



VISION SAVANNAH

Building our future together

A Message from the Mayor

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Van R. Johnson, II
Mayor

Savannah City Council

Mayor Van R. Johnson, II

Kesha Gibson-Carter, Post 1 At-Large

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VISION SAVANNAH PRIORITIES

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VISION SAVANNAH

City Priorities and Focus Areas

GOOD GOVERNMENT

Fiscal
Responsibility

Municipal Workforce
Development

High Performing
Government

Technology

Open and Inclusive
Government

PUBLIC SAFETY

Readiness

Response

Disaster and Critical
Incident Management

Partnerships

Education
and Prevention

ECONOMIC STRENGTH AND POVERTY REDUCTION

Business
and Job Creation

Resilient, Diversified
Economy

Workforce
Readiness

Commercial
Reinvestment

Inclusive
Economic Growth

VIBRANT NEIGHBORHOODS

Housing

Property
Maintenance

Community
Development

Culture
and Recreation

Neighborhood
Livability

INFRASTRUCTURE AND DEVELOPMENT

Planning and
Zoning

Development
Services

Mobility
and Connectivity

Public Land
and Facilities

Public
Infrastructure

HEALTH AND ENVIRONMENT

Sustainability
and Resilience

Water Resources
Management

Storm Water
Management

Solid Waste
Management

Public Education
and Engagement

GOOD GOVERNMENT

FOCUS AREAS

Fiscal Responsibility	Sound fiscal policy, planning, management and control of public funds and resources.
Municipal Workforce Development	A highly skilled and diverse workforce, with competent, caring leadership, where employees are valued, competitively compensated, developed as leaders, and rewarded for performance.
High Performing Government	A results-oriented organization with the tools and resources to efficiently and effectively deliver quality services.
Technology	Continuous technology improvements that drive efficiencies in city operations, systems, and services while safeguarding the digital assets of the City.
Open and Inclusive Government	An accessible, transparent and inclusive organization where citizens participate in city government through open community conversations.

Performance Indicators

Quantitative

Fiscal Responsibility

Bond ratings, fund balances, diverse revenue sources, per person cost of government; risk assessment

Municipal Workforce Development

Hiring and retention rates, diversity, professional development hours, employee recognition

High Performing Government

Organizational performance dashboards (baseline and targets); risk assessment; preventive maintenance, cost savings, vehicle and equipment repair rates and down time; replacement costs

Technology

Risk assessment; number of phishing exploits; cybersecurity training and assessment; maintenance costs savings; efficiencies achieved from technology enhancements

Open and Inclusive Government

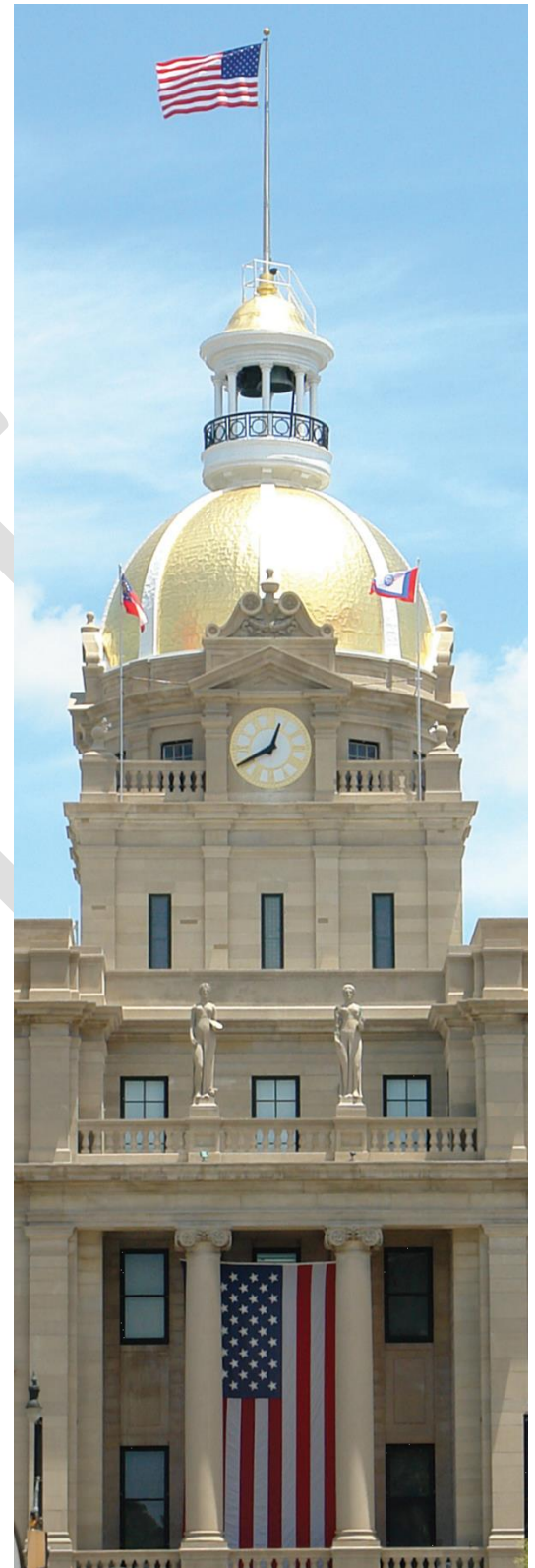
Multiple communication channels, participation rates, 311 Call Center data, open records requests, accessible communication materials

Qualitative

Citywide Citizen Survey, internal and external customer feedback, bond ratings, government accessibility, customer service enhancements



Fiscal Responsibility		Timeframe	
1.	Present an extended City Council workshop to review the 2020 adopted budget.	Q1	2020
2.	Research options to generate and diversify City revenue, including impact fees (i.e. Effingham and Bryan Counties), municipal sales tax options (i.e. MOST, T-SPLOST), existing shared revenue formulas, grants, and how large public and private entities can share costs/tax burden.	Q3	2020
3.	Review the City's prior real estate transactions, including policies, metrics, procedures and legal requirements used to surplus/dispose of property.	Q2	2020
4.	Review properties owned by Savannah Economic Development Authority (SEDA) within the city.	Q1	2020
5.	Conduct a fiscal analysis of the City (forensic audit).	Q2	2020
6.	Research alternative strategies to reduce the millage rate (i.e. impact fees).	Q2 Q3	2020 2020
7.	Review and prepare for Local Option Sales Tax (LOST) negotiations.	Q4	2020
8.	Develop a strategy to identify projects and prepare for SPLOST 8 negotiations.	Q2	2022
9.	Research consolidation of services and purchasing among government agencies in Chatham County.	Q4	2023
10.	Develop "decision packages" for unfunded capital improvement projects (CIPs).	Q4	2020
11.	Establish and fund a Preventive Maintenance Program for facilities that allows the City to properly service, repair and maintain major building components and interiors.	Q1	2021
12.	Pursue financial planning and policies that position the City to achieve and sustain a General Fund Reserve balance greater than 30% of revenues.	Q4	2020
13.	Pursue financial planning and policies that enable the City's pension liability to continue to decrease annually and increase the City's financial rating scorecard.	Q2	2020



STRATEGIES

Municipal Workforce Development		Timeframe	
1.	Successfully manage the City Manager hiring process, including: securing a search firm, developing a job description, defining the candidate search/interview process, city manager selection and onboarding/orientation.	Q1-Q3	2020
2.	Develop a diversity recruitment plan for City staff that is proportionate to the population.	Q3 Q2	2020 2021
3.	Revisit 2018 Reduction-In-Force.	Q3 Q1	2020 2021
4.	Create a Pay for Performance Plan for City employees.	Q2 Q2	2022 2023
5.	Ensure all City employees earn a minimum of \$15 per hour.	Q4	2023
6.	Increase diversity among Savannah Fire Department upper management.	Ongoing	
7.	Improve training for staff, including a professional development program and sensitivity training for supervisors.	Q3	2021
8.	Develop and implement more ways to recognize and appreciate staff (i.e. annual appreciation dinner).	Q4	2020
9.	Provide a bi-annual EEO-4 Federal Diversity Report on employee demographics to City leadership (annual supplemental report as requested).	Q1	2020
10.	Revisit, re-define, support and promote a positive organizational culture throughout the organization.	Q4	2021

High Performing Government		Timeframe	
1.	Review the City Council Ethics Policy.	Q1	2020
2.	Draft an ordinance that addresses campaign donations from companies that do business with the City of Savannah.	Q1	2020
3.	Request proposals for a new Lobbyist.	Q2 Q3	2020 2020
4.	Develop an Employee Suggestion Program (i.e. reward-based, cost saving opportunities, etc.).	Q4	2020
5.	Establish and foster collaborative partnerships that promote intergovernmental and regional approaches to solutions/problem solving.	Ongoing	
6.	Develop and implement a performance reporting system that successfully tracks and reports City progress implementing the Strategic Plan.	Q2	2023
7.	Ensure the City Budget, Strategic Plan and Department Business Plans are aligned.	Q4	2020
8.	Review and update the City Code on an ongoing basis to maintain alignment with City priorities.	Ongoing	
9.	Evaluate department needs and implement strategies to improve the capacity of Fleet Services to better support the City's vehicle and equipment maintenance and replacement needs.	Q4	2020



Technology		Timeframe	
1.	Evaluate Information Services staffing levels to ensure the department has the technical skills and staffing necessary to meet the IT support needs of the organization.	Q2	2020
2.	Update the City's hardware and software maintenance and replacement plan to ensure alignment with current and future organizational needs.	Q4	2020
3.	Secure professional services to develop an Internet Communications Conduit Installation Plan.	Q4	2020

Open and Inclusive Government		Timeframe	
1.	Recruit citizens through an open application process and complete the appointment process to fill open seats on boards, commissions and authorities.	Q1	2020
2.	Promote 2020 Census participation.	Q1	2020
3.	Review City Council meeting times to improve participation.	Q1	2020
4.	Reinstitute the Citizens Academy, a series of workshops and site visits that teach citizens about their local government.	Q1	2020
5.	Expand public communications and exchange of information by incorporating multilingual electronic messaging (for non-English speaking populations) and ensuring accessibility for persons with disabilities (ADA).	Q2	2020
6.	Research the possibility of redistricting.	Q2	2023
7.	Form an advisory committee for the "2033 Downtown Savannah Plan".	Q4	2023
8.	Identify and implement strategies that improve the City's ability to share accomplishments, challenges, activities and opportunities with a broader audience in new, more engaging ways.	Q3	2020
9.	Create and administer an annual Citizen Satisfaction Survey.	Q2	2021

PUBLIC SAFETY

FOCUS AREAS

Readiness	A well-equipped, well-trained Public Safety workforce with the necessary personnel, plans and partnerships to effectively meet community needs.
Response	Timely deployment of public safety resources to effectively respond to incidents and achieve desired outcomes.
Disaster and Critical Incident Management	Planning, training, partnering and committing resources to ensure collaboration with stake holders to prevent, respond to, and recover from critical incidents.
Partnerships	Effective public/private partnerships and alliances with local, state and federal agencies that aid and support local efforts to address public safety needs.
Education and Prevention	Proactive community risk reduction strategies that promote positive community relations and information sharing to reduce crime, fire, and other hazards.

Performance Indicators

Quantitative

Readiness

Workforce Data - vacancies, professional development hours, attrition rates

Response

Number of calls for service, call response times (from time of dispatch to arrival), types of services provided, total annual fire unit responses

Incident Data

Crime types, number of crimes, clearance rates, cases by crime type; number of deaths/casualties; turnout time, travel time, first due engine response time, Effective Response Force (ERF) response time

Enforcement

Number and type of warnings, tickets, search warrants and arrests

Education and Prevention

Fire safety education events; smoke detector installation, home fire safety survey, digital neighborhood watch, crime prevention newsletter, Neighborhood Resource Officers, Seniors and Law Enforcement Together program

Qualitative

Citywide Citizen Survey, community engagement, community relations



STRATEGIES

Readiness		Timeframe	
1.	Restore Firefighters staffing to pre-2017 levels.	Q3 Q1	2020 2021
2.	Restore Police staffing to pre-2017 levels.	Q3	2020
3.	Review Part 1 Crime data and assess public safety staffing.	Q4	2020
4.	Explore funding strategies to achieve staffing levels of at least 2.5 Police Officers per 1,000 residents.	Q1 Q2	2021 2021
5.	Ensure the necessary public safety personnel and equipment are in place to train and deploy.	Q4	2020
6.	Begin the build out of the City's technology infrastructure with Public Safety as a priority.	Q4	2020
7.	Conduct ongoing Firefighter Emergency Medical Technician (EMT) Training.	Q1- Q4	2020
8.	Begin Basic Life Support (BLS) and Advanced Life Support (ALS) station modifications to prepare for the delivery of services.	Q4	2020
9.	Begin phased implementation of Advanced Life Support (ALS) Service Delivery and Basic Emergency Medical Services (EMS) Life Services.	Q1	2023

Response		Timeframe	
1.	Improve responsiveness to sex crimes (i.e. bar bystander program).	Q4	2020
2.	Restructure Police beats and precincts based on analytical analysis.	Q4	2021
3.	Implement CAD and RMS systems that represent current specifications, interoperability and integration requirements.	Q4	2021
4.	Develop and implement a structured and directed patrol system that supports and ensures Community Oriented Policing and Problem Solving (COPPS).	Q1	2021



Disaster and Critical Incident Management		Timeframe	
1.	Increase critical work force capacity.	Q3	2020
2.	Ensure the City updates and maintains comprehensive, all hazards and all mission area plans to establish the framework of the City's emergency preparedness system.	Q2	2021
3.	Ensure the City develops and maintains a comprehensive, all hazards training and exercise program to evaluate and test all aspects of the City's emergency preparedness system.	Q4	2020
4.	Strengthen core capability and delivery through the use of technology, collaborative partnerships, community support, and a robust resource management system.	Q4	2020
5.	Develop and maintain professional staff and high functioning disaster and critical incident teams.	Q4	2021

Partnerships		Timeframe	
1.	Reinstitute the Savannah Impact Program (SIP), a program for high risk ex-offenders on probation who receive substance abuse counseling, work training/experience and other support services.	Q2	2021
2.	Review proposed Domestic Violence Advisory Board, under development by SPD, with City Council.	Q4	2020
3.	Work with neighborhood associations to restart the Block Captain Program and build a shared responsibility network by precinct.	Q1	2021



Education and Prevention		Timeframe	
1.	Work with State legislators to advocate for the destruction of confiscated weapons.	Q1	2020
2.	Develop a comprehensive plan to expand public safety cameras citywide.	Q4	2020
3.	Educate the public about safe and lawful weapons management.	Q2	2020
		Q4	2020
4.	Implement a robust community risk reduction program.	Q1	2021



ECONOMIC STRENGTH AND POVERTY REDUCTION



Performance Indicators

Quantitative

Business and Job Creation

Number of new businesses, types of businesses, number/type of jobs

Resilient, Diversified Economy

Economic sector types, growth and revenues

Workforce Readiness

Education, support programs, employment data (jobs, wages) poverty rate

Commercial Reinvestment

Investment and development activity in economically distressed areas

Inclusive Economic Growth

Business participation - local, small, disadvantaged, total percentage achieved, dollar value

Qualitative

Local, regional and national partnerships, economic policies, programs and incentives, customer service enhancements, customer service ratings

FOCUS AREAS

Business and Job Creation	Services and incentives that support business development and sustainability and lead to living-wage jobs for work-ready individuals.
Resilient, Diversified Economy	Partnerships, plans and incentives that encourage economic growth and support a diverse mix of economic sectors that strengthen and sustain the local economy.
Workforce Readiness	Coordination with local and regional partners to foster a local labor force that is educated, trained, and has the skills to meet current and future workforce needs.
Commercial Reinvestment	Programs and incentives that support and encourage reinvestment and redevelopment in underutilized, economically distressed areas of the city.
Inclusive Economic Growth	Sustained economic growth that is inclusive of all people and communities, helping to increase economic opportunities for businesses and individuals.

STRATEGIES

Business and Job Creation		Timeframe	
1.	Expand programming to offer a full-service Entrepreneurial Center.	Q2	2020
2.	Develop strategies that focus on long-term business retention and expansion.	Q2	2021
3.	Develop strategies to increase the number of certified child care centers. (Licensed by Georgia Department of Early Care and Learning.)	Q3	2020



Resilient, Diversified Economy			Timeframe	
1.	Champion the Logistics and Technology Corridor.		Q1	2020
2.	Diversify economic sectors and align economic development with state strategic industries.		Q3	2020
3.	Review the Special Events Policy with City Council.		Q4	2020
4.	Adjust and expand economic tools and incentives to attract, retain and expand businesses and industries within identified economic sectors.		Q4	2020
5.	Develop a Film Industry Plan that encourages industry and job growth while also protecting the quality of life for residents and businesses.		Q3	2021
6.	Develop and implement strategies to ensure construction of the new Arena supports opportunities for business and job growth.		Q2	2020
7.	Support implementation of the Tourism Management Plan as a mechanism to manage tourism growth as a major economic driver while also protecting local quality of life.		Q2	2020



Workforce Readiness		Timeframe	
1.	Restructure and rebrand the Summer 500 youth employment program (e.g. eliminate drug tests).	Q1	2020
2.	Increase the skill-base of local citizens in technology (e.g. coding, film and tourism).	Q2 Q2	2020 2021
3.	Implement more extensive citywide outreach to encourage participation in the Certified Nursing Assistant (CNA) job training program as an entry level job option.	Q3 Q3	2020 2021

Commercial Reinvestment		Timeframe	
1.	Evaluate policies and planning related to federal opportunity zones and improve promotion of these incentives to potential businesses, investors and developers.	Q1	2020
2.	Develop a policy that improves access to healthy food for citizens in food deserts (e.g. grocers, markets).	Q4	2020
3.	Revisit the Congress for New Urbanism (CNU) Southside Legacy Project and develop partnerships to identify future opportunities.	Q4 Q3	2023 2021



Inclusive Economic Growth		Timeframe	
1.	Review and amend the Small Business Enterprise (SBE) and Disadvantaged Business Enterprise (DBE) programs.	Q1	2020
2.	Undertake an Economic Development Assessment that takes a data-driven approach and includes a community assessment and smart growth.	Q2 Q4	2020 2020
3.	Present City Council workshop on issues associated with vacation rentals, including history, permitted areas, enforcement and state legislative activity.	Q2 Q4	2020 2020
4.	Explore tools to address disparities in hospitality wages.	Q3	2020
5.	Explore/work with the Small Business Administration (SBA) to incorporate HUB Zone certification into the City's program, to help SBEs/DBEs access federal contracts.	Q2	2020
6.	Consider additional community-based economic development, which is asset-based versus owner-based and a bottom-up approach.	Q4	2020
7.	Develop a strategy to maximize public access to waterfronts.	Q2	2021



VIBRANT NEIGHBORHOODS

FOCUS AREAS

Housing	Housing for all Savannah residents regardless of financial or other circumstances.
Property Maintenance	Ongoing care, cleanliness and maintenance of public and private property in compliance with City code.
Community Development	Programs and partnerships that expand available resources, improve individual and family well-being, strengthen social connectivity, and increase personal responsibility for the community.
Culture and Recreation	Policies, programs and partnerships that value and preserve community assets, enrich the quality of life, and expand access to cultural and recreational opportunities regardless of income or ability.
Neighborhood Livability	Policies, plans, partnerships and physical improvements that enhance neighborhood livability and help to achieve and sustain a high quality of life in Savannah neighborhoods.



Performance Indicators

Quantitative

Housing

Housing retained, improved, constructed and/or purchased; households assisted; abandoned property acquired, sold or leased for housing renovation and redevelopment; public funds and incentives invested; private investment leveraged; actions taken to reduce construction costs

Property Maintenance

Code compliance data - violation types, locations, citations issued, revenue collected, liens filed, compliance rates

Community Development

Number and type of programs offered, total persons assisted, partnerships, grants sought/approved, leadership training, neighborhood meetings, associations certified, number of participants, participant outcomes; resident/community-led improvement projects, youth involvement, participant and community outcomes

Culture and Recreation

Cultural Arts and Recreation data – number and type of programs offered, number of participants, participant outcomes, partnerships data, distance to cultural amenities, distance to recreation amenities, revenue, grants sought/approved

Neighborhood Livability

Neighborhood Livability Ratings, neighborhood enhancements

Qualitative

Neighborhood Livability Ratings, quality programs and facilities ratings, community pride survey (Citywide Citizen Survey), community engagement activities, customer service enhancements and ratings

STRATEGIES

Housing		Timeframe	
1.	Develop and implement a Housing Plan that addresses housing availability and affordability and includes transitional housing along with permanent housing, financing strategies and incentives, and proposed changes to local ordinances and state law.	Q2	2021
2.	Reinstate the fair housing program.	Q2 Q1	2020 2021
3.	Review Chatham County/City of Savannah Land Bank Authority policies and opportunities to partner with additional organizations to undertake more housing development activities.	Q3 Q4	2020 2020
4.	Work with the Housing Authority of Savannah to increase the availability of affordable housing.	Q3 Q4	2020 2020

Property Maintenance		Timeframe	
1.	Develop and implement strategies to change community culture and behaviors to improve litter conditions.	Q4	2020
2.	Consider engaging youth/homeless to help cut grass and cleanup streets.	Q2	2021
3.	Research and develop strategies to address blight issues in neighborhoods (i.e. blight tax, ordinances, policies, procedures, etc.).	Ongoing	
4.	Pursue technology and equipment upgrades that improve the City's responsiveness and effectiveness in addressing code violations.	Q3	2020





Culture & Recreation		Timeframe	
1.	Research the feasibility of developing a multi-use recreation facility/complex.	Q1 Q2	2020 2021
2.	Review community center hours, programs and staffing and change community center hours of operation based on community needs/preference.	Q2 Q1	2020 2021
3.	Develop a comprehensive and equitable recreation plan that establishes standards for recreation programs and facilities and improves access to recreation, including a review of Board of Education and Chatham County facilities.	Q3 Q4	2020 2020
4.	Ensure community centers are user-friendly for non-profits that provide services (sliding fees).	Q3 Q4	2020 2020
5.	Revisit discussion regarding Waving Girl monument relocation.	Q3	2020
6.	Support youth-friendly events and activities as part of the Black Heritage Festival.	Q4	2020
7.	Plan recreation facilities for the Highlands area.	Q1	2021
8.	Explore ways to expand cultural arts activities to neighborhoods.	Q4	2020
9.	Conduct an inventory of historical resources and determine preservation strategies.	Ongoing	
10.	Revamp youth athletic programs and explore sponsorship opportunities.	Q4	2020
11.	Improve recreation facilities/community centers to better meet youth interests and needs.	Q4	2021
12.	Develop a Cultural Arts Plan that includes an inventory of arts and cultural resources in Savannah and identifies opportunities to expand art, culture and history throughout Savannah.	Q2	2021



Community Development		Timeframe	
1.	Develop and strengthen the capacity of neighborhood associations and non-profits (501c3).	Q1 Q1	2020 2021
2.	Consider hiring a grant writer to focus specifically on recreation and community services.	Q4	2020
3.	Increase the City's funding levels for its social and cultural grant programs and simplify the grant application process.	Q4	2020
4.	Recruit partners and implement programs that advance individual and family well-being, address neighborhood issues and focus on community improvement.	Q1	2021



Neighborhood Livability		Timeframe	
1.	Create and administer a citywide Neighborhood Livability Index which assesses/rates physical and socio-economic neighborhood conditions, such as litter, sidewalks, housing recreation, crime, Census data, etc.	Q2	2021
2.	Develop a Community Benefit Agreement Strategy.	Q3	2020
3.	Improve neighborhood livability through planned physical enhancements in neighborhoods.	Ongoing	



INFRASTRUCTURE AND DEVELOPMENT



FOCUS AREAS

Planning and Zoning	Development, coordination and administration of plans and zoning code to promote public health and safety and to protect and preserve local assets, resources, and the quality of life while guiding future growth.
Development Services	Effective and efficient review, permitting and inspection of new construction to ensure public health, safety, and welfare will be protected through the enforcement of federal, state, and local laws.
Mobility and Connectivity	Planning and development that manages and improves transportation systems, expands multi-modal travel options, enhances mobility and neighborhood connectivity, and prepares the City for future advancements in transportation.
Public Land and Facilities	Responsible and efficient planning, engineering, design, construction, management, and maintenance of City land, buildings, and facilities as well as acquisition and disposition of City real property.
Public Infrastructure	Responsible and efficient planning, engineering, design, construction, management and maintenance of rights-of-way, public roads, bridges, sidewalks, lighting, water, sewer, storm water, communications and related structural systems.

Performance Indicators

Quantitative

Planning and Zoning

Public input opportunities and participation rates; zoning information requests; amendments; re-zonings; plan reviews; business location applications; short term vacation rental applications

Development Services

Development plan reviews, permits, inspections, construction value

Public Facilities/Infrastructure

Capital projects in pre-design, design, construction and/or completed; inspections; preventive maintenance, maintenance, service requests and response rates; buildings renovated; facilities meeting standard; elevator downtime

Mobility and Connectivity

Distance to transit stops; percent of neighborhoods connected to walking/biking infrastructure (trails, routes, sidewalks, lanes); safety improvements

Qualitative

Citywide Citizen Survey; facilities and infrastructure assessments/ratings; safety standards and regulatory compliance; plan development and implementation; customer service enhancements and ratings

STRATEGIES

Planning and Zoning		Timeframe	
1.	Conduct a workshop on large scale development to include hotels within historic districts.	Q1 Q1	2020 2021
2.	Evaluate zoning code for citywide conservation overlays.	Q3	2020
3.	Revisit the Zoning Code with City Council regarding: a) inclusion of an equitable process that allows homeowners throughout the city to construct accessory dwelling units; b) ensuring planning processes address future development of neighborhoods; and c) how NewZo reduces spot zoning and the multitude of rezoning requests.	Q4	2020
4.	Work in partnership with local economic, development and planning authorities/agencies to help fund development of a 2033 Community Plan.	Q2	2023
5.	Develop and approve a master plan for the Canal District.	Q2	2020
6.	Implement a master plan for the Canal District.	Ongoing	

Development Services		Timeframe	
1.	Upgrade Energov software to improve customer service and enhance efficiencies.	Q3	2020
2.	Implement Digital Plat Review.	Q1	2020
3.	Adopt updated Floodplain Mitigation Plan and Flood Damage Prevention Ordinance.	Q4	2020



Mobility and Connectivity		Timeframe	
1.	Develop and provide a comprehensive list of transportation priorities to the Metropolitan Planning Organization (MPO), which sets regional, long-term transportation policy and prioritizes projects for federal funding (e.g. Project DeRenne).	Q2	2020
2.	Review the "Tide-to-Town" Project to determine how SPLOST funding will be used.	Q3 Q4	2020 2020
3.	Assess the effectiveness of traffic calming devices.	Q3 Q4	2020 2020
4.	Create a citywide plan for bicycling that is inclusive of all neighborhoods.	Q4 Q1	2020 2021
5.	Implement a citywide approach to increase pedestrian safety and reduce pedestrian injuries and fatalities.	Ongoing	



Public Land and Facilities			Timeframe	
1.	Assess SPLOST projects and develop a plan to complete unfinished capital projects.	Q1-Q2	2020	
2.	Ensure Sanitation operations and personnel are relocated in safe City buildings/facilities.	Q2	2020	
3.	Complete an inventory and assessment of City-owned buildings.	Q2 Q4	2020 2021	
4.	Complete an updated assessment of ADA accessibility for City facilities.	Q3	2020	
5.	Develop a policy that would offer City-owned properties to citizens at a reduced rate.	Q4	2020	
6.	Implement plan for the restoration, preservation and continued maintenance of City Hall.	Q1	2022	
7.	Complete an assessment of the Delaware Community Center to identify physical improvement needs and undertake renovations based on priorities.	Q3	2020	
8.	Schedule City Council tours of City facilities.	Q2	2020	
9.	Design and develop a Municipal Complex to house City departments in City facilities and transition out of long-term leases.	Q4	2022	
10.	Present ULI report on future use of the Civic Center site to City Council for next steps in determining alternative development scenarios.	Q1	2021	

Public Infrastructure			Timeframe	
1.	Assess SPLOST projects and develop plan to complete unfinished capital projects.	Q2	2020	
2.	Assess water and sewer infrastructure to track conditions and plan necessary improvements.	Q2	2020	
3.	Complete an assessment of roads, bridges and sidewalks to identify needs and develop an improvement plan.	Q2 Q3	2020 2020	
4.	Consider enhancement of the citywide lane maintenance program, to achieve full lane rotation during the growing season.	Q4	2020	
5.	Develop a plan to address recurring maintenance issues associated with unopened lanes, including feasibility of deeding unopened/decommissioned lanes to adjacent property owners.	Q4	2020	

HEALTH AND ENVIRONMENT

FOCUS AREAS

Sustainability and Resilience	Programs and initiatives that encourage the responsible use and conservation of City resources as well as promote the care and protection of public land, natural resources and the environment for future generations.
Water Resources Management	Responsible planning, development, distribution, treatment, and management of water resources to reasonably meet demands while also protecting water resources for the future.
Storm Water Management	Reliable and efficient planning, development and maintenance of storm water systems to reduce flooding.
Solid Waste Management	Reliable and efficient management, collection, reclamation, recycling and disposal of residential and commercial solid waste.
Public Education and Engagement	An informed citizenry actively and responsibly engaged in individual and community stewardship efforts to improve, protect and sustain the environment.



Performance Indicators

Quantitative

Sustainability and Resilience

Recycling data, carbon reductions, energy savings and consumption, grants, community projects, internal process improvement, external partnerships and collaborations

Water Services

Usage, sales, service calls, processing, revenues, costs, infrastructure improvements, groundwater usage reduction, storm water pump availability measured by online percentage, water and wastewater treatment compliance; technology improvements (enhanced utility usage monitoring)

Solid Waste Management

Collections, recycling, litter, service requests, revenues, costs, tonnage, curb miles swept, missed collections; technology improvements (enhanced collection route management)

Public Education and Engagement

Grants sought/approved, neighborhood cleanup events, adopt-a-spot program data, participation, community education events

Qualitative

Citywide Citizen Survey, neighborhood cleanliness ratings, public outreach, education and engagement activities, resident learning surveys, water quality and residents drinking water (trust) rating; quality of life and community health indicators; safety standards and regulatory compliance (preventing excursions to the environment by employees/equipment), customer service enhancements and ratings

STRATEGIES

Storm Water Management		Timeframe	
1.	Identify and develop a plan to address potential drainage issues related to Arena development.	Q1	2020
2.	Conduct a City Council workshop on storm water drainage issues and needs.	Q1	2020
3.	Develop a Comprehensive Drainage Plan for Savannah.	Q3	2020
4.	Complete an assessment of City basins, including a hydraulic analysis, to identify potential street and/or structural flooding concerns, prioritize City basins based on needs/risks, and determine the cost to correct conditions for inclusion in the City's Capital Improvement Plan.	Q1	2025



Water Resources Management		Timeframe	
1.	Develop and implement operational plans to sustain current services and to meet growing water service demands in developing neighborhoods.	Ongoing	
2.	Expand the existing Asset Management Program to include condition assessment, critical and consequence analysis, and respective improvements through the City's Capital Improvement Program (CIP) Program.	Ongoing	



Sustainability and Resilience		Timeframe	
1.	Develop a Comprehensive Sustainability Plan (including tree survey, energy use, sea level rise, etc.)	Q1	2021
2.	Develop the resources to support a proactive approach to Urban Forest Management.	Q1	2021
3.	Develop energy solutions for City facilities and operations (i.e. conservation, efficiency)	Q3	2020
4.	Implement energy solutions for City facilities and operations.	Ongoing	
5.	Continue collaboration efforts on the Smart Sea Level Sensors project with CEMA and Georgia Tech to install a network of internet-enabled sea level sensors across Chatham County. The data gathered will improve long-term resilience, infrastructure planning and planning for vulnerable neighborhoods.	Ongoing	



Solid Waste Management		Timeframe	
1.	Develop and implement operational plans to sustain current services and meet growing solid waste service demands in developing neighborhoods.	Q2	2021
2.	Complete a Ten-Year Solid Waste Plan Update.	Q2	2021
3.	Complete the Landfill Expansion project.	Q4	2022
4.	Procure and implement a Dynamic Route Management System.	Q4	2021



Public Education and Engagement		Timeframe	
1.	Participate in annual Earth Day activities.	Q2	2021
2.	Coordinate/participate in public education activities and community initiatives to improve, protect and sustain neighborhoods and the environment.	Q2	2021
3.	Continue to promote the storm water “Adopt a Drain” program.	Ongoing	
4.	Continue to promote water conservation through the Water Saving Toilet Voucher Program.	Ongoing	
5.	Seek grant funds to support education and outreach activities.	Ongoing	
6.	Coordinate outreach and community stewardship activities through Keep Savannah Beautiful.	Ongoing	

