

CITY COUNCIL WORKSHOP

MAYOR

Shirley Sessions

CITY COUNCIL

Barry Brown, Mayor Pro Tem

John Branigin

Jay Burke

Nancy DeVetter

Spec Hosti

Monty Parks



CITY MANAGER

Dr. Shawn Gillen

CLERK OF COUNCIL

Jan LeViner

CITY ATTORNEY

Edward M. Hughes

CITY OF TYBEE ISLAND

**CITY COUNCIL WORKSHOP
AGENDA
April 29, 2021 at 2:00 PM**

Call to Order

Items for Consideration

1. Proposed FY2022 Budget
2. Strategy Snapshot 2021-04-21

Adjournment

Individuals with disabilities who require certain accommodations in order to allow them to observe and/or participate in this meeting, or who have questions regarding the accessibility of the meeting or the facilities are required to contact Jan LeViner at 912.472.5080 promptly to allow the City to make reasonable accommodations for those persons.

File Attachments for Item:

1. Proposed FY2022 Budget

City of Tybee Island, Georgia

2022 Annual Budget
Adopted June XX, 2021



Item #1.

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Letter of Transmittal

Mayor Sessions and the City Council:

As you will see in the following pages, the budget process and presentation has changed dramatically from previous years. A budget document should be a transparent document describing the current and ongoing activities of the City; a resource document used by council, employees, residents and visitors of Tybee Island. It includes all governmental and proprietary activities the City is financially accountable for. The City provides the full range of municipal services, including but not limited to; general administration, public safety, beach safety, public parks including street construction and maintenance, refuse collection, water and sewer services, campground services and various recreational activities and events.

Preparing the 2022 budget, staff focused their attention on ensuring budget requests aligned with the overall strategic direction of City Council. Staff concentrated on the following areas:

Transparency – Align decisions, policies and practices with the mission and values for the master plan and create platforms to communicate the plan and City activities to our residents.

Community Enhancement – Protect our natural, cultural and economic resources, to enhance opportunities to develop and maintain needed services and amenities for residents and visitors.

Infrastructure – Meet the immediate, short-term and long-term needs of residents, staff and visitors.

Financial Stability – Remain prudent stewards of City financial resources and assets while providing quality public services.

Disaster Preparedness – Develop a short-term and long-term resiliency plan to include storm preparedness and infrastructure investment that allows the City to quickly recover from natural or man-made disasters.

Staff & Operations – Provide effective and efficient services. Make Tybee Island a premier place to work. Focus on excelling in customer service.

Policy Development – Ensure a transparent policy process that engages the residents, City Council, and staff.

The current budget is presented in a single line format. You will find an overview of each department, including a department description, explanation of services, staffing information, 2022 strategic plan, and a justification page for specific expense line items (if necessary).

To better understand the recurring operational costs of the City, management has moved capital purchases to a fund separate from the general fund. Having one-time capital purchases in a separate fund allows for better management of operational costs. Operational costs should be consistent from one year to the next with the exception of new services or changes in personnel. Capital will fluctuate annually depending on the needs of the City. Having capital in a separate fund also allows for multi-year planning for significant purchases.

When the fiscal year began in June 2021, no one could have predicted the scale and length to which the Covid-19 pandemic would continue to affect the City. The City froze all capital projects, unfilled positions, and non-mandatory spending as we anticipated lost revenue due to travel and other restrictions. However, as restrictions lightened, the City saw the opposite of what was expected. The number of vehicles entering the island have hit all-time seasonal highs and parking revenue in the month of April is comparable to hot summer days in July. Hotels and STVR's are booked through the end of the calendar year, and revenue from alcohol and beverage taxes have been higher than usual.

As more people visit the Island, revenues will increase from parking and hotel / STVR revenue, but costs will increase as well. Direct costs of more people visiting the island and beaches means more maintenance of public restrooms, more beach garbage collections, more code compliance officers and lifeguards required, and more police officers and first responders ready. It also means higher refuse costs as more garbage from the island is cleared, higher maintenance costs to public facilities and parks as usage increases, and higher maintenance costs to streets and sidewalks as more wear and tear occurs.

City staff rose to the challenge of planning the 2022 budget given these ever-changing times. We continue to seek out ideas and strategies that will not only maintain, but improve the infrastructure, financial stability and quality of City services while balancing the large fluctuations of visitors to our small island and the goals set by Council. As an organization, the City is committed to looking forward and planning for the future.

The direct additions the City has made in the 2022 budget in response to the growing cost of visitors to the City is as follows:

- Added four full-time code enforcement positions and created a code enforcement budget for materials and equipment
- Added three full-time lifeguard / beach safety positions
- Created an annual public safety STVR fee to capture the additional expense of rising public safety costs
- Updated the water / sewer cost and rate structure

Significant capital projects included in the 2022 budget:

Project Description	Funding Source				
	Fund Balance	SPLOST	Grants	Water / Sewer	Total
DPW Yard Pavement	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
Building Improvements	-	500,000	-	-	500,000
Street Pavement	-	200,000	-	-	200,000
Stormwater Drainage System Improvements	-	407,775	-	-	407,775
Beach Area Improvements	-	280,000	-	-	280,000
Park & Recreation Improvements	-	660,000	-	-	660,000
Marsh Hen Trail Improvements	-	78,205	-	-	78,205
Skidaway Dune Monitoring	-	-	75,000	-	75,000
Rehabilitation of Clarifier #2	-	-	-	500,000	500,000
Sanitary Sewer System Replacements	-	-	-	1,060,000	1,060,000
Sanitary Sewer Lift Station Replacements	-	-	-	250,000	250,000
Watermain Replacements	-	-	-	312,500	312,500
Water Reuse System Upgrades	-	-	-	100,000	100,000
Total Projects	\$ 75,000	\$ 2,125,980	\$ 75,000	\$ 2,222,500	\$ 4,498,480

Along with the significant capital projects listed, the City also budgeted funds for other capital purchases including; vehicle replacements, software upgrades, generator replacements, parking kiosk upgrades and handhelds, rescue and safety equipment and office equipment.

Other Significant Budget Impacts:

- Wage and cost of living adjustment from approved class and comp study
- Open positions left unfilled in previous year budget included in current year
- 7.5% increase in health insurance
- 16% increase in property and liability insurance

The 2022 budget was prepared with the future and the strategic direction of the Council in mind. The City Council, staff and residents alike continue to seek strategies to increase efficiency and cost effectiveness, while providing outstanding service levels in the City. We are confident the 2022 budget places the City in a great financial shape to balance resident and visitor needs and proactively addresses the issues affecting the City of Tybee Island.

Respectfully Submitted,

Shawn Gillen

Shawn Gillen
City Manager

Jen Amerell

Jen Amerell
Finance Director

City Officials and Administration

City Council	
Shirley Sessions	Mayor
Barry Brown	Mayor Pro Tem
John Branigin	Council Member
Monty Parks	Council Member
Spec Hosti	Council Member
Nancy DeVetter	Council Member
Jay Burke	Council Member

City Administration	
Shawn Gillen	City Manager
George Shaw	Assistant City Manager / Community Development Director
Jan LeViner	City Clerk
Bob Bryson	Police Chief
Matt Harrell	Fire Chief
Jen Amerell	Finance Director
Pete Gulbronson	City Engineer / Director of Infrastructure
Pete Ryerson	Parking Services Director
Todd Smith	Technology Director
Jamey Rabun	Campground Director
Kim Hallstein	Court Director
Jaime Spear	Human Resource Specialist
Edward Hughes	City Attorney

Summary of Revenues, Expenses & Fund Equity – All Funds

Insert Table When Budget is Approved

General Fund

The General Fund is the primary operating budget of the City. The General Fund accounts for the financial resources of the City which are not accounted for in any other fund. Principal revenue sources are property taxes, beverage taxes, state and local use tax, business and vacation rental registrations, hotel tax, licenses, permits and parking revenue. The General Fund accounts for expenditures related to the general administration of the City (general government), the protection and safety of people within the City, including police, fire and rescue services, beach safety and code enforcement (public safety), the maintenance and upkeep of infrastructure and City property within the City (public works), the operations of the City's parking lots and off street parking (parking), as well as providing a sense of community.

This section of the budget is organized as follows:

1. General Fund Summary – shows revenues grouped by source and expenditures by function
2. General Fund Detailed Revenues Budget – provides revenue by line item for each major revenue source
3. General Fund Expenditures by Department – shows the detailed expenditures for each department in the General Fund

The beginning of each department budget includes a department description, narrative of the services provided by the department, employee payroll and benefits, and any significant changes affecting the specific department budget.

General Fund
Summary of Revenues & Expenditures

	2019 Actual	2020 Actual	2021 Budget	2021 YTD	2021 Projected	2022 Budget	Budget % Change
Revenues:							
Taxes	4,542,579	4,627,500	4,428,480	3,148,260	4,651,185	4,742,175	7.08%
Licenses & Permits	374,075	375,744	350,500	310,951	358,000	908,500	159.20%
Intergovernmental Revenue	80,281	111,953	55,000	46,035	50,000	55,000	0.00%
Charges for Services	3,901,126	4,329,158	5,144,600	3,452,316	5,054,500	5,325,500	3.52%
Fines & Forfeitures	1,428,367	803,852	1,131,000	808,637	975,000	1,030,000	-8.93%
Miscellaneous Revenues	259,496	275,011	216,700	153,434	189,942	197,150	-9.02%
Other Financing Sources	1,877,942	2,164,387	2,198,214	1,171,585	1,686,136	1,728,600	-21.36%
Total General Fund Revenue	<u>\$ 12,463,866</u>	<u>\$ 12,687,605</u>	<u>\$ 13,524,494</u>	<u>\$ 9,091,218</u>	<u>\$ 12,964,763</u>	<u>\$ 13,986,925</u>	3.42%

Expenditures:							
City Council	\$ 334,906	\$ 406,254	\$ 377,588	\$ 276,625	\$ 321,148	\$ 344,188	-8.85%
Clerk of Coucil	104,132	103,530	110,634	78,392	108,775	122,705	10.91%
City Manager	489,843	296,541	371,899	237,691	304,482	268,423	-27.82%
Finance	722,421	820,810	830,547	473,239	825,686	818,219	-1.48%
Information Technology	679,706	854,126	812,162	516,414	669,384	784,339	-3.43%
Human Resources	336,663	332,314	385,707	229,915	402,860	289,584	-24.92%
Municipal Court	257,300	254,438	276,706	182,537	258,774	280,132	1.24%
Police & Code Enforcement	2,107,074	2,735,736	3,048,573	2,267,431	3,274,254	3,647,999	19.66%
Fire & Beach Safety	1,390,498	1,727,045	1,766,634	1,409,993	1,786,634	2,327,469	31.75%
Public Works	2,790,568	2,889,819	3,379,092	2,155,937	3,184,604	3,144,377	-6.95%
Community Development	652,644	587,838	737,361	511,362	668,940	760,715	3.17%
Parking Services	382,837	386,692	484,344	320,319	447,231	485,456	0.23%
Other Uses	1,363,169	709,897	943,247	150,938	606,797	713,319	-24.38%
Total General Fund Expenditures	<u>\$ 11,611,761</u>	<u>\$ 12,105,040</u>	<u>\$ 13,524,494</u>	<u>\$ 8,810,793</u>	<u>\$ 12,859,569</u>	<u>\$ 13,986,925</u>	3.42%

Beginning Fund Balance	\$ 9,183,861	\$ 10,035,966	\$ 10,780,071		\$ 10,780,071	\$ 10,885,265
Annual Income / (Loss)	852,105	582,565	-		105,194	-
Adjustments for accruals	-	161,540	-		-	-
Applied Budget Surplus	-	-	-		-	-
Ending Fund Balance	<u>\$ 10,035,966</u>	<u>\$ 10,780,071</u>	<u>\$ 10,780,071</u>		<u>\$ 10,885,265</u>	<u>\$ 10,885,265</u>

General Fund
Detailed Revenues

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	3/31/21 YTD	2021 Projected	2022 Budget	Budget % Change
Taxes								
31-1100	General Property Tax	\$ 1,825,145	\$ 1,999,690	\$ 1,990,000	\$ 1,160,728	\$ 2,000,000	\$ 2,000,000	0.50%
31-1310	Motor Vehicle Tax (MVT)	9,487	8,462	7,500	23,462	8,400	9,000	20.00%
31-1315	MV Title Ad Valorem Tax (TAVT)	107,740	89,968	97,800	70,264	97,800	95,000	-2.86%
31-1320	Mobile Home Tax	157	157	150	101	150	150	0.00%
31-1340	Recording Tax (Intangibles)	30,265	45,642	30,000	51,432	55,000	40,000	33.33%
31-1600	Real Estate Transfer Tax	15,522	17,682	15,000	24,270	25,000	15,000	0.00%
31-1710	Franchise Tax - Electric	320,517	321,548	320,000	313,645	320,000	325,000	1.56%
31-1750	Franchise Tax - Cable	138,438	139,994	140,000	72,676	140,000	140,000	0.00%
31-1760	Franchise Tax - Telephone	6,437	6,075	6,000	2,974	6,000	6,500	8.33%
31-3100	Local Option Sales & Use Tax (LOST)	1,396,791	1,334,906	1,200,000	867,556	1,335,000	1,350,000	12.50%
31-3103	Energy Excise Tax	23,387	25,589	20,000	16,712	25,000	25,000	25.00%
31-4200	Alcoholic Beverage Excise Tax	205,895	190,210	170,000	123,914	170,000	225,000	32.35%
31-4300	Local Alcoholic Beverage Tax	174,842	144,827	120,000	104,896	150,000	190,000	58.33%
31-6100	Business & Occupational Tax	72,512	74,222	80,000	73,077	75,000	81,000	1.25%
31-6200	Insurance Premium Tax	214,810	228,242	230,000	239,810	240,810	240,000	4.35%
31-4920	Other Tax	20	20	1,130	1,025	1,025	25	-97.79%
31-9900	Penalties & Interest on Delinquent Tax	614	266	900	1,718	2,000	500	-44.44%
	Total Taxes	<u>4,542,579</u>	<u>4,627,500</u>	<u>4,428,480</u>	<u>3,148,260</u>	<u>4,651,185</u>	<u>4,742,175</u>	7.08%
Licenses & Permits								
32-3000	Regulatory Fees	96,215	102,765	85,000	87,945	95,000	110,000	29.41%
32-3101	Building Permits & Inspections	125,416	132,723	124,000	109,525	124,000	130,000	4.84%
32-3200	Film Permitting Fee	8,525	6,975	7,000	5,800	7,000	7,000	0.00%
32-3912	Short-term Vacation Rental (STVR) Registrations	116,200	122,850	120,000	98,300	123,000	650,000	441.67% (1)
32-3900	Other Licenses & Permits	13,281	8,631	12,100	9,351	8,000	10,000	-17.36%
32-4310	Penalties/Interest on Delinquent Licenses/Permits	14,438	1,800	2,400	30	1,000	1,500	-37.50%
	Total Licenses & Permits	<u>374,075</u>	<u>375,744</u>	<u>350,500</u>	<u>310,951</u>	<u>358,000</u>	<u>908,500</u>	159.20%
Intergovernmental Revenue								
33-4000	State Governmental Grants	55,281	48,168	55,000	46,035	50,000	55,000	0.00%
33-6000	Misc Grant	25,000	63,785	-	-	-	-	0.00%
	Total Intergovernmental Revenue	<u>80,281</u>	<u>111,953</u>	<u>55,000</u>	<u>46,035</u>	<u>50,000</u>	<u>55,000</u>	0.00%

General Fund
Detailed Revenues (cont.)

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	3/31/21 YTD	2021 Projected	2022 Budget	Budget % Change
Charges for Services								
34-1400	Printing / Duplication Charges	\$ 2,305	\$ 978	\$ 2,500	\$ 2,204	\$ 2,500	\$ 2,500	0.00%
34-2200	Fire Protection Subscriptions	15,185	13,910	14,000	12,014	14,000	20,000	42.86%
34-2900	Chatham Co. Salary Reimbursements	81,188	93,722	85,000	71,675	85,000	85,000	0.00%
34-4130	Weighscale & Recycling	24,405	28,013	28,000	31,453	35,000	30,000	7.14%
34-5416	Parking Revenue	3,736,103	4,167,075	4,978,700	3,318,190	4,900,000	5,150,000	3.44%
34-6410	Other Fees	3,215	3,185	1,400	6,780	3,000	3,000	114.29%
34-7501	City Facility Rentals	38,725	22,275	35,000	10,000	15,000	35,000	0.00%
	Total Charges for Services	3,901,126	4,329,158	5,144,600	3,452,316	5,054,500	5,325,500	3.52%
Fines & Forfeitures								
35-1170	Police Fines	760,243	357,266	570,000	287,910	350,000	375,000	-34.21%
35-1171	Administrative Citations	-	-	-	61,952	80,000	85,000	100.00%
35-1174	Court Costs	268,002	116,710	200,000	105,955	150,000	205,000	2.50%
35-1175	Parking Fines	328,219	321,027	352,000	286,530	325,000	350,000	-0.57%
35-1900	Other Fines & Forfeitures	71,903	8,849	9,000	66,290	70,000	15,000	66.67%
	Total Fines & Forfeitures	1,428,367	803,852	1,131,000	808,637	975,000	1,030,000	-8.93%
Miscellaneous Revenue								
36-1000	Investment Income	147,461	96,281	100,000	17,000	25,000	30,000	-70.00%
37-1200	Wellness Contribution	-	1,000	11,000	10,000	10,000	10,000	-9.09%
38-1003	Lease - Shrine Club	1,693	1,732	1,750	1,171	1,750	1,750	0.00%
38-1006	Lease - North Beach Grill	66,000	52,145	66,000	44,000	66,000	66,000	0.00%
38-1008	Lease - North Beach Concession	14,400	14,400	14,400	9,600	14,400	14,400	0.00%
38-9100	Insurance Dividend	20,839	65,987	10,000	47,792	47,792	50,000	400.00%
38-9003	Miscellaneous Revenue	9,103	43,466	13,550	23,871	25,000	25,000	84.50%
	Total Miscellaneous Revenue	259,496	275,011	216,700	153,434	189,942	197,150	-9.02%

General Fund
Detailed Revenues (cont.)

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	3/31/21 YTD	2021 Projected	2022 Budget	Budget % Change
Other Financing Sources								
39-1200	Transfer from other funds	1,819,839	2,145,032	1,611,464	1,168,585	1,683,136	1,713,600	0.00%
39-2100	Sale of Capital Assets	58,103	19,355	-	3,000	3,000	15,000	0.00%
39-1300	Applied General Fund Reserve	-	-	586,750	-	-	-	0.00%
	Total Other Financing Sources	<u>1,877,942</u>	<u>2,164,387</u>	<u>2,198,214</u>	<u>1,171,585</u>	<u>1,686,136</u>	<u>1,728,600</u>	-21.36%
	Total General Fund Revenue	<u>\$ 12,463,866</u>	<u>\$ 12,687,605</u>	<u>\$ 13,524,494</u>	<u>\$ 9,091,218</u>	<u>\$ 12,964,763</u>	<u>\$ 13,986,925</u>	3.42%

Significant Variances Explanation:

(1) Includes proposed \$400 annual Public Safety fee per short term vacation rental

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General Fund: City Council

Department Description:

The City Council is an elected body, made up of one elected Mayor, and six elected City Council members. Each City Council member is elected to serve a four year term. Council Members are elected at-large and are non-partisan. The City has a staggered election cycle where three seats are up for re-election every two years. The Mayor's seat is up for re-election every four years. The Council is responsible for appointing the City Manager who serves as the Chief Administrative Officer for the City.

Services:

- Adopt the annual budget, levy taxes, and appropriate funds for the operation of the City;
- Adopt policies for City operations;
- Adopt ordinances and resolutions;
- Appoint and evaluate the performance of the City Manager;
- Approve contracts for City services and products;
- Chair and serve on City committees.

Personnel:

- Mayor
- Mayor Pro Tem
- Council Members (5)

General Fund Expenditures
City Council - 1100

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	3/31/21 YTD	2021 Projected	2022 Budget	Budget % Change
Personnel								
51-1100	Council Salaries	\$ 37,200	\$ 36,000	\$ 37,200	\$ 27,900	\$ 37,200	\$ 37,200	0.00%
51-1400	Employee Benefits	8,400	8,100	8,400	6,300	8,400	8,400	0.00%
51-2100	Insurance Benefits	444	446	500	402	500	500	0.00%
51-2200	FICA Taxes	3,488	3,373	3,488	2,616	3,488	3,488	0.01%
	Total Personnel	49,532	47,919	49,588	37,218	49,588	49,588	0.00%
Services								
52-1200	Legal	244,809	310,206	300,000	226,042	250,000	250,000	-16.67%
52-1204	Ethics Committee	2,647	1,540	3,000	2,440	3,000	1,500	-50.00%
52-3500	Travel & Training	18,853	21,193	2,500	183	-	20,000	700.00% (1)
52-3600	Dues & Membership	12,351	13,060	14,000	6,632	13,060	14,000	0.00%
	Total Services	278,660	345,999	319,500	235,297	266,060	285,500	-10.64%
Supplies								
53-1100	Supplies	6,714	12,336	8,500	4,110	5,500	9,100	7.06%
	Total Supplies	6,714	12,336	8,500	4,110	5,500	9,100	7.06%
	Total City Council	<u>334,906</u>	<u>406,254</u>	<u>377,588</u>	<u>276,625</u>	<u>321,148</u>	<u>344,188</u>	-8.85%

Significant Variances Explanation:

(1) Travel & training was significantly reduced for fiscal year 2021 due to COVID-19. Budget replenished for current fiscal year.

General Fund: Clerk of Council

Department Description:

The mission of the Clerk's office is to fulfill the statutory requirements of election administration; legal notice dissemination; and the preparation and preservation of all official minutes, documents and records of the City.

Services:

- Election administration and election inspector training;
- Adherence to all election related laws of the State of Georgia and the Federal government;
- Prepare and maintain City records;
- Respond to informational requests from the general public, including open record requests;
- Prepare and publish legal notices to the public;
- Act as administrator to the City Council. Prepare and maintain minutes of Council meetings.

Personnel:

- Clerk of Council

General Fund Expenditures
 Clerk of Council - 1130

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	3/31/21 YTD	2021 Projected	2022 Budget	Budget % Change
Personnel								
51-1100	Salaries & Wages	\$ 60,627	\$ 61,117	\$ 59,719	\$ 46,184	\$ 61,579	\$ 67,934	13.76%
51-1400	Employee Benefits	1,200	1,200	3,900	1,775	2,367	5,600	43.59%
51-2100	Insurance Benefits	8,691	8,898	9,831	7,202	9,000	8,850	-9.98%
51-2200	FICA Taxes	4,549	4,630	4,827	3,604	4,892	5,625	16.53%
51-2400	Retirement	5,254	4,910	6,027	3,582	4,776	3,246	-46.14%
	Total Personnel	80,321	80,755	84,304	62,347	82,613	91,255	8.25%
Services								
52-1125	Election Expense	-	285	2,050	-	-	3,250	58.54%
52-3500	Travel & Training	6,875	5,245	4,280	750	750	4,500	5.14%
52-3600	Dues & Membership	272	314	300	170	300	400	33.33%
52-3930	Record Management	75	300	12,500	10,499	10,500	4,800	-61.60%
52-3900	Other	2,435	3,870	4,500	2,624	4,000	4,000	-11.11%
	Total Services	9,657	10,014	23,630	14,043	15,550	16,950	-28.27%
Supplies								
53-1100	Supplies	4,758	3,021	2,700	2,002	2,000	4,500	66.67%
53-1700	Other	9,396	9,740	-	-	-	10,000	100.00%
	Total Supplies	14,154	12,761	2,700	2,002	2,000	14,500	437.04% (1)
	Total Clerk of Council	<u>104,132</u>	<u>103,530</u>	<u>110,634</u>	<u>78,392</u>	<u>100,163</u>	<u>122,705</u>	10.91%

Significant Variances Explanation:

(1) The Youth Council was postponed in fiscal year 2021 due to COVID-19. The Youth Council is expected to be reinstated in current fiscal year.

General Fund: City Manager

Department Description:

The City Manager is responsible for the coordination and oversight of the day-to-day City operations, consistent with the policies established by the City Council. The City Manager facilitates the execution of the City's programs and initiatives in the most efficient, responsive, and fiscally responsible manner possible. Additionally, the City Manager is responsible for providing recommendations to the City Council necessary to adopt appropriate policy, provide leadership, and establish and organizational system to achieve goals and initiatives.

Services:

- Responsible for all general operations of the City;
- Conducts annual evaluation of department heads;
- Carries out policy directives of City Council;
- Represents the City in intergovernmental matters at the federal, state and county level;
- Facilitates the implementation of capital improvement plan and long-term strategic plan;
- Advises City Council on present and future financial, personnel and program needs.

Personnel:

- City Manager
- Administrative Assistant

Strategic Plan 2022 Initiatives:

- Transparency – Improve communications with citizens by adding additional public meetings with updates on city issues, policies and projects.
- Community Enhancement – Identify space for TIMA expansion.
- Infrastructure – Partner with GDOT on Hwy 80 bridge and road improvements.
- Financial Stability – Continue prudent management of City budget.
- Disaster Preparedness – Continue discussion with USACE, congressional delegation, and ASBPA on future beach re-nourishment.
- Staff & Operations – Continue to hire and promote high caliber employees.
- Policy Development – Expand annual strategic planning.

General Fund Expenditures
City Manager - 1320

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	3/31/21 YTD	2021 Projected	2022 Budget	Budget % Change
Personnel								
51-1100	Salaries & Wages	\$ 192,139	\$ 167,089	\$ 167,603	\$ 123,357	\$ 168,000	\$ 137,588	-17.91%
51-1300	Overtime	405	78	500	-	-	-	-100.00%
51-1400	Employee Benefits	1,200	1,650	3,000	3,790	3,000	5,550	85.00%
51-2100	Insurance Benefits	34,116	27,417	37,132	21,568	28,000	22,343	-39.83%
51-2200	FICA Taxes	14,126	12,578	13,089	9,574	13,082	10,950	-16.34%
51-2400	Retirement	16,287	9,088	14,675	9,773	11,400	6,492	-55.76%
	Total Personnel	258,273	217,900	235,999	168,062	223,482	182,923	-22.49% (1)
Services								
52-1300	Contract Services	52,708	56,458	108,300	59,001	64,000	64,000	-40.90%
52-3500	Travel & Training	4,366	4,644	8,000	908	500	4,000	-50.00%
52-3600	Dues & Membership	1,800	1,415	2,500	-	1,500	2,500	0.00%
	Total Services	58,874	62,517	118,800	59,909	66,000	70,500	-40.66%
Supplies								
53-1100	Supplies	36,956	8,708	17,100	9,720	15,000	15,000	-12.28%
	Total Supplies	36,956	8,708	17,100	9,720	15,000	15,000	-12.28%
Capital								
54-1410	Other Capital	135,740	7,416	-	-	-	-	0.00%
	Total Capital	135,740	7,416	-	-	-	-	0.00%
	Total City Manager	489,843	296,541	371,899	237,691	304,482	268,423	-27.82%

Significant Variances Explanation:

(1) Decrease to reflect wages/benefits properly allocated to utility funds.

General Fund: Finance

Department Description:

The Finance Department is responsible for insuring the fiscal integrity of the City through maintenance of all financial records, collections, investments, and distribution of funds. The Finance Department is also responsible for producing relevant financial data needed to make informed decisions about the effective use of our resources, to ensure the safety of City resources through efficient use of internal controls, and to satisfy applicable accounting and financial regulations.

Services:

- Financial transaction processing such as utility billing, accounts receivable billing, accounts payable and payroll processing;
- Cash management and investment of City funds;
- Oversight of all financial transactions and processes to ensure compliance with Federal, State and local regulations;
- Coordination and preparation of the City’s annual budget and continued monitoring of budget to actual results;
- Responsible for ensuring City accounting records are prepared in accordance with generally accepted accounting principles;
- Preparation of the City’s financial statements;
- Preparation of the annual financial statement audit and any compliance audits.

Personnel:

- Finance Director
- Finance Manager
- Payroll & Administrative Assistant
- Accounts Payable Clerk
- Accounts Receivable Clerk

Strategic Plan 2022 Initiatives:

- Transparency – Develop a simplified summary of operating and capital projects budget for public.
- Infrastructure – Develop debt and fund balance policy in alignment with future capital project needs.
- Financial Stability – Maintain and manage annual balanced budget.
- Disaster Preparedness – Develop fund balance policy to ensure adequate fund balance reserves.
- Staff & Operations – Develop cross-training plan for department employees.
- Policy Development – Continue budget training with department heads, Mayor and Council.

General Fund Expenditures
Finance - 1510

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	3/31/21 YTD	2021 Projected	2022 Budget	Budget % Change
Personnel								
51-1100	Salaries & Wages	\$ 79,946	\$ 93,243	\$ 195,975	\$ 96,207	\$ 128,276	\$ 225,670	15.15%
51-1300	Overtime	3,947	21,492	11,000	15,444	20,592	3,715	-66.23%
51-1400	Employee Benefits	3,147	2,359	6,900	7,200	9,600	10,924	58.32%
51-2100	Insurance Benefits	39,978	45,803	36,410	44,204	58,939	35,739	-1.84%
51-2200	FICA Taxes	20,025	22,167	16,592	19,298	25,731	18,382	10.79%
51-2400	Retirement	32,151	21,651	16,530	13,686	18,248	16,229	-1.82%
	Total Personnel	179,194	206,715	283,407	196,039	261,386	310,659	9.62%
Services								
52-1300	Contract Services	87,504	56,666	66,000	46,997	66,000	71,500	8.33%
52-3100	Property & Liability Insurance	167,450	264,142	197,800	627	252,800	156,960	-20.65%
52-5500	Insurance Deductibles	24,253	27,217	15,000	7,500	15,000	15,000	0.00%
52-3300	Advertising	-	-	4,540	640	1,000	5,000	10.13% (1)
52-3500	Travel & Training	20,081	24,595	8,000	464	500	8,000	0.00%
52-3600	Dues & Membership	1,080	1,121	1,600	858	500	1,600	0.00%
52-3990	Bank Service Charges	219,033	205,093	230,000	208,750	215,000	225,000	-2.17%
	Total Services	519,401	578,834	522,940	265,836	550,800	483,060	-7.63%
Supplies								
53-1100	Supplies	13,053	6,779	7,450	4,941	4,000	14,000	87.92% (1)
53-1600	Equipment	1,803	8,864	3,000	-	2,000	3,000	0.00%
53-3220	Postage & Freight	2,670	2,798	13,750	6,423	7,500	7,500	-45.45% (1)
	Total Supplies	17,526	18,441	24,200	11,364	13,500	24,500	1.24%
Capital								
54-1410	Other Capital	6,300	16,820	-	-	-	-	0.00%
	Total Capital	6,300	16,820	-	-	-	-	0.00%
	Total Finance	<u>722,421</u>	<u>820,810</u>	<u>830,547</u>	<u>473,239</u>	<u>825,686</u>	<u>818,219</u>	-1.48%

Significant Variances Explanation:

(1) Increase reflects consolidation of multiple departments into one centralized location for generic items like office supplies, advertising and postage.

General Fund Expenditures
Expenditure Detail - Finance

1300 - Contract Services

Audit	31,000
County tax administration	25,000
Armored car	15,000
Other	<u>500</u>
Total	71,500

1100 - Supplies

Banking and security supplies	6,500
Computer Supplies	2,000
Office Supplies	5,000
Other	<u>500</u>
Total	14,000

3500 - Travel & Training

GFOA Conference	2,000
GAAP Updates	3,000
Treasury Management Training	1,500
Payroll and AP Training	<u>1,500</u>
Total	8,000

3600 - Dues & Membership

GFOA	500
AICPA	500
Georgia State Organizations	<u>600</u>
Total	1,600

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General Fund: Information Technology

Department Description:

The Information Technology Department is responsible for ensuring the technological integrity of the City through the maintenance and management of all hardware and software equipment and services.

Services:

- Management of all network equipment;
- Management of all software;
- Maintenance and support of all City computers;
- User support for all department level systems;
- Management of public safety network equipment;
- Management of technology related contracts.

Personnel:

- IT Director
- IT Support Specialist (2)

Strategic Plan 2022 Initiatives:

- Transparency – Increase website / social media support and development.
- Infrastructure – Expansion of cyber security.
- Financial Stability – Maintain adequate network security.
- Disaster Preparedness – Continue staff emergency management training and supply management.
- Staff & Operations – Create helpdesk support specialist.
- Policy Development – Improving access to public meetings and documents.

General Fund Expenditures
Information Technology - 1535

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	3/31/21 YTD	2021 Projected	2022 Budget	Budget % Change
Personnel								
51-1100	Salaries & Wages	\$ 147,362	\$ 149,356	\$ 140,035	\$ 95,417	\$ 145,000	\$ 153,736	9.78%
51-1300	Overtime	2,520	2,915	3,500	1,445	2,000	2,000	-42.86%
51-1400	Employee Benefits	6,750	7,000	14,400	5,288	10,000	12,630	-12.29%
51-2100	Insurance Benefits	21,864	25,676	27,637	21,086	36,115	22,926	-17.05%
51-2200	FICA Taxes	11,817	12,066	11,845	7,714	12,011	12,009	1.38%
51-2400	Retirement	12,167	10,674	16,045	10,694	14,259	9,738	-39.31%
	Total Personnel	202,480	207,687	213,462	141,644	219,384	213,039	-0.20%
Services								
52-1300	Contract Services	389,369	489,587	506,000	311,939	375,000	482,800	-4.58%
52-2200	Equipment Maintenance	17,813	14,437	20,000	13,627	10,000	12,500	-37.50%
52-2320	Equipment Rental	21,352	22,867	24,000	17,593	24,000	20,000	-16.67%
52-3500	Travel & Training	2,212	1,572	1,800	435	500	1,500	-16.67%
	Total Services	430,746	528,463	551,800	343,594	409,500	516,800	-6.34%
Supplies								
53-1100	Supplies	486	2,807	1,900	80	500	4,500	136.84%
53-1600	Equipment	31,234	39,827	45,000	31,096	40,000	50,000	11.11%
53-1700	Other	757	984	-	-	-	-	0.00%
	Total Supplies	32,477	43,618	46,900	31,176	40,500	54,500	16.20%
Capital								
54-2100	Furniture & Equipment	14,003	19,331	-	-	-	-	0.00%
54-1410	Other Capital	-	55,027	-	-	-	-	0.00%
	Total Capital	14,003	74,358	-	-	-	-	0.00%
	Total Information Technology	679,706	854,126	812,162	516,414	669,384	784,339	-3.43%

General Fund Expenditures

Expenditure Detail - Information Technology

1000 - Contract Services	
Phone / Internet	226,700
Equipment servicing	26,300
Network contracts	25,500
Website contracts	23,000
Software licenses	104,400
Weather / location software	16,000
Other	<u>60,900</u>
Total	482,800
1100 - Supplies	
Office supplies	2,000
Computer supplies	<u>2,500</u>
Total	4,500
1600 - Small Equipment	
Computers & accessories	45,000
Office equipment	<u>5,000</u>
Total	50,000

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General Fund: Human Resources

Department Description:

The Human Resource Department's mission is to strategically support the City's efforts to attract, retain, and engage a talented and efficient workforce.

Services:

- Administers all employee benefit plans;
- Oversees recruitment and hiring of all new employees;
- Management of employee on-boarding process;
- Management of all employee discipline cases;
- Employee record maintenance;
- Oversees employee termination and ethics violations.

Personnel:

- Human Resource Specialist

Strategic Plan 2022 Initiatives:

- Transparency – Develop internal employee newsletter and employee communication portal.
- Financial Stability – Monitor current salary and benefit information.
- Disaster Preparedness – Continue staff emergency management training and access to information.
- Staff & Operations – Continue and expand employee training opportunities.

General Fund Expenditures
Human Resources - 1540

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	3/31/21 YTD	2021 Projected	2022 Budget	Budget % Change
Personnel								
51-1100	Salaries & Wages	\$ 76,736	\$ 78,148	\$ 74,136	\$ 74,853	\$ 100,000	\$ 52,758	-28.84%
51-1400	Employee Benefits	3,115	3,000	3,900	2,550	3,900	3,079	-21.05%
51-2100	Insurance Benefits	8,743	8,973	9,858	4,421	8,500	10,805	9.61%
51-2200	FICA Taxes	6,031	6,123	6,312	5,862	7,948	4,271	-32.34%
51-2400	Retirement	6,261	5,531	6,420	4,696	6,261	3,246	-49.44%
	Total Personnel	100,886	101,775	100,626	92,382	126,610	74,159	-26.30% (1)
Services								
52-1300	Contract Services	11,675	23,480	46,550	32,621	46,550	30,000	-35.55%
52-2700	Workers Compensation Insurance	213,210	192,766	194,331	83,412	195,000	141,225	-27.33%
52-3500	Travel & Training	1,769	1,822	2,400	-	-	2,400	0.00%
52-3600	Dues & Membership	321	524	1,200	183	500	1,200	0.00%
52-2900	Employee Wellness & Benefit Programs	5,602	6,490	34,400	20,411	30,000	34,400	0.00%
	Total Services	232,577	225,082	278,881	136,627	272,050	209,225	-24.98%
Supplies								
53-1100	Supplies	1,307	3,735	3,200	202	3,200	3,200	0.00%
53-1700	Other	1,893	1,722	3,000	704	1,000	3,000	0.00%
	Total Supplies	3,200	5,457	6,200	906	4,200	6,200	0.00%
	Total Human Resources	336,663	332,314	385,707	229,915	402,860	289,584	-24.92%

Significant Variances Explanation:

- (1) Decrease to reflect wages/benefits properly allocated to utility funds.

General Fund: Municipal Court

Department Description:

Municipal Court has jurisdiction over alleged infractions of the City code. These non-criminal violations are punishable by forfeiture set by the State or City Council. Such infractions include traffic and other non-criminal code violations. The mission of the Municipal Court department is to provide high quality customer service in an efficient, professional, and fair manner; and in doing so, maintain the public's respect, confidence and satisfaction. The department uses available tools and programs to reduce instances of recidivism and make the Tybee Island community safer.

Services:

- Schedule all court appearances;
- Prepare case files for the City Attorney;
- Answer questions from the public defendants and attorneys regarding court appearances, monies owed and general court proceedings;
- Apply payments efficiently and with accuracy;
- Maintain records.

Personnel:

- Court Director
- Court Clerk
- Assistance Court Clerk

Strategic Plan 2022 Initiatives:

- Transparency – Continue adjudication study to ensure fair and equitable practices.
- Financial Stability – Staying current with Georgia state laws governing municipal courts.
- Disaster Preparedness – Develop procedures to continue court proceedings remotely.
- Staff & Operations – Continue staff development and training.
- Policy Development – Develop and recommend municipal court policies.

General Fund Expenditures
Municipal Court - 2650

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	3/31/21 YTD	2021 Projected	2022 Budget	Budget % Change
Personnel								
51-1100	Salaries & Wages	\$ 161,259	\$ 163,320	\$ 164,750	\$ 114,331	\$ 165,000	\$ 170,316	3.38%
51-1300	Overtime	3,037	444	2,000	81	1,500	1,200	-40.00%
51-1400	Employee Benefits	2,079	3,882	5,100	5,845	5,100	11,270	120.98%
51-2100	Insurance Benefits	29,435	30,096	32,194	21,657	28,297	26,375	-18.07%
51-2200	FICA Taxes	12,577	12,647	13,147	9,046	13,127	13,983	6.36%
51-2400	Retirement	8,552	9,493	13,965	9,309	13,000	9,738	-30.27%
	Total Personnel	<u>216,939</u>	<u>219,882</u>	<u>231,156</u>	<u>160,269</u>	<u>226,024</u>	<u>232,882</u>	0.75%
Services								
52-1300	Contract Services	14,567	10,958	11,000	8,308	11,000	12,800	16.36%
52-1101	Judge	2,400	2,400	2,400	1,800	2,400	2,400	0.00%
52-1211	Attorney(s)	10,419	12,770	19,500	7,812	13,000	19,700	1.03%
52-3500	Travel & Training	3,180	4,123	6,000	684	1,000	4,000	-33.33%
52-3600	Dues & Membership	308	333	500	370	350	550	10.00%
	Total Services	<u>30,874</u>	<u>30,584</u>	<u>39,400</u>	<u>18,974</u>	<u>27,750</u>	<u>39,450</u>	0.13%
Supplies								
53-1100	Supplies	<u>9,487</u>	<u>3,972</u>	<u>6,150</u>	<u>3,294</u>	<u>5,000</u>	<u>7,800</u>	26.83%
	Total Supplies	<u>9,487</u>	<u>3,972</u>	<u>6,150</u>	<u>3,294</u>	<u>5,000</u>	<u>7,800</u>	26.83%
	Total Municipal Court	<u>257,300</u>	<u>254,438</u>	<u>276,706</u>	<u>182,537</u>	<u>258,774</u>	<u>280,132</u>	1.24%

General Fund Expenditures
Expenditure Detail - Municipal Court

1000 - Contract Services

Inerpreter	800
Armored car	11,000
Miscellaneous	<u>1,000</u>
Total	12,800

1100 - Supplies

Postage	1,000
Uniforms	600
Books	700
Food supplies - custody	500
Commerical shredder	1,500
Office supplies	<u>3,500</u>
Total	7,800

1211 - Attorneys

Public Defender	12,500
Assistant District Attorney	<u>7,200</u>
Total	19,700

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General Fund: Police & Code Enforcement

Department Description:

The City of Tybee Police Department strives to promote impartial, ethical and professional law enforcement services in an efficient and effective manner. The Department provides services which contribute to the preservation of life, the protection of property, and the general safety of the community. The Department works cooperatively with members of the community to preserve peace, reduce fear, and ensure the safety and protection of those who reside, work and visit Tybee.

Services:

- 24 hour / 7 day a week patrol services;
- Detection, apprehension, and prosecution of violators and offenders of local, state, and federal laws;
- Conduct complex criminal investigations;
- Directed patrol;
- Accident investigation;
- Crime prevention;
- Code enforcement.

Personnel:

- | | | |
|-------------------|------------------------------|---------------------------------|
| • Chief | • Corporals (3) | • Code Enforcement Officers (8) |
| • Majors (2) | • Senior Patrol Officers (2) | |
| • Captain | • Officers (11) | |
| • Lieutenants (3) | • Administrative Assistant | |
| • Sergeants (6) | • Jailer (1.5) | |

Strategic Plan 2022 Initiatives:

- Transparency – Increase website / social media presence and development.
- Community Enhancement – Continue to improve traffic flow and safety during peak times.
- Infrastructure – Continue to promote peaceful environment by maintaining highly visible presence in business district.
- Financial Stability – Continue to invest in technology to stabilize costs.
- Disaster Preparedness – Develop procedures and procurement of equipment to ensure services continue.
- Staff & Operations – Continue to recruit and hire high caliber officers and support continued education and training.
- Policy Development – Continued review of local ordinances to ensure compliance with state law.

General Fund Expenditures
Police & Code Enforcement - 3210

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	3/31/21 YTD	2021 Projected	2022 Budget	Budget % Change
Personnel								
51-1100	Salaries & Wages	\$ 1,121,130	\$ 1,423,141	\$ 1,591,001	\$ 1,245,306	\$ 1,960,408	\$ 2,016,844	26.77%
51-1200	Part-time / Seasonal Wages	108,439	113,863	100,004	93,844	100,000	22,721	-77.28%
51-1300	Overtime	100,222	131,159	120,000	80,509	100,000	111,000	-7.50%
15-1400	Employee Benefits	12,796	11,324	39,300	8,130	13,000	81,703	107.90%
15-2100	Insurance Benefits	226,336	278,759	353,886	238,224	300,000	378,919	7.07%
15-2200	FICA Taxes	102,426	128,282	141,548	109,069	165,271	170,769	20.64%
15-2400	Retirement	105,647	109,999	121,034	80,690	100,000	135,888	12.27%
	Total Personnel	1,776,996	2,196,527	2,466,773	1,855,772	2,738,679	2,917,844	18.29% (1)
Services								
52-1300	Contract Services	44,712	88,275	111,500	64,720	90,000	230,000	106.28% (2)
52-1195	Code Enforcement	-	-	-	-	-	43,000	100.00% (3)
52-2201	Building Maintenance	7,850	8,353	8,375	6,629	5,000	10,000	19.40%
52-2200	Vehicle / Equipment Maintenance	3,409	3,296	5,000	4,248	5,000	5,000	0.00%
52-2320	Vehicle / Equipment Lease(s)	5,136	102,809	100,000	73,917	105,000	185,000	85.00% (4)
52-3500	Travel & Training	48,651	47,474	41,000	17,116	15,000	41,630	1.54%
52-3600	Dues & Membership	2,897	4,651	3,100	1,824	3,100	3,975	28.23%
	Total Services	112,655	254,858	268,975	168,454	223,100	518,605	92.81%
Supplies								
53-1100	Supplies	36,834	41,276	40,850	31,797	40,000	41,550	1.71%
53-1115	Amunition	8,339	8,779	10,050	7,212	9,050	10,300	2.49%
53-1600	Equipment	101,434	64,024	105,000	77,024	106,500	96,000	-8.57%
53-1270	Fuel	65,116	47,229	60,000	32,430	60,000	60,000	0.00%
53-1700	Other	2,932	1,814	3,625	3,561	3,625	3,700	2.07%
	Total Supplies	214,655	163,122	219,525	152,024	219,175	211,550	-3.63%

General Fund Expenditures
 Police & Code Enforcement - 3210 (continued)

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	3/31/21 YTD	2021 Projected	2022 Budget	Budget % Change
Capital								
54-2100	Vehicles & Equipment	<u>2,768</u>	<u>121,229</u>	<u>93,300</u>	<u>91,181</u>	<u>93,300</u>	-	-100.00%
	Total Capital	2,768	121,229	93,300	91,181	93,300	-	-100.00%
	Total Police & Code Enforcement	<u>2,107,074</u>	<u>2,735,736</u>	<u>3,048,573</u>	<u>2,267,431</u>	<u>3,274,254</u>	<u>3,647,999</u>	19.66%

Significant Variances Explanation:

- (1) Increase is a result of the approved wage adjustment from approved Class & Comp study, and addition of four code enforcement officers.
- (2) Increase is a result of the annual operating and data storage costs associated with officer body camera's.
- (3) This is the first full budget year of costs associated with running code compliance for the City,
- (4) Increase is a result of adding eleven vehicles to enterprise annual lease.

General Fund Expenditures
Expenditure Detail - Police & Code Enforcement

1000 - Contract Services	
Equipment Services	33,000
Bodycamera's	81,500
Georgia power camera's	67,000
Savannah Professional Maintenance	9,000
Custodial	9,000
Other	<u>30,500</u>
Total	230,000

1100 - Supplies	
Protective gear	8,550
Uniform & accessories	22,000
Other	<u>11,000</u>
Total	41,550

1195 - Code Enforcement	
Animal services equipment	1,500
Contract services	9,200
Travel & training	5,800
Dues & memberships	700
Supplies & uniforms	15,800
Equipment	<u>10,000</u>
Total	43,000

1600 - Equipment	
Investigations	3,500
Radios	27,500
Handhelds	4,500
Sallyport	5,500
Other	25,000
Safety equipment	<u>30,000</u>
Total	96,000

3500 - Travel & Training	
Hotels & travel	11,000
Conferences & academy (FBI, GACP, POAG)	20,680
Firearm training	7,450
Physicals	<u>2,500</u>
Total	41,630

General Fund: Fire & Beach Safety

Department Description:

Tybee Island Fire Department is a Fire / Rescue combination department that provides emergency services to the City of Tybee Island, Spanish Hammocks, Chimney Creek, DAV Island, USCG Station Tybee, and Fort Pulaski. The Fire Department is dedicated to protecting lives and property through excellence in fire protection, emergency medical services, rescue, education, disaster management, and treating customers with compassion and respect. The Department is also responsible for the lifeguard program and beach safety.

Services:

- 24 hour / 7 day a week fire suppression services;
- 24 hour / 7 day a week first responder services;
- 24 hour / 7 day a week water rescue response;
- Management of seasonal beach lifeguard program;
- Management of ISO Class rating (current rating 4 on scale of 1 -10);
- Emergency Management

Personnel:

- Chief
- Special Operations Chief
- Lieutenants (3)
- Sergeants (3)
- Beach Safety Coordinator / Firefighter
- Firefighters (12.7)
- Lifeguard / Safety Officers (3)
- Seasonal Lifeguards

Strategic Plan 2022 Initiatives:

- Transparency – Increase website / social media presence and development.
- Community Enhancement – Partner with local restaurants and businesses on CPR education and training.
- Infrastructure – Implement long-term replacement program for fire and rescue equipment.
- Financial Stability – Continue to research and apply for public safety grants.
- Disaster Preparedness – Design training programs specifically directed toward disaster response.
- Staff & Operations – Continue to promote staff growth and development through training and goal setting.
- Policy Development – Development of standard operating policies on personnel responsibilities, code of conduct, and disaster response.

General Fund Expenditures
Fire & Beach Safety - 3510

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	3/31/21 YTD	2021 Projected	2022 Budget	Budget % Change
Personnel								
51-1100	Salaries & Wages	\$ 495,754	\$ 640,894	\$ 622,902	\$ 611,922	\$ 740,896	\$ 1,056,873	69.67%
51-1200	Part-time / Seasonal Wages	302,401	348,101	357,802	235,871	343,871	387,369	8.26%
51-1300	Overtime	76,157	97,513	85,000	104,334	95,000	90,000	5.88%
15-1400	Employee Benefits	5,305	10,506	77,200	13,688	23,000	83,500	8.16%
15-2100	Insurance Benefits	114,652	119,212	192,612	137,520	178,000	208,008	7.99%
15-2200	FICA Taxes	66,883	83,847	87,738	73,894	92,012	123,756	41.05%
15-2400	Retirement	37,545	18,616	29,230	19,487	33,406	68,163	133.20%
15-2500	Firefighters Pension Fund	2,715	5,050	6,000	2,925	6,000	6,000	0.00%
	Total Personnel	1,101,412	1,323,739	1,458,484	1,199,641	1,512,185	2,023,669	38.75% (1)
Services								
52-2200	Vehicle & Equipment Maintenance	25,307	35,027	53,000	11,140	23,000	43,500	-17.92%
52-2201	Building Maintenance	10,028	7,164	10,000	6,781	10,000	15,000	50.00%
52-2320	Vehicle Lease(s)	2,000	5,652	6,800	5,627	6,800	6,800	0.00%
52-3500	Travel & Training	10,884	19,567	36,500	23,059	30,000	39,500	8.22%
52-3600	Dues & Membership	-	-	1,000	1,000	1,000	7,500	650.00% (2)
52-3900	Other - Contract Services	23,227	28,806	-	-	-	-	0.00%
	Total Services	71,446	96,216	107,300	47,607	70,800	112,300	4.66%
Supplies & Other Items								
53-1100	Supplies	76,965	78,720	91,650	61,772	91,650	73,500	-19.80%
53-1104	Emergency Management	3,492	12,974	37,000	33,062	37,000	43,500	17.57% (3)
53-1600	Equipment	11,978	21,686	29,525	26,901	29,525	63,500	115.07% (4)
53-1270	Fuel	6,471	6,653	7,200	4,913	7,000	7,500	4.17%
53-1700	Other	10,829	800	3,500	1,123	3,500	3,500	0.00%
	Total Supplies	109,735	120,833	168,875	127,771	168,675	191,500	13.40%

General Fund Expenditures
 Fire & Beach Safety - 3510 (continued)

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	3/31/21 YTD	2021 Projected	2022 Budget	Budget % Change
Capital								
54-2100	Vehicles & Equipment	107,905	186,257	31,975	34,974	34,974	-	-100.00%
	Total Capital	107,905	186,257	31,975	34,974	34,974	-	-100.00%
	Total Fire & Beach Safety	<u>1,390,498</u>	<u>1,727,045</u>	<u>1,766,634</u>	<u>1,409,993</u>	<u>1,786,634</u>	<u>2,327,469</u>	31.75%

Significant Variance Explanation:

- (1) Increase is a result of the approved wage adjustment from Class & Comp study, and inclusion of supervisor position that was not included in previous budget. Current year budget also includes four new lifeguard/safety officers. Retirement is calculated on previous year earnings, with growth in department an increase was expected this current budget year.
- (2) Includes all the costs associated with the new required training platform for State/ISO/EMS standards.
- (3) In years past, budget amendments were approved for emergency management materials. Going forward, we will budget an annual amount of supplies to have on hand due to the high likelihood of use, consistent with Council's goals and objectives.
- (4) In the previous budget year, the purchase of needed water equipment was delayed due to the COVID-19 financial hardship, included in current year.

General Fund Expenditures Expenditure Detail - Fire & Beach Safety

2200 - Vehicles / Equipment Maintenance		1600 - Equipment	
Water Craft Maintenance	5,000	Replacement of saws, radios, other non-operational equipment	20,000
Club Cars	3,500	Water Rescue Equipment	15,000
Apparatus / Equipment Servicing and Testing	<u>35,000</u>	Protective Gear	<u>28,500</u>
Total	43,500	Total	63,500
3500 - Travel / Training		1300 - Other	
Classes for continuing education/certification	19,500	Volunteer Appreciation	<u>3,500</u>
Physical (St. Joseph-Fit for Duty)	<u>20,000</u>	Total	3,500
Total	39,500		
1100 - Supplies			
Uniform & Accessories	18,500		
Medical & First Aid	10,000		
Burn Building Materials & Modifications	10,000		
Station Supplies Fire and Beach Safety (Daily Operation)	<u>35,000</u>		
Total	73,500		
1104 - Emergency Management			
Hurricane supplies (sand, sandbags, vehicle rentals, etc)	20,000		
Standard supplies (tarps, containers, travel bags, etc)	5,000		
Small equipment (VHF aviation radio, handheld radios for rescue operations)	8,500		
Vehicle / equipment maintenance (command vehicles, city generators)	<u>10,000</u>		
Total	43,500		

General Fund: Public Works

Department Description:

The Department of Public Works is responsible for providing residents with a wide array of services that includes; solid waste and recycling collection, street maintenance, management of City’s parks and recreation areas including beach clean-up, sanitary and stormwater, water distribution, street light maintenance, City’s vehicle and equipment maintenance; planning, design, and construction management of capital and annual infrastructure improvements, ensuring all regulatory requirements are met.

Services:

- Solid waste collection including refuse, recycling, and yard waste;
- Parks and greenspace maintenance and beautification;
- Maintain traffic signals and street lighting systems;
- Conduct vehicle fleet and equipment maintenance for Public Works Department, Police Department, Parking Services;
- Conduct maintenance for City buildings and other facilities;
- Maintain staffing for 24 hour / 7 day a week stand-by efforts;
- Develop, recommend, and implement capital improvement programs and projects.

Personnel:

- | | |
|---|-----------------------------------|
| • Engineer / Director of Infrastructure | • Building Maintenance Worker (2) |
| • Division Director (2) | • Heavy Equipment Operator (2) |
| • Crew Leader (4) | • Recycling Coordinator |
| • Foreman (4) | • Laborer (11) |
| • Mechanic | • Administrative Assistant |

Strategic Plan 2022 Initiatives:

- Transparency – Improve communication to residents and visitors of the Island.
- Community Enhancement – Continue public space maintenance and upgrades.
- Infrastructure – Implement capital projects plan and continue to develop long-term improvement programs.
- Financial Stability – Manage project budgets in fiscally responsible manner.
- Disaster Preparedness – Design training programs specifically directed toward disaster response.
- Staff & Operations – Continue to promote staff growth and development through training and certification.

General Fund Expenditures
Public Works - 4210

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	3/31/21 YTD	2021 Projected	2022 Budget	Budget % Change
Personnel								
51-1100	Salaries & Wages	\$ 898,828	\$ 1,005,135	\$ 1,125,961	\$ 897,322	\$ 1,196,429	\$ 1,202,419	6.79%
51-1300	Overtime	46,529	77,148	75,000	34,285	50,000	60,000	-20.00%
15-1400	Employee Benefits	13,523	15,900	39,450	20,484	25,000	51,655	30.94%
15-2100	Insurance Benefits	234,014	250,698	315,052	220,441	295,000	280,499	-10.97%
15-2200	FICA Taxes	73,028	83,624	94,891	72,449	97,264	100,525	5.94%
15-2400	Retirement	98,474	71,488	72,238	48,158	64,211	94,129	30.30%
	Total Personnel	1,364,396	1,503,993	1,722,592	1,293,139	1,727,904	1,789,227	3.87%
Services								
52-1300	Contract Services	190,973	110,066	134,100	86,897	110,000	162,500	21.18% (1)
52-1235	Beach Maintenance	16,006	10,053	23,000	-	-	17,500	-23.91%
52-2111	Refuse & Recycling	83,545	118,291	138,000	96,106	130,000	185,000	34.06% (2)
52-2140	Landscaping	250	590	2,000	-	2,000	125,000	6150.00% (3)
52-2200	Vehicle & Equipment Maintenance	107,969	97,774	104,700	62,943	100,000	136,000	29.89% (4)
52-2201	Building & Infrastructure Maintenance	74,382	72,616	80,000	33,061	75,000	100,000	25.00% (6)
52-2320	Vehicle / Equipment Lease(s)	-	2,797	77,655	59,655	77,655	166,400	114.28% (7)
52-3500	Travel & Training	8,382	9,826	12,600	-	-	7,500	-40.48%
52-3600	Dues & Membership	1,520	820	2,000	687	1,000	500	-75.00%
52-3900	Other	2,639	-	-	-	-	-	0.00%
	Total Services	485,666	422,833	574,055	339,349	495,655	900,400	56.85%
Supplies & Other Items								
53-1100	Supplies	79,220	119,996	233,400	112,285	125,000	131,750	-43.55%
53-1230	Utilities	235,140	245,455	263,000	186,793	250,000	265,000	0.76%
53-1600	Equipment	30,482	45,993	68,850	54,916	68,850	18,000	-73.86%
53-1270	Fuel	35,454	32,434	33,000	23,656	33,000	40,000	21.21%
	Total Supplies	380,296	443,878	598,250	377,650	476,850	454,750	-23.99%

General Fund Expenditures
Public Works - 4210 (continued)

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	3/31/21 YTD	2021 Projected	2022 Budget	Budget % Change
Capital								
54-1315	Buildings	62,150	53,542	296,200	76,652	296,200	-	-100.00%
54-2100	Vehicles & Equipment	143,983	235,506	38,695	37,194	38,695	-	-100.00%
54-1410	Infrastructure	<u>354,077</u>	<u>230,067</u>	<u>149,300</u>	<u>31,953</u>	<u>149,300</u>	-	-100.00%
	Total Capital	560,210	519,115	484,195	145,799	484,195	-	-100.00%
	Total Public Works	<u>2,790,568</u>	<u>2,889,819</u>	<u>3,379,092</u>	<u>2,155,937</u>	<u>3,184,604</u>	<u>3,144,377</u>	-6.95%

Significant Variances Explanation:

- (1) Increase is due to a more aggressive tree trimming program and engineer services for the multiple projects projected this budget year.
- (2) Landfill costs have increased as well as the amount of trash collected.
- (3) Included in this increase is new maintenance on medians, welcome sign, ditch maintenance and DPW yard per master plan. This maintenance will be included in budget years going forward.
- (4) The majority of fleet vehicles are older and required more maintenance and repairs. As the City replaces older vehicles with leases vehicles, repair and maintenance should decrease.
- (5) Increase is needed to address the electrical upgrades and building repairs on City owned property, including fencing.
- (6) Increase in current year is for six new leased vehicles to replace old vehicles retired. Annual lease amount will continue to increase annually as more of the fleet is transferred to lease program.

General Fund Expenditures

Expenditure Detail - Public Works

1000 - Contract Services

Tree Trimming	35,000
Stormwater Management	65,000
Pest Control	20,000
Engineer /Architect	35,000
Custodial Services	<u>7,500</u>
Total	162,500

1235 - Beach Maintenance

Crossover maintenance	5,000
Beach signs	5,000
Refuse & recycling bins	<u>7,500</u>
Total	17,500

2201 - Buildings & Infrastructure Maintenance

DPW Bathrooms	25,000
City Hall electrical	25,000
Median irrigation system	20,000
Park fences	20,000
Other miscellaneous maintenance	<u>10,000</u>
Total	100,000

2320 - Leased Vehicles

6 Fleet Vehicles	43,200
Garbage Truck	50,000
Street Sweeper	<u>73,200</u>
Total	166,400

3500 - Travel & Training

CDL	1,500
Confined space entry	3,000
Continuing education	<u>3,000</u>
Total	7,500

1100 - Supplies

Public Restrooms (toilet paper, soap, bleach)	60,000
Gravel, signs, paper, lumber, paper	30,000
Yard / maintenance supplies	15,000
Office supplies	5,000
Outdoor supplies (bug spray, sunscreen, first aid)	6,500
Uniforms	<u>15,250</u>
Total	131,750

1600 - Equipment

Chainsaws, weed whackers, leaf blowers,	9,500
Safety equipment	<u>8,500</u>
Total	18,000

General Fund: Community Development

Department Description:

The mission of the Community Development Department is to promote maintenance of property values and quality of physical environment throughout the City through the development and administration of comprehensive zoning, building and related codes, and land use planning. Also to advance economic growth and promote the City's role as a visitor destination through a dynamic, vibrant, and walkable downtown areas while preserving the City's character and appearance.

Services:

- Approve and inspect permits and licenses related to building, occupancies, and land use;
- Perform plan exam and site plan reviews;
- Enforce City codes related to zoning, housing, building and nuisance items;
- Inform and assist new business occupancies;
- Management of Mainstreet and South Beach District;

Personnel:

- Assistant Manager / Community Development Director
- Better Hometown Coordinator
- Business License / STVR Coordinator
- Facilities / Special Events Coordinator
- Administrative Assistant
- Business License Clerk

Strategic Plan 2022 Initiatives:

- Transparency – Improve communication to residents for zoning and permit procedures.
- Community Enhancement – Examine opportunities and create a business development plan.
- Financial Stability – Manage current fee structure and develop revenue plan.
- Disaster Preparedness – Design training programs specifically directed toward disaster response.
- Staff & Operations – Continue to promote staff growth and development with training and continued education.
- Policy Development – Review and establish standards for historic districts and designations.

General Fund Expenditures
Community Development - 7220

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	3/31/21 YTD	2021 Projected	2022 Budget	Budget % Change
Personnel								
51-1100	Salaries & Wages	\$ 206,591	\$ 236,840	\$ 243,813	\$ 182,170	\$ 260,893	\$ 273,309	12.10%
51-1200	Part-time / Seasonal Wages	495	3,593	15,444	10,218	13,000	22,721	47.12%
51-1300	Overtime	1,076	1,291	3,000	733	750	1,000	-66.67%
51-1400	Employee Benefits	4,407	4,545	9,900	8,870	9,900	19,320	95.15%
51-2100	Insurance Benefits	46,450	44,032	55,793	37,752	50,336	43,836	-21.43%
51-2200	FICA Taxes	16,175	18,775	20,821	15,579	21,010	24,200	16.23%
51-2400	Retirement	14,232	20,232	17,410	11,607	15,000	16,229	-6.78%
	Total Personnel	289,426	329,308	366,181	266,929	370,890	400,615	9.40% (1)
Services								
52-1300	Contract Services	244,421	131,399	190,550	161,522	190,550	215,000	12.83%
52-1250	Beach Task Force	30,953	48,000	42,000	32,000	42,000	48,000	14.29%
52-1260	South Beach District	20,000	27,707	65,500	29,487	30,000	30,000	-54.20%
52-1265	Mainstreet	60,066	43,154	61,300	18,521	30,000	60,000	-2.12%
52-3500	Travel & Training	803	1,232	4,500	-	-	4,500	0.00%
52-3600	Dues & Membership	972	551	830	509	500	600	-27.71%
	Total Services	357,215	252,043	364,680	242,039	293,050	358,100	-1.80%
Supplies & Other Items								
53-1100	Supplies	6,003	5,529	6,000	2,394	5,000	1,500	-75.00%
53-1600	Equipment	-	958	500	-	-	500	0.00%
	Total Supplies	6,003	6,487	6,500	2,394	5,000	2,000	-69.23%
	Total Community Development	<u>652,644</u>	<u>587,838</u>	<u>737,361</u>	<u>511,362</u>	<u>668,940</u>	<u>760,715</u>	3.17%

Significant Variances Explanation:

(1) Increase is a result of approved wage adjustment from class & comp study.

General Fund Expenditures
Expenditure Detail - Community Development

1000 - Contract Services	
HOST Code Compliance	125,000
Tybee Visitor Study	15,000
Inspections	50,000
Engineer review	<u>25,000</u>
Total	215,000
3600 - Dues & Membership	
ASFPM	200
APA	200
Main Street	<u>200</u>
Total	600
1100 - Supplies	
Office supplies	1,000
Printing	<u>500</u>
Total	1,500

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General Fund: Parking Services

Department Description:

Parking Services is responsible for collecting payments from all City parking meters, kiosks, annual decal sales and parking app sales. Parking Services accounts for all the expenses associated with administering and enforcing parking regulations.

Services:

- Coordination of various daytime on-street parking and parking lots needs;
- Issuing of seasonal parking permits;
- Maintenance of change machines and meter maintenance;
- Processing of payments;

Personnel:

- Parking Services Supervisor
- Assistant Parking Services Supervisor
- Parking Services Assistant (1.64)
- Seasonal Parking Enforcement

Strategic Plan 2022 Initiatives:

- Transparency – Improve parking communication to visitors.
- Community Enhancement – Examine opportunities for parking growth and payment development.
- Financial Stability – Manage parking fee structure based on revenue trends.
- Disaster Preparedness – Design training programs specifically directed toward disaster response.
- Staff & Operations – Continue to recruit and develop high caliber staff.

General Fund Expenditures
 Parking Services - 7564

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	3/31/21 YTD	2021 Projected	2022 Budget	Budget % Change
Personnel								
51-1100	Salaries & Wages	\$ 97,622	\$ 101,092	\$ 98,887	\$ 80,606	\$ 100,000	\$ 138,080	39.63%
51-1200	Part-time / Seasonal Wages	94,719	93,956	122,864	90,848	103,480	101,572	-17.33%
51-1300	Overtime	2,026	2,127	1,500	1,437	1,500	1,500	0.00%
51-1400	Employee Benefits	1,200	1,500	4,200	900	1,500	4,640	10.48%
51-2100	Insurance Benefits	20,815	21,291	22,660	17,181	29,453	21,019	-7.24%
51-2200	FICA Taxes	14,961	15,201	17,400	13,297	15,681	9,738	-44.03%
51-2400	Retirement	9,280	8,221	8,906	5,937	8,500	21,080	136.69%
	Total Personnel	240,623	243,388	276,417	210,206	260,114	297,629	7.67% (1)
Services								
52-1300	Contract Services	62,913	63,982	75,700	60,553	65,000	70,200	-7.27%
52-2200	Equipment Maintenance	31,546	33,807	80,000	17,953	80,000	57,500	-28.13%
52-2320	Vehicle / Equipment Lease(s)	299	4,485	5,000	3,362	5,000	5,000	0.00%
52-3500	Travel & Training	359	-	2,000	2,069	2,000	2,000	0.00%
52-3600	Dues & Membership	117	44	117	-	117	117	0.00%
52-3900	Other	-	-	-	-	-	-	0.00%
	Total Services	95,234	102,318	162,817	83,937	152,117	134,817	-17.20%
Supplies & Other Items								
53-1100	Supplies	26,845	12,176	25,110	10,281	15,000	25,110	0.00%
53-1270	Fuel	5,135	3,162	5,000	2,669	5,000	5,000	0.00%
53-1600	Equipment	15,000	9,359	15,000	13,226	15,000	15,000	0.00%
53-1700	Other	-	-	-	-	-	7,900	0.00%
	Total Supplies	46,980	24,697	45,110	26,176	35,000	53,010	17.51%
Capital								
54-1410	Other Capital	-	16,289	-	-	-	-	0.00%
	Total Capital	-	16,289	-	-	-	-	0.00%
	Total Parking Services	<u>382,837</u>	<u>386,692</u>	<u>484,344</u>	<u>320,319</u>	<u>447,231</u>	<u>485,456</u>	0.23%

Significant Variances Explanation:
 (1) Includes addition of one full-time employee.

General Fund Expenditures Expenditure Detail - Parking

1000 - Contract Services	
Amano Quarterly	45,600
Duncan - CivicSmart	13,200
Penn Credit	<u>11,400</u>
Total	70,200
2200 - Equipment Maintenance	
UI Boards / CPU PCB	16,950
Printers	18,750
Card Readers / Coin Entry	17,250
Office equipment	<u>4,550</u>
Total	57,500
1100 - Supplies	
Supplies & Materials	16,260
Decals	5,125
Uniforms	850
Signs	<u>2,875</u>
Total	25,110
1600 - Small Equipment	
Machine parts	10,000
Other	<u>5,000</u>
Total	15,000

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General Fund: Other Uses

Department Description:

Other Uses represent items which are non-departmental specific, but for accounting purposes are segregated due to their nature. These include, but are not limited to:

- Non-Profit Agencies. This represents the annual amount requested and awarded to local non-profit agencies.
- YMCA. This amount represents the annual payment to the Tybee Island YMCA.
- Contingency. When necessary, this amount represents a budget amount to be used on unspecific items.
- Transfers to Other Funds. Transfers to other funds represents an annual supplement transferred from the General Fund to the E911 fund and Solidwaste fund to balance the deficit in their operating budgets.

General Fund Expenditures
Other Uses - 9000

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	3/31/21 YTD	2021 Projected	2022 Budget	Budget % Change
Other								
57-2000	Non-Profit Agencies	\$ 159,933	\$ 225,399	\$ 120,567	\$ 24,600	\$ 120,567	\$ 133,245	10.52%
52-3850	YMCA	168,450	168,450	168,450	126,338	168,450	168,450	0.00%
61-1000	Contingency	-	-	224,400	-	-	-	-100.00%
61-1001	Transfers to other Funds	1,034,786	316,048	429,830	-	317,780	411,624	-4.24%
	Total Other	1,363,169	709,897	943,247	150,938	606,797	713,319	-24.38%
	Total Other Uses	<u>1,363,169</u>	<u>709,897</u>	<u>943,247</u>	<u>150,938</u>	<u>606,797</u>	<u>713,319</u>	-24.38%
	Total General Fund Expenditures	<u>\$11,611,761</u>	<u>\$12,105,040</u>	<u>\$13,524,494</u>	<u>\$ 8,810,793</u>	<u>\$12,859,569</u>	<u>\$13,986,925</u>	3.42%

General Fund Expenditures
Expenditure Detail - Other Financing Uses

2000 - Non-Profit Agencies	
Fresh Air Home	1,400
Tybee Island Maritime Academy	30,000
Tybee Beautification	1,770
Tybee Arts Association	10,000
Yeepies	575
Friends of Tybee Post Theater	20,000
American Legion	12,500
Tybee MLK	2,000
Marine Science Center	25,000
Friends of Cockspur Lighthouse	30,000
Total	<u>133,245</u>

Capital Fund

The majority of the City's capital purchases are infrastructure projects, building renovations or larger vehicle and equipment purchases that are not SPLOST or Utility fund related. These non-routine purchases deemed to be one-time expenditures and not SPLOST or Utility Fund related are accounted for in the Capital Fund. These purchases are financed through either current year General Fund budget surplus or General Fund unreserved fund balance.

In previous years, all capital purchases were accounted for in the General Fund operating budget. To better understand the recurring operational costs of the City, management has separated capital purchases from the general fund. In order to effectively manage the replacement of these items, the condition, estimated useful life, and anticipated replacement dates for each asset will be reviewed by department heads each year. Based on this input, these items are then prioritized and incorporated in the annual capital budget in a way that attempts to manage the annual funding levels needed to replace these assets in a fiscally sustainable manner.

Capital Asset Policy: Capital assets are defined by the City as assets with an initial cost of more than \$5,000 for general capital assets and infrastructure assets, and an estimated useful life in excess of two years. All capital assets are valued at historical cost or estimated historical cost if actual amounts are unavailable.

Fund 215 - Capital Fund
 Summary of Revenues & Expenditures

Summary of Revenues

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	2021 YTD	2021 Projected	2022 Budget	Budget % Change
Other Financing Sources								
39-1201	Transfer from General Fund balance	-	-	-	-	-	-	100.00%
	Fund Balance	-	-	-	-	-	800,000	100.00%
	Total Other Financing Sources	-	-	-	-	-	800,000	100.00%
	Total Capital Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000	100.00%

Summary of Expenditures

Account	Account Name	2019 Actual	2020 Actual	2021 Budget	2021 YTD	2021 Projected	2022 Budget	Budget % Change
Capital								
54-1315	Buildings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	100.00%
	Site Improvements	-	-	-	-	-	125,000	100.00%
	Vehicles	-	-	-	-	-	50,000	100.00%
	Equipment	-	-	-	-	-	470,000	100.00%
	Infrastructure	-	-	-	-	-	80,000	100.00%
	Total Capital	-	-	-	-	-	800,000	100.00%
	Total Capital Fund Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000	100.00%
	Beginning Fund Balance	\$ -	\$ -	\$ -		\$ -	\$ -	
	Annual Income / (Loss)	-	-	-		-	-	
	Applied Budget Surplus	-	-	-		-	-	
	Ending Fund Balance	\$ -	\$ -	\$ -		\$ -	\$ -	

Fund 215 - Capital Fund Itemized List of Capital Requests

Description	Amount
City Hall	
Flooring in Finance Department	\$ 15,000
Cashier Office Desk	6,000
Guardhouse & Cafeteria Tables & Chairs	<u>10,500</u>
Total City Hall Capital Additions	31,500
Police & Code Enforcement	
Mobile Tag Reader	\$ 13,500
Report Management Software	145,000
Police Drones	<u>60,000</u>
Total Police & Code Enforcement Capital Additions	218,500
Fire & Beach Safety	
Club Cars (2)	\$ 35,000
Bosch Lifeguard Tower	40,000
Fire Boat	50,000
AED's (11)	20,000
Hydraulic System (Jaws of Life)	20,000
Search & Rescue Drone	30,000
Generators for all City buildings (6)	<u>70,000</u>
Total Fire & Beach Safety Capital Additions	265,000
Public Works	
DPW Yard Pavement	\$ 75,000
Equipment - City compactors, electrical upgrades	<u>80,000</u>
Total Public Works Capital Additions	155,000
Parking	
4G Kiosks Upgrade	\$ 50,000
Vehicle	15,000
Handhelds & Printers (10)	50,000
Radios	<u>15,000</u>
Total Parking Capital Additions	130,000
Total Capital Additions	<u>\$ 800,000</u>

File Attachments for Item:

2. Strategy Snapshot 2021-04-21

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GOALS

CITY OF TYBEE ISLAND PLAN TRANSPARENCY

Goal

Align decision, policies and practices with mission and values of the master plan and create platforms to communicate the plan and City activities to our residents.

- ↳ Utilize a broad spectrum of information dissemination, including traditional hard copy (mailers, newsletters) as well as technology based (website, social media) methods to reach all members of the community;
- ↳ Improve communications with citizens by adding additional public meetings during which the City Manager can update the public on city issues, policies and projects.
- ↳ City Manager will develop a regular video segment to be aired on the City Webpage and social media to inform citizens of the various projects and issues the city is addressing. First video to be completed by the end of July 2019
- ↳ Improve communication with employees on City activities
- ↳ Build a user friendly website with updated information
 - ↳ Community Survey
- ↳ Maintain (all) social media sites with current information
- ↳ Explore, expand communication to residents and tourist
- ↳ Provide a simplified summary of the budget and capital projects for the public
- ↳ Report to the community on goals, status, etc.
- ↳ Consider reworking or creating weekly newsletter (provided via email sign up) for residents
- ↳ Improve financial information on-line
- ↳ Single PIO -- for city
- ↳ Appoint city staff to specifically engage and respond to citizens via social media/app
- ↳ Develop new ways to communicate police services to the City.
- ↳ Use electronic Sign Boards to send message to people coming on the island
- ↳ Send information on beach rules to hotels and stvr's

COMMUNITY ENHANCEMENT

Goal

Protect our natural, cultural and economic resources, to enhance opportunities to develop and maintain needed services and amenities for residents and visitors.

- ↳ New school building (TIMA)
- ↳ Continue to support the four key cultural attractions: Lighthouse Museum, Marine Science Center, Tybee Post Theater, Rivers End Campground, and Tybee Island Maritime Academy (TIMA).
 - ↳ Marine Science Center
 - ↳ Identify Space for Expansion of TIMA

- Continue to implement beautification/facade improvements in the business district through a revolving loan program
- Address impacts of short-term vacation rentals
 - ↳ Review the data gathered through the current Short-Term Rental Ordinance, and reevaluate the need for additional regulation
- Tourism study (partnership with Visit Savannah and Georgia Southern University)
- Improve Beach Rules enforcement
 - ↳ Increase Code Enforcement Staffing and Develop Plan for enhanced code enforcement and animal welfare
- Make Historic Preservation a central tennent of City Projects and staff policy recommendations. Coninue with and compelte the application to place City Hall on the National Registry of Hoistic Places
 - ↳ Adopt local historic district designations
 - ↳ Consider establishing architectural standards for historic structures
 - ↳ Coordinate with appropriate agencies and historic preservation groups to identify funding for preservation projects
 - ↳ Review and assess the current historic preservation ordinance and update as needed
 - ↳ Develop DDA As a tool for Preservation
 - ↳ Implement a historic preservation ordinance; fund an updated historic property review of the island; appoint city staff or create city program to assist those who want to renovate historic properties
- > Ensure funding for non profit organizations align with Council goals
- Keep city properties and land clean and beautiful.
 - ↳ Develop annual palm tree trimming/pruning Plan
 - ↳ Highway 80 Median Maintenance improved
 - ↳ Entrance Sign Upgrade
 - ↳ Develop plan for improved ROW maintenance
- Reduce litter on the beach and in public areas. Measured by Photographic evidence of the beach, street sweeper records, and beach trash weight
 - ↳ Develop programs for educating visitors and residents on littering
- Improve approval rating for residential solid waste collection
 - ↳ Develop Plan for Phase II expansion of recycling
 - ↳ Create Recycling PR Plan
 - ↳ Complete City Wide Survey on Residential Solid Waste Collection
- Develop Plans for Expansion of YMCA Exercise Facility
- ↳ Examine opportunities for business development and create a business development plan.

INFRASTRUCTURE

Goal

Meet the immediate, short term, and long term needs of residents, staff and visitors.

- Advocate with GDOT to elevate the road surface and create passable and bikeable shoulders as part of the bridge and road improvements on Hwy 80.
- Develop a prioritized plan for implementing needed infrastructure improvements
 - ↳ Follow DPW paving schedule
 - ↳ Pave DPW Lot
 - ↳ Develop system to prequalify contractors
 - ↳ Make building assessment part of the CIP
- > Long term plan for NB Parking Lot
- Address our long-term water sustainability
 - ↳ Provide Monthly Updates on Prgress of Deep Well Litigation
 - ↳ Implement and update City Council on Backflow Prevention and Grease Management Program
- Purchasing available properties for City Development and Support
- Advance technology
 - ↳ Develop a written plan for technology advancement

- ↳ Implement Caselle
- Develop an Island-wide Drainage/Stormwater Plan
 - ↳ Install Stormwater Backflow Preventers
- Complete South End Bathroom and Showers
- Complete First Phase of the Marsh Hen Trail
- Jaycee Park Field upgrade
- ↳ Update to Dog Parks

Item #2.

FINANCIAL STABILITY

Goal

Remain prudent stewards of City financial resources and assets while providing quality public services.

- > GFOA certified financial reporting
- Manage, maintain structurally balanced budget
- > Ensure appropriate management and transparency of contracts
- > Implement an improved financial management information system.
- ↳ Modify and Simplify Purchasing Policy

DISASTER PREPAREDNESS

Goal

Develop a short term and long term resiliency plan to include storm preparedness and infrastructure investment that allows the City to quickly recover from natural or man-made disasters.

- ↳ Install backflow preventers on stormwater outfalls as recommended in Sea Level Rise Adaptation Plan.
- Hazard Mitigation Grant program (house raising)
- National Fish & Wildlife Foundation Grant to study marsh-side flood prevention
- City Manager to work with Mayor to Secure State funding for Phase 2 of Channel Impact Study.
- > Active Shooter Plan
- > Plan for ship (Channel) disaster
- > Need for an Emergency Coordinator for each building
- > Improve Cyber security
- ↳ Continue meeting with USACE, Congressional delegation, and ASBPA to develop plan for future beach renourishments.

STAFF & OPERATIONS

Goal

Provide effective and efficient services. Make Tybee Island a premier place to work. Focus on excelling in customer service.

- Ensure that all City Hall renovations plan for and incorporate the energy efficiency recommendations
 - ↳ Increase use of Solar panels on Public Buildings
- Identify issues with trash removal and work to address those issues Provide brightly painted trash cans on the beach between crossovers and explore the opportunity for trash can sponsorships.
Develop programs to reduce the amount of trash generated
- Implement program for increased beach litter patrols.
- Annual robust performance evaluation
- > ISO rating
- Develop Departmental Plans to Cross train all employees
- Need to create a premiere environment for Staff to work in
 - ↳ Expand Staff Training Opportunities
 - ↳ Management Training
- Improve Customer Service
 - ↳ Top to Bottom customer service Improvements

- Dept Head Communication of what is happening in the dept and city wide
- Telephones answered
- How to deal with disorderly/irate citizens
- Complete a Employee Survey to assess employee satisfaction, racial tolerance and implicit bias
- Improve efficiency
 - Ensure that cross-training needs and succession planning are identified for each employee
 - Improve processes (bring cost saving ideas to department heads
 - Process Imorvements (LEAN)
- Improve City Hall Office Space
 - Additional office space/safety features at city hall using general fund/capital improvements fund
 - Identify Feasible Location for New Admin Oficies
- > Enhance Wellness Plan/Rewards
- Increase Funding for Grant Consultants
- More recognition at employee appreciation events/ Council Meetings- Promitions - Certifications - Recognitions from Citizens
- Increase enforcement of current rules and laws related to behavior. This is to include but not limited to litter, glass on the beach, public intoxication, and disorderly conduct.
- Conduct a recurring call load study to determine the appropriate number of officers per shift.
- Invest in more and better camera technology and personnel to monitor video. Cost of this technology and personnel should be borne by those that are driving the cost.
- Use some form of road safety checkpoints on some of the busier weekends.
- Create a more visible presence in the south end business district while maintaining adequate coverage for the rest of the City.
 - Utilize the old Marine Science Center as a police substation
 - Negotiate an intergovernmental agreement with Chatham County to provide additional police officers during the tourist season
 - Use the Old Marine Science Center as a video monitoring station for code enforcement and police
- Make Public Safety Employee Pay More Competitive
 - Beginning in the next budget cycle the City should move the salary range for Public Safety personnel above the 65th percentile , better coverage of the south end business district and provide adequate service to the entire city.
- Fill Police Positions
 - The City should continue to work to fill the vacant police officers positions. The hiring of police cadets, increasing pay, signing bonuses, or other means of recruiting should be utilized.

POLICY DEVELOPMENT

Goal

Ensure a transparent and efficient policy process that engages the residents, city council, and staff.

- Implement Code Review Recommendations
- Update Master Plan/Carrying Capacity
- Development and appropriate use of committees
- Annual Strategic Planning
- Ensure existing ordinances and policies are easily accessible and easy to understand.
- Address STVRs.
- Increase and improve engagement with residents.
- Hire a legislative lobbyist
 - look into fighting the proposed STVR Law being supported in Atlanta at this time