway 21, Pooler
Neighborhood:	
Council District:	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2012
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	17
<b>Project Name :</b>	Crossroads Booster Station Upgrade	<b>Department :</b>	WATER SUPPLY & TREATMENT
<b>Project Number:</b>	TBD	<b>Description :</b>	Upgrade/replace electrical gear at the Crossroads Booster Station at the I & D Plant.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$250,000	Land :	\$0	
2013 :	\$250,000	Construction :	\$700,000	
2014 :	\$500,000	Misc Equipment :	\$450,000	
2015 :	\$250,000	Engineering :	\$100,000	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$1,250,000	5 Year Total :	\$1,250,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$1,250,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To increase water capacity for Crossroads.
<b>Benefits :</b>	The modifications will provide increased capacity for the Crossroads portion of the distribution system.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Water Fund	\$1,250,000
5 Year Total :	\$1,250,000

Location	
<b>Address:</b>	I & D Water Plant
<b>Neighborhood:</b>	Highway 21, Pooler
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2015
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	18
<b>Project Name :</b>	Lathrop Avenue Pump Upgrade	<b>Department :</b>	WATER SUPPLY & TREATMENT
<b>Project Number:</b>	TBD	<b>Description :</b>	To increase the pumping capacity of Lathrop Avenue Booster Station as a function of mandated groundwater reductions.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
2012 :	\$0	Land :	\$0	
2013 :	\$250,000	Construction :	\$500,000	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$250,000	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$500,000	5 Year Total :	\$500,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	
Total Cost :	\$500,000			

<b>Objective :</b>	To increase the pumping capacity of Lathrop Avenue Booster Station as a function of mandated groundwater reductions.
<b>Benefits :</b>	Will prevent the department from exceeding groundwater withdrawal permits due to anticipated mandated groundwater cutbacks. Violation of groundwater withdrawal permit will result in fines.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Water Fund	\$500,000
5 Year Total :	\$500,000

Location
Address:
Neighborhood:
Council District: 1

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2003
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	19
<b>Project Name :</b>	Valve Replacement	<b>Department :</b>	WATER DISTRIBUTION
<b>Project Number:</b>	WT714	<b>Description :</b>	Replace main line valves that do not operate.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$500,000	Planning :	\$0	<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$75,000	Misc Equipment :	\$233,000	
2015 :	\$78,000	Engineering :	\$0	
2016 :	\$80,000	Other :	\$0	
5 Year Total :	\$233,000	5 Year Total :	\$233,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	
Total Cost :	\$733,000			

<b>Objective :</b>	To replace inoperative main line valves and install new valves where needed.
<b>Benefits :</b>	Achieve smaller shutoff areas, provide uninterrupted domestic service and fire protection during waterline (emergency) repairs.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Water Fund	\$233,000
5 Year Total :	\$233,000

Location	
<b>Address:</b>	System-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2012
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Groundwater Reductions	<b>Department :</b>	WATER SUPPLY & TREATMENT
<b>Project Number:</b>	TBD	<b>Description :</b>	Funding for future groundwater withdrawal restrictions or re-engineered withdrawal processes.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$250,000	Land :	\$0	
2013 :	\$500,000	Construction :	\$0	
2014 :	\$900,000	Misc Equipment :	\$0	
2015 :	\$1,500,000	Engineering :	\$0	
2016 :	\$2,000,000	Other :	\$5,150,000	
5 Year Total :	\$5,150,000	5 Year Total :	\$5,150,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$5,150,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Accumulation of monies to respond to future groundwater withdrawal restrictions or re-engineered withdrawal processes.
<b>Benefits :</b>	Compliance with future ground water withdrawal regulations.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Water Fund	\$5,150,000
5 Year Total :	\$5,150,000

Location	
<b>Address:</b>	System-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2012
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Gulfstream 16" Water Relocation	<b>Department :</b>	WATER SUPPLY & TREATMENT
<b>Project Number:</b>	TBD	<b>Description :</b>	Relocation of water supply and infrastructure as needed for Gulfstream expansion.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$100,000	Land :	\$0	
2013 :	\$200,000	Construction :	\$0	
2014 :	\$200,000	Misc Equipment :	\$0	
2015 :	\$200,000	Engineering :	\$0	
2016 :	\$0	Other :	\$700,000	
5 Year Total :	\$700,000	5 Year Total :	\$700,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$700,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Relocate water supply and infrastructure as needed for Gulfstream expansion.
<b>Benefits :</b>	Provide necessary infrastructure to Gulfstream.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Water Fund	\$700,000
5 Year Total :	\$700,000

Location
Address:
Neighborhood:
Council District:

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2016
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Large Tract Water Supply	<b>Department :</b>	WATER SUPPLY & TREATMENT
<b>Project Number:</b>	TBD	<b>Description :</b>	Provide water to large tracts.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$100,000	Land :	\$0	
2013 :	\$200,000	Construction :	\$1,850,000	
2014 :	\$750,000	Misc Equipment :	\$0	
2015 :	\$300,000	Engineering :	\$0	
2016 :	\$500,000	Other :	\$0	
5 Year Total :	\$1,850,000	5 Year Total :	\$1,850,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$1,850,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Construct water and sewer infrastructure within large land tracts.
<b>Benefits :</b>	Provide necessary water and sewer infrastructure to large commercial and industrial development.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Water Fund	\$1,850,000
5 Year Total :	\$1,850,000

Location	
Address:	System-wide
Neighborhood:	
Council District:	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2013
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Megasite-New Hampstead 24"	<b>Department :</b>	WATER SUPPLY & TREATMENT
<b>Project Number:</b>	TBD	<b>Description :</b>	Build 24-inch water main line that connects the Megasite to the New Hamstead area.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$300,000	Construction :	\$0	
2014 :	\$500,000	Misc Equipment :	\$0	
2015 :	\$600,000	Engineering :	\$0	
2016 :	\$750,000	Other :	\$2,150,000	
5 Year Total :	\$2,150,000	5 Year Total :	\$2,150,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$2,150,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Build 24-inch water main line that connects the Megasite to New Hampstead.
<b>Benefits :</b>	Provide necessary infrastructure for growth in the area.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Water Fund	\$2,150,000
5 Year Total :	\$2,150,000

Location	
<b>Address:</b>	System-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2012
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	New Water Systems Upgrades	<b>Department :</b>	WATER SUPPLY & TREATMENT
<b>Project Number:</b>	TBD	<b>Description :</b>	Purchase and improvements of some smaller existing water systems.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$250,000	Land :	\$0	
2013 :	\$250,000	Construction :	\$0	
2014 :	\$250,000	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$250,000	Other :	\$1,000,000	
5 Year Total :	\$1,000,000	5 Year Total :	\$1,000,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$1,000,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Purchase of and improvements to some smaller existing water systems.
<b>Benefits :</b>	Augment existing City water systems.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Water Fund	\$1,000,000
5 Year Total :	\$1,000,000

Location	
<b>Address:</b>	System-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2012
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Ports Authority	<b>Department :</b>	WATER DISTRIBUTION
<b>Project Number:</b>	TBD	<b>Description :</b>	Connect water system at Ports Authority (SPA).

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
2012 :	\$750,000	Land :	\$0	
2013 :	\$500,000	Construction :	\$0	
2014 :	\$500,000	Misc Equipment :	\$0	
2015 :	\$500,000	Engineering :	\$0	
2016 :	\$0	Other :	\$2,250,000	
5 Year Total :	\$2,250,000	5 Year Total :	\$2,250,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	
Total Cost :	\$2,250,000			

<b>Objective :</b>	Connect SPA Park to City's surface water system.
<b>Benefits :</b>	Provided SPA customers with high-quality water in quantities that meet both existing and future needs.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Provide adequate quantity and quality of water necessary to serve existing SPA customers as well as provide water in quantities necessary for expansion by several existing industries currently located with the SPA Park.

5 Year Method of Financing	
Water Fund	\$2,250,000
5 Year Total :	\$2,250,000

Location	
<b>Address:</b>	System-wide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Water & Sewer	<b>Year :</b>	2016
<b>Category :</b>	Water Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Water Share of Laboratory	<b>Department :</b>	WATER SUPPLY & TREATMENT
<b>Project Number:</b>	TBD	<b>Description :</b>	Water fund contribution to the I&D Laboratory.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
2012 :	\$100,000	Land :	\$0	
2013 :	\$100,000	Construction :	\$0	
2014 :	\$100,000	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$300,000	
5 Year Total :	\$300,000	5 Year Total :	\$300,000	
After 2016 :	\$0	Annual Operating Budget Impact :	\$0	
Total Cost :	\$300,000			

<b>Objective :</b>	Create a new water laboratory at the I&D Plant.
<b>Benefits :</b>	Improve testing capability and overall water quality.
<b>Council Priority:</b>	Health and Environment
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
Water Fund	\$300,000
5 Year Total :	\$300,000

Location	
<b>Address:</b>	Hwy 21, Pooler
<b>Neighborhood:</b>	
<b>Council District:</b>	1

Other

## 2012-2016 OTHER IMPROVEMENTS

Miscellaneous projects that may not "fit" into any of the above mentioned categories are assigned to this category. There are three projects in the 2012 plan: the extension of existing fiber optic cables, replacement of parking meter coin cups, and a cruise ship environmental study.

### REVENUE SUMMARY

Funding Source	2012	2013	2014	2015	2016	5 Year Total
General Fund	\$380,000	\$380,000	\$380,000	\$1,800,000	\$717,000	\$3,657,000
Parking Fund	\$75,000	\$0	\$0	\$0	\$0	\$75,000
<b>Total</b>	<b>\$455,000</b>	<b>\$380,000</b>	<b>\$380,000</b>	<b>\$1,800,000</b>	<b>\$717,000</b>	<b>\$3,732,000</b>

### PROJECT SUMMARY

Project Name	2012	2013	2014	2015	2016	5 Year Total
Fiber Optic Cable Extensions	\$80,000	\$80,000	\$80,000	\$0	\$250,000	\$490,000
Meter Collection	\$75,000	\$0	\$0	\$0	\$0	\$75,000
Fire Apparatus - Chatham Parkway	\$0	\$0	\$0	\$1,600,000	\$0	\$1,600,000
Environmental Study for Cruise Ship Terminal	\$300,000	\$0	\$0	\$0	\$0	\$300,000
IT Network Infrastructure	\$0	\$300,000	\$300,000	\$200,000	\$250,000	\$1,050,000
IT Radio Infrastructure	\$0	\$0	\$0	\$0	\$217,000	\$217,000
<b>Total</b>	<b>\$455,000</b>	<b>\$380,000</b>	<b>\$380,000</b>	<b>\$1,800,000</b>	<b>\$717,000</b>	<b>\$3,732,000</b>

<b>Fund :</b>	Internal Services	<b>Year :</b>	2008
<b>Category :</b>	Other Improvements	<b>Category Rank :</b>	2
<b>Project Name :</b>	Fiber Optic Cable Extensions	<b>Department :</b>	INFORMATION TECHNOLOGY
<b>Project Number:</b>	OP331	<b>Description :</b>	Extend existing underground fiber optic cable.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$80,000	Planning :	\$0	
2012 :	\$80,000	Land :	\$0	
2013 :	\$80,000	Construction :	\$245,000	
2014 :	\$80,000	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$245,000	
2016 :	\$250,000	Other :	\$0	
5 Year Total :	\$490,000	5 Year Total :	\$490,000	
After 2016 :	\$80,000			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$650,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To provide for the extension of fiber optic cable to improve the City's connectivity for computers, phones, video, etc.
<b>Benefits :</b>	Fiber optic cable is used by the City to connect computers, phones, video, etc. at 34 major locations back to the Broughton Municipal Building. Fiber also provides excellent backhaul for wireless connectivity. Extending the network will benefit the mobile workforce, Public Safety (video & mobile), Traffic Engineering's traffic control systems, Automated Meter Reading, and Supervisory Control and Data Acquisition (SCADA). An estimated 800 City employees can be impacted by this request. Other benefits of this project include redundant paths (precluding the impact of a break) and underground fiber which also limits breaks and provides a much longer use life (40+ years).
<b>Council Priority:</b>	High Performing Government
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$490,000
5 Year Total :	\$490,000

Location	
<b>Address:</b>	Various locations citywide
<b>Neighborhood:</b>	
<b>Council District:</b>	

<b>Fund :</b>	Parking	<b>Year :</b>	2012
<b>Category :</b>	Other Improvements	<b>Category Rank :</b>	5
<b>Project Name :</b>	Meter Collection	<b>Department :</b>	PARKING ENFORCEMENT & ADMINISTRATION
<b>Project Number:</b>	TBD	<b>Description :</b>	Replace single head meter coin cups with tamper-proof coin cups.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$75,000	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$0	Misc Equipment	\$75,000	
2015 :	\$0	:		
2016 :	\$0	Engineering :	\$0	
5 Year Total :	\$75,000	Other :	\$0	
After 2016 :	\$0	5 Year Total :	\$75,000	
Total Cost :	\$75,000	Annual Operating Budget Impact :	\$0	<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New

<b>Objective :</b>	To increase security and reduce the possibility of theft by enhancing current risk measures.
<b>Benefits :</b>	Assurance that all meter revenue will make it to the bank.
<b>Council Priority:</b>	Economic Growth
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	Replace 2,265 single head meter coin cups with tamper-proof coin cups. The sealed system features unbreakable round cyclac plastic coin boxes.

5 Year Method of Financing	
Parking Fund	\$75,000
5 Year Total :	\$75,000

Location	
<b>Address:</b>	Historic District - Bay Street to Gaston and MLK to East Broad
<b>Neighborhood:</b>	North Historic District, 8
<b>Council District:</b>	1

<b>Fund :</b>	General	<b>Year :</b>	2015
<b>Category :</b>	Other Improvements	<b>Category Rank :</b>	6
<b>Project Name :</b>	Fire Apparatus - Chatham Parkway	<b>Department :</b>	FIRE OPERATIONS
<b>Project Number:</b>	TBD	<b>Description :</b>	To purchase fire apparatus for the new Chatham Parkway fire station.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$0	Misc Equipment :	\$1,600,000	
2015 :	\$1,600,000	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$1,600,000	5 Year Total :	\$1,600,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$1,600,000	Annual Operating Budget Impact :	\$600,000	

<b>Objective :</b>	To provide fire protection to newly annexed areas.
<b>Benefits :</b>	Fire protection for the citizens of Savannah.
<b>Council Priority:</b>	Public Safety
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$1,600,000
5 Year Total :	\$1,600,000

Location	
<b>Address:</b>	Location to be identified
<b>Neighborhood:</b>	88, Chatham Parkway
<b>Council District:</b>	1

<b>Fund :</b>	General	<b>Year :</b>	2012
<b>Category :</b>	Other Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	Environmental Study for Cruise Ship Terminal	<b>Department :</b>	ACM - ADMINISTRATION & COMMUNITY SERVICES
<b>Project Number:</b>	TBD	<b>Description :</b>	Provide funding for study of different cruise ship terminal locations:

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$300,000	
2012 :	\$300,000	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$0	Other :	\$0	
5 Year Total :	\$300,000	5 Year Total :	\$300,000	
After 2016 :	\$0			<input type="checkbox"/> Routine <input checked="" type="checkbox"/> New
Total Cost :	\$300,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	Conduct environmental and geological analysis to determine a feasible site for a future cruise ship terminal.
<b>Benefits :</b>	Will prepare the City to move forward with the possibility of bringing a cruise ship terminal to Savannah for Economic Growth.
<b>Council Priority:</b>	Economic Growth
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	

5 Year Method of Financing	
General Fund	\$300,000
5 Year Total :	\$300,000

Location	
<b>Address:</b>	TBD
<b>Neighborhood:</b>	TBD
<b>Council District:</b>	1,2,3

<b>Fund :</b>	General	<b>Year :</b>	2016
<b>Category :</b>	Other Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	IT Network Infrastructure	<b>Department :</b>	INFORMATION TECHNOLOGY
<b>Project Number:</b>	TBD	<b>Description :</b>	Repair and upgrade information technology infrastructure.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$300,000	Construction :	\$0	
2014 :	\$300,000	Misc Equipment :	\$550,000	
2015 :	\$200,000	Engineering :	\$0	
2016 :	\$250,000	Other :	\$500,000	
5 Year Total :	\$1,050,000	5 Year Total :	\$1,050,000	
After 2016 :	\$0			<input checked="" type="checkbox"/> Routine <input type="checkbox"/> New
Total Cost :	\$1,050,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To continually improve performance and efficiency of the City's technology related infrastructure. This will be used to fund the replacement of core and edge routers as well as seed replacement for the City's phone system.
<b>Benefits :</b>	Enables IT to maintain replacement / upgrade cycles for core components of the data network. City users will be able able to utilize technology related assets without interruptions in service or other issues.
<b>Council Priority:</b>	High Performing Government
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	These improvements impact the entire network and will benefit all employees using the network.

5 Year Method of Financing	
General Fund	\$1,050,000
5 Year Total :	\$1,050,000

Location
Address:
Neighborhood:
Council District:

<b>Fund :</b>	General	<b>Year :</b>	2016
<b>Category :</b>	Other Improvements	<b>Category Rank :</b>	
<b>Project Name :</b>	IT Radio Infrastructure	<b>Department :</b>	INFORMATION TECHNOLOGY
<b>Project Number:</b>	TBD	<b>Description :</b>	Begin to accumulate funding for Federally mandated changes to radio communication.

Total Cost Schedule		5 Year Cost Breakdown		
Prior To 2012 :	\$0	Planning :	\$0	
2012 :	\$0	Land :	\$0	
2013 :	\$0	Construction :	\$0	
2014 :	\$0	Misc Equipment :	\$0	
2015 :	\$0	Engineering :	\$0	
2016 :	\$217,000	Other :	\$217,000	
5 Year Total :	\$217,000	5 Year Total :	\$217,000	
After 2016 :	\$0			
Total Cost :	\$217,000	Annual Operating Budget Impact :	\$0	

<b>Objective :</b>	To accumulate funding to upgrade and improve radio infrastructure to meet upcoming Federal regulations. These upgrades include migrating to Motorola software version 7.11, adding channels to the digital radio system and microwave replacement.
<b>Benefits :</b>	Will allow for effective radio communication amongst departments that rely on it, and allow the City to be in compliance with federal standards.
<b>Council Priority:</b>	High Performing Government
<b>Project Related To :</b>	
<b>Scope / Comments :</b>	This will maintain and improve radio communications for Public Safety and Public Works staff. This will also improve the regional radio infrastructure shared by Chatham, Bryan, Effingham, Liberty, Bulloch and Glynn counties.

5 Year Method of Financing	
General Fund	\$217,000
5 Year Total :	\$217,000

Location
<b>Address:</b>
<b>Neighborhood:</b>
<b>Council District:</b>

