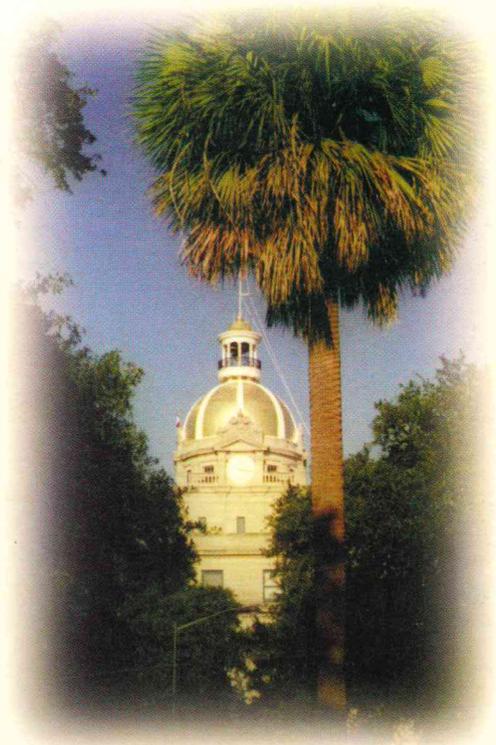


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1997



CITY OF SAVANNAH, GEORGIA

Service Program And Budget



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

**PRESENTED TO
City of Savannah,
Georgia**

**For the Fiscal Year Beginning
January 1, 1996**

Arthur R. Lynch *Jeffrey L. Esser*
President Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget to the City of Savannah for its annual budget for the fiscal year beginning January 1, 1996.

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications medium.

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

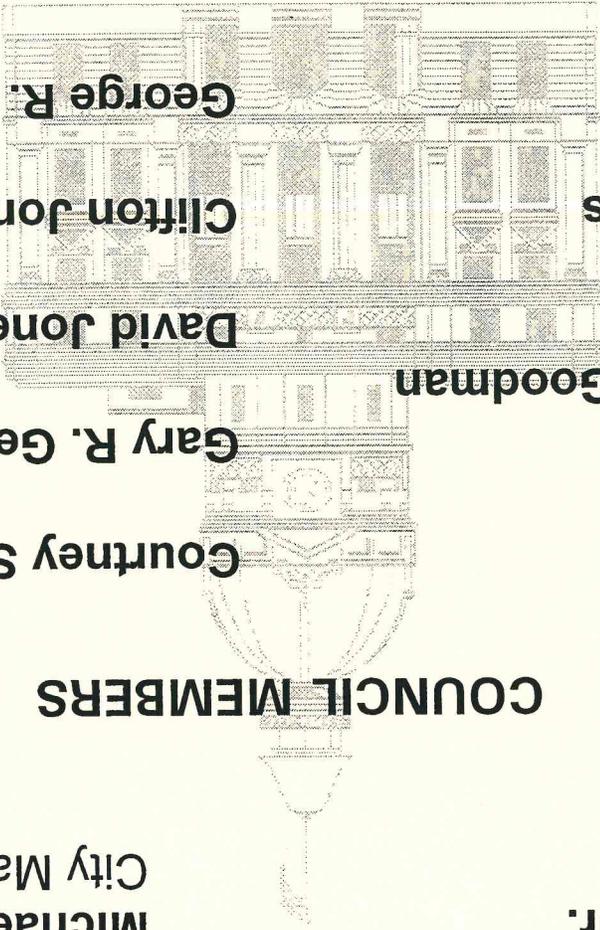
CITY OF SAVANNAH, GEORGIA 1997 SERVICE PROGRAM & BUDGET

January 1 - December 31, 1997

Michael B. Brown
City Manager

Floyd Adams, Jr.
Mayor

COUNCIL MEMBERS



Ellis P. Cook Mayor Pro-Tem	Gwendolyn P. Goodman Chairman
Courtney Sprague Flexon Gary R. Gebhardt	Pete A. Liakakis Vice Chairman
George R. Zettler	Clifton Jones, Jr.
David Jones	

CITY OF SAVANNAH
ORGANIZATION CHART

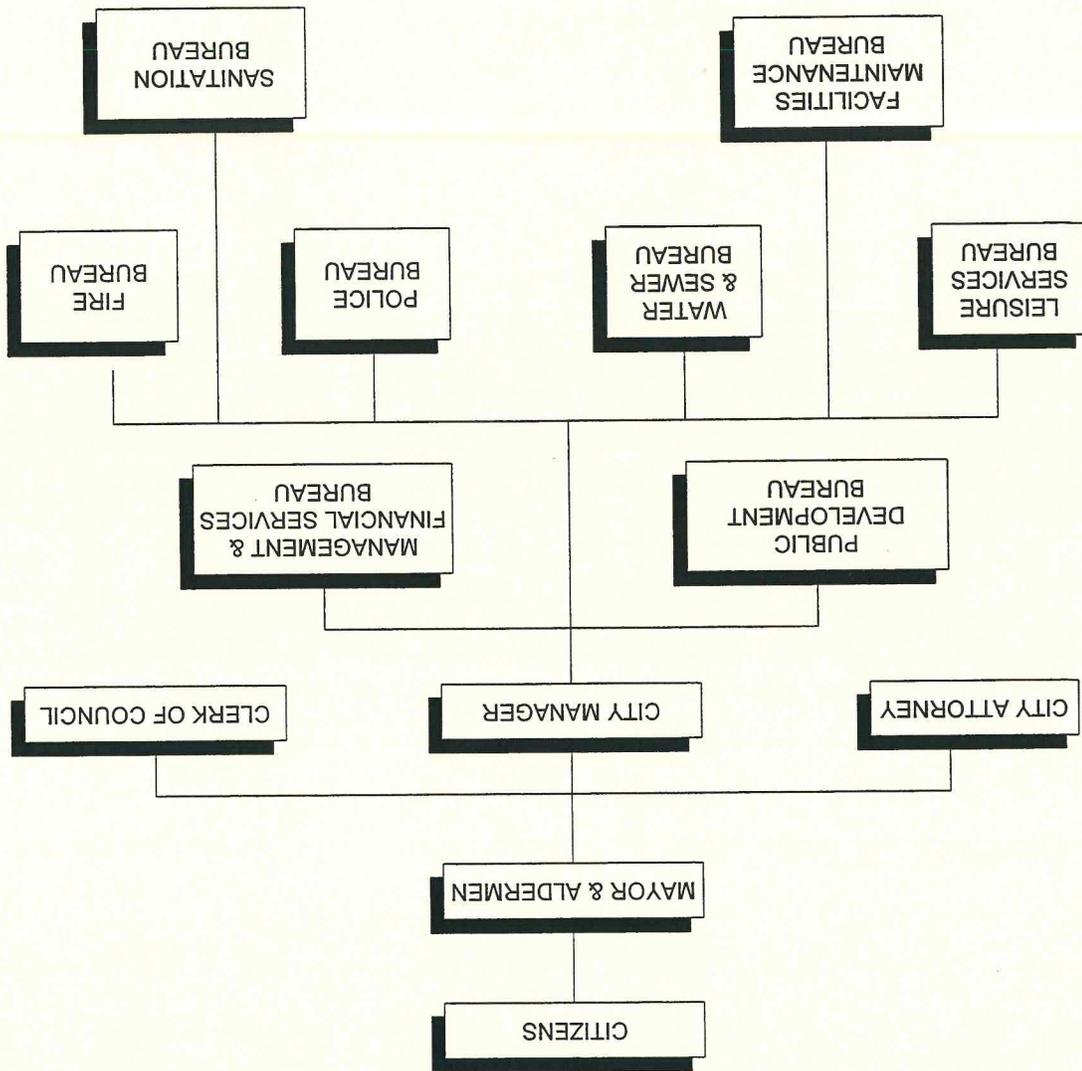


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INTRODUCTION

The *1997 Service Program and Budget* presents the annual operating revenues, expenditures, and services provided by the City of Savannah. The focus of this document is on services to citizens. Each department section includes service delivery goals and objectives, and strategies to achieve them. Also shown are the service quantities which departments are expected to achieve during the year. These summaries provide the outcomes to which City resources are targeted.

The Budget is organized and presented by fund. Each fund section begins with a summary of all revenues and expenditures followed by departmental budgets.

The *City Manager's Message* provides an overview of the community priorities emphasized in the 1997 service plan. This section describes the major challenges faced by the City of Savannah and how they will be addressed in 1997 and beyond. The *Budget Highlights* section describes major changes to the base budget, service improvements, and fee changes. The next section, *Fund Summaries*, describes each of the City's funds and summarizes their

major revenue and expenditure categories. At the end of this section you will find a listing of all permanent positions by department. The body of the document follows, providing revenues, expenditures, staffing, goals, objectives and work programs for each department by fund.

The **Appendix** includes the following information: 1997 Budget Ordinance; Social Services Contributions; Cultural Program Contracts; 1997 Position Classification and Salary Grade Tables; a glossary of key terms; Expenditure Classifications; and, an index.

This document was prepared by the City of Savannah Research and Budget Department. If you need further information, or have suggestions for improving this document, please contact Christopher P. Morrill, Research and Budget Director, P.O. Box 1027, Savannah, GA 31402.

The City of Savannah's Research and Budget Department acknowledges the high quality and professional standards of Document Xpress, Savannah, GA, printers of the *1997 Service Program and Budget*.

SAVANNAH AT A GLANCE ¹

Population: ²

City
Chatham County
MSA

137,560
216,935
242,622

Climate:
Semi-tropical
Average annual temp.
Highest mean temp.
Lowest mean temp.
Average rainfall
Average humidity

66.4°
81.3°
51.4°
51.0"
75%

Geography

The City of Savannah is located in southeast Georgia near the mouth of the Savannah River, which forms the boundary between South Carolina and Georgia. Twelve miles inland from the Atlantic Ocean, the City encompasses an area of sixty square miles. Savannah is approximately 250 miles southeast of Atlanta, 140 miles north of Jacksonville and 110 miles southwest of Charleston. The City serves as the retail trade, distribution, manufacturing, medical and financial center for Coastal Georgia and a large part of South Carolina. Savannah is the county seat of Chatham County and is the hub of the Savannah Metropolitan Statistical Area (MSA) which includes Chatham, Bryan and Effingham counties.

History

On February 12, 1733, General James Edward Oglethorpe and 114 Colonists founded Savannah and England's thirteenth American colony, Georgia. This colony was intended to provide the British with a buffer between Spanish Florida and the northern English territories. General Oglethorpe and Colonel William Bull developed and implemented a visionary plan which laid out their new settlement in a series of wards where public and residential buildings center on a public square. On a bluff overlooking the Savannah River, the new settlement soon prospered as a crossroads of

trade with England and the new communities of the interior.

In 1778, during the American Revolution, Savannah was captured by the British and served as their southern base of operations. Not until 1782 were the British driven from the City.

With King Cotton as the economic backbone, nineteenth-century Savannah grew and flourished, ultimately becoming one of the South's most vital ports. This fact did not go unnoticed by Union forces during the Civil War and Savannah suffered from the Union naval blockade. In 1864, the Union's General William Sherman blazed a path across Georgia to the City's doorstep. With the fall of Fort McAllister, Confederate forces realized further resistance was futile and evacuated the City to prevent its destruction. Although his troops entered a few days earlier, Sherman entered the City on Christmas day and offered it to President Lincoln as a gift.

After the war, cotton trade proved to be Savannah's initial salvation however, with the collapse of the cotton market at the turn of the century, Savannah languished. It was not until just before World War II when other industries began to prosper that Savannah regained its prestige as a vibrant port city. As its commercial fortunes began to rise, the City almost lost what Sherman had spared some 100 years earlier: its squares, its houses and its heritage.

¹ Much of the information in this "Savannah Facts" summary was provided courtesy of the Savannah Area Chamber of Commerce and the Savannah Visitor's Center.
² U. S. Bureau of the Census, 1990

rooms in 90 properties and more than 150 restaurants. Tourism was bolstered in 1996 as the city was host to the yachting events for the 1996 Summer Olympics games.

The City is also the heart of retail sales activity for the entire Savannah MSA. Two major shopping malls and 39 smaller shopping centers are located in the city. In 1995, retail sales were estimated at \$2.6 billion up 12% from 1993.

Utilities:
Savannah Electric & Power
Savannah Gas
City of Savannah Water, Sewer and Refuse Collection
Bell South Telephone Company

Banks:
10 Banks & 84 Locations

Economic Development Agencies:

Savannah Area Chamber of Commerce
Savannah Economic Development Authority

Savannah Downtown Renewal Authority

Air & Ground Transportation

Savannah International Airport: Flights daily on Delta, US AIR, Air South, ValuJet
Rail: CSX & Norfolk Southern Railroads, plus AMTRAK
Other: Greyhound, Local Bus System

Port:

Georgia Ports Authority
1995: 2,040 ships;
35 Steamship Agencies
119 Motor Carriers
30 Freight Forwarders
23 Custom Brokers

Highways:

U.S. 17, 17A, 80, GA. 21, I-16, I-95, I-516

Employment Gains:

Total Employment in 1991 was 113,900
In 1995 the total employment was

In their earnestness to reshape Savannah's skyline, developers had begun to tear down historic structures in the City's heart. It was the lost fight to save the City's vegetable and fish market that sparked the founding of the Historic Savannah Foundation in 1955. This insightful and dedicated group of women organized one of the country's first and most successful restoration programs which provided the impetus for restoring hundreds of properties.

At present, twenty-one of Oglethorpe's original twenty-four squares survive, bordered by beautiful townhouses and landscaped with live oaks, azaleas, fountains and statues. The City shares its heritage with millions of visitors each year, making tourism its fastest growing industry. The success of Historic Savannah Foundation's efforts has encouraged such other civic renewal projects as the Victorian district and the City's historic waterfront. These collective restoration efforts have earned Savannah national recognition and acclaim.

Economy

Savannah's economy is supported by several key factors. First, Chatham County is the largest industrial county in Georgia. Due in large part to port activities, more than 220 manufacturing plants employing 17,200 people are located in the county. Indicative of the robust economy, in 1996, Gulfstream Aerospace Corporation announced a doubling of the production of its popular Gulfstream IV corporate jet through 1999 and Home Depot is building major warehouse facilities at the Crossroads Industrial Park. The top manufacturing employers are: Gulfstream Aerospace (3,000 employees); Union Camp Paper (2,600); Fort Howard Corp. (1,150) and Great Dane Trailers (1,050).

A second support for the local economy is tourism. More than 5.3 million people visit the city annually generating more than \$600 million in economic activity. Most visitors come to enjoy the Downtown Historic Landmark District which contains more than 1,100 buildings listed on the National Register of Historic Places. To serve these visitors, the city has more than 7,500 hotel

126,900, for a 4 year gain of 13,000 jobs.

Military:

Hunter Army Airfield:

Approximately 4,000 military personnel

Government:

City of Savannah:

Mayor, 8 Council Members & City Manager

Chatham County:

Chairman, 8 Commissioners

& County Manager

7 Other Municipalities in Chatham County

Quality of Life

Culture:

Symphony Orchestra

Art Museum and Association

Ballet Company

Jazz Society

House Museums - 16

Historic Forts

Theater Companies

Writers' Workshop

Schools & Churches:

44 Public Schools

27 Private & Parochial Schools

1 Vocational Technical

5 Colleges

240 Churches

Hospitals & Doctors:

3 Major Hospitals: 1,170 beds

323 MDs - Private Practice

120 Dentists

Media:

Newspapers:
Savannah Morning News
The Island Gazette (Weekly)
The Herald (Weekly)

The Savannah Tribune (Weekly)

Savannah Business Journal (Monthly)

Savannah Magazine (Monthly)

Coastal Senior

Television Stations:

NBC, CBS, ABC, PBS, FOX, Cable TV

Radio Stations:

11 FM Stations, 6 AM Stations

Recreation

Tybee Island Beaches

Boating, Marinas, Boat Ramps

Fishing

50 Tennis Courts

Golf Courses (5 public, 10 private)

Camping

Nightlife, Live Music

Civic Center Entertainment

Cost of Living

ACCRA¹ Cost of Living Index 1993:

Savannah, Ga 98.4

Charleston, SC 99.7

Atlanta, GA 99.7

Seattle, WA 112.7

1995 Average home price was \$147,500

Taxation (1995 tax figures):

Property Tax:

On a \$130,000 home in an

unincorporated area of Chatham

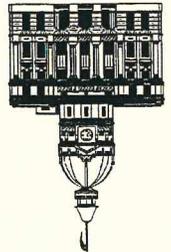
County: \$1,471.

On a \$130,000 home in the City of

Savannah: \$2,019

Sales Tax: 6% (4% state, 2% local)

¹ ACCRA is the American Chamber of Commerce Researchers' Association.



December 5, 1996

Mayor and Aldermen
City of Savannah
City Hall
Savannah, Georgia 31402

Dear Mayor and Aldermen:

I hereby submit to you the *1997 Service Program and Budget*. The budget presents the financial and operating plan for the City to deliver critical services which protect, promote and enhance the health, safety, convenience, and social and economic welfare of Savannah's citizens, businesses, and visitors. The budget is balanced with no property or business tax increases.

Budget Preparation

This document represents only one phase of the budget preparation process. The process began with the first City Council workshop early in the year and continued through the subsequent workshops. Every City Council meeting and workshop provided City staff with direction and the Mayor and Aldermen's priorities for preparing this Recommended Service Program and Budget. Major milestones in the 1997 budget process included presentation of the Financial Indicators and Five Year Financial Plan in May, the Council workshops on Sanitation and Drainage issues, and the three day work session on the Five Year Capital Improvement Program. Balancing this year's budget while maintaining critical City services has been a tremendous challenge for City staff. As a result of the sales tax agreement with Chatham County, sales tax revenue is projected to decrease 18% in 1997 --

The City's finances have also been negatively impacted by federal mandates such as the loss of flow control and the Clean Air Act which requires expensive pollution abatement changes to the Resource Recovery Facility. The 1997 Budget addresses these challenges while continuing to meet City Council's priority issues: drainage; neighborhood safety; quality water supply; and improved quality of life for all City residents.

1997 Budget Guidelines

The 1997 budget was developed using the following guidelines.

- **Fiscal Security:** ensuring the City's strong financial position is not adversely impacted by the one-time loss of sales tax revenue and the cost of meeting federal mandates.
- **Service Stability:** maintaining the City's high level of services while addressing the 1997 revenue and expenditure challenges.
- **Infrastructure Improvement:** increasing the resources necessary to address critical infrastructure needs such as drainage/repettive flooding and preventive maintenance to safeguard the City's capital assets.

These guidelines were used to make the difficult decisions necessary to present you with this balanced budget without an increase in property taxes. Indicative of the difficult decisions made in preparing this budget is that total **General Fund expenditures in 1997 are 5% less than in 1996.**

Priority Issues

Drainage. This budget continues to provide resources to address Savannah's number one goal -- to eliminate structural flooding in major storm events. The Five Year Capital Improvement Program provides \$50 million for drainage projects, \$20.7 million scheduled for 1997. An additional \$15 million is projected for projects after 2001. Critical to the completion of these projects is identification of outside funding sources. For example, the Five Year Capital Improvements Program identifies the need for \$37 million in Special Purpose Local Option Sales Tax proceeds to finance the drainage plan. Use of the SPLOST after 1998 for drainage projects will require a referendum.

In the Stormwater Management operating budget, additional funds are recommended to operate a new pump station and to increase maintenance on existing pump stations.

Safe Neighborhoods and Commercial Areas. Through the combined efforts of the Police, City Departments, and neighborhood groups, great progress has been made in reducing crime. Community oriented policing is now the goal of the Police Department. The Weed & Seed and COPS Ahead efforts are fully underway. Also, the opening of the Woodville and Hudson Hill Centers in 1996 provided an additional resource in the City's efforts to fight juvenile crime.

In 1997, I recommend continuing to increase our efforts to provide our citizens with safe neighborhoods. The interim police officers in the Traffic Grant activity will be made permanent and moved to the Community Traffic Safety Unit. The transition to an 800 MHz trunk radio system in 1997 will enhance the public safety communication system, improving officer effectiveness.

Water and Sewer. The City of Savannah is the prime supplier of water and sewer services within Savannah and Chatham County. This infrastructure makes the areas' diverse and growing economy possible. A combined water and sewer fee increase of \$.91 per month for the median customer is proposed for 1997. According to a survey of 43 Southeastern U.S. cities, **Savannah's average combined water and sewer bill is 33% less than the 43 city average.** Of the cities surveyed, only six had combined fees lower than Savannah's.

Historic District and Tourism. Even with our loss of sales tax revenue, this budget continues funding for the Savannah Development and Renewal Authority, the Savannah History Museum, the Roundhouse, cultural programs, and all the operating departments which support our historic district and tourism. With the City's support, tourism continues to become a larger and larger part of our local economy, generating sales tax revenue which we share with the State, Chatham County, and other Chatham municipalities.

In 1996, the City approved \$350,000 for renovations to the Lucas Theater. These funds will be spread over two years and will be matched by Chatham County. For 1997, I recommend funding of a program in Park & Tree to maintain Olympic beautification projects, replacement of Whitfield Square walkways, Colonial Cemetery conservation, and funds to stabilize Battleground Park.

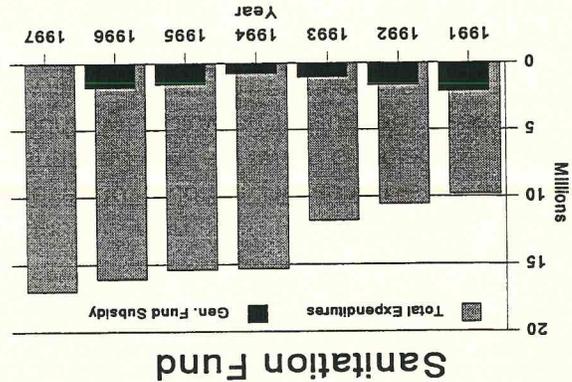
Sanitation. The loss of flow control and other federal mandates have forced a heavy financial burden on the City of Savannah. In the fall of this year, I presented you with a plan to address the loss of flow control by implementing a commercial disposal fee in 1997. This fee would ensure the private sector pays its fair share of the Resource Recovery Facility, an environ-

mentally sound way to dispose of waste.

While preparing to implement the commercial disposal fee, discussions with private haulers continued. Our goal was to negotiate an alternative solution to flow control which would allow us to avoid or delay implementation of the new fee. In the end, the private haulers agreed to voluntarily bring their waste collected in the City to the Resource Recovery Facility in return for volume based tipping fees.

This agreement, which is strictly voluntary, generates the necessary amount of revenue without imposing a new fee on Savannah's businesses. Because it is voluntary, though, be strictly monitored to ensure private haulers deliver the agreed upon waste. If the tonnage requirements are not met, the City is prepared to implement the new commercial disposal fee.

By addressing the loss of flow control, the General Fund subsidy to the Sanitation Fund can be eliminated in 1997. A seven year snapshot of Sanitation costs and the General Fund subsidy is available below.



Projections for 1998 show a substantial subsidy to the Sanitation Fund due to the debt issues scheduled in 1997 to fund federally mandated Elderly Low-Income Utility Credit. Although Savannah's water and sewer rates are 33% below the rates of other Southeastern cities, and the cost of refuse disposal is in line with other communities on the east coast, it is becoming

increasingly difficult for our elderly residents on fixed incomes to pay the necessary increases in bi-monthly utility fees. To address this problem, I recommend an elderly low-income utility credit in 1997. This new program, with a net cost of approximately \$200,000, will provide a \$24 credit to the bills of residents who meet the age and income requirements.

Cost Reduction Strategies

The City of Savannah, as a service organization, directs approximately 40% of its resources to fund the cost of personnel. Every effort is made to achieve full productivity from existing staff before the addition of a new position. Compared to 1990, the Sanitation and Management Services (excluding Parking) Bureaus have fewer employees now while Fire has the same number. The only significant increase in the Department where over 80 officers have been added.

As in past years, the 1997 budget reflects the efforts of City staff to continuously find new ways to reduce the cost of government while maintaining quality services. Some of the strategies to reduce overall costs are highlighted below.

Health Care. In 1997, we project the City's cost of health care to decrease 5%, saving approximately \$285,000. This reduction is possible due to implementation of a Wellness program, an Employee Assistance Program and by transition to a preferred provider health care system. This is the third year in a row with no increase in the City's cost of health care.

Jail. The cost to house City prisoners in the Chatham County jail -- a cost over which the City had very little control -- was increasing at a much higher rate than inflation. As part of the sales tax agreement, the County will eliminate the jail charge to the City, thus eliminating this uncontrollable expenditure. This should save the City nearly \$2.5 million annually from 1997 through 2002. It will also make possible the elimination of a position in the Recorder's Court.

Technology. Through strategic use of

technology, the City has been able to improve its analytical and planning capabilities without additional positions. Since 1991 the number of computers has doubled, but during this same time, the Information Services Department has reduced its staffing from 30 to 25. The 1997 Information Services budget will be \$100,000 less than it was in 1994.

Residential Refuse. To partially offset the increasing costs of refuse disposal due to federal mandates, the Residential Refuse Department eliminated the put-back program in 1996. This measure, saving the City over \$470,000, was implemented with very few complaints from the public.

Vehicle Maintenance. An adequate, well-maintained vehicle fleet is critical to City service delivery. For many City departments, the cost of maintaining vehicles is a major portion of its budget. From police cruisers to street sweepers, the City's Vehicle Maintenance Department is charged with ensuring availability of a diverse and increasingly complicated City fleet. Through aggressive cost reduction strategies, while increasing vehicle availability from 94% to 96%, the Vehicle Maintenance Department has reduced the cost of maintaining the City's fleet by \$800,000 from 1995 to 1997. This savings is reflected in nearly every City departmental budget.

Innovation. The Incentive Budgeting System was instituted in 1996. In this experimental program, the participating department is allowed greater budget flexibility in meeting service demands. If, at year-end, work programs and objectives are achieved within budget, the department is allowed to "bank" a percentage of year-end savings. This innovative approach to budgeting focuses on outcomes and eliminates a "use it or lose it" attitude often evident in government budgeting. In 1997, the Information Services, Central Services, Property Maintenance, and Management and Auditing Departments are participating in this program.

Use of Grant Funds. To support needed programs without a heavy financial burden on citizens, we actively pursue alternative sources of funding, especially grants. The activities of

the Department of Neighborhood Planning and Community Development and the Housing Department are supported primarily by a Community Development Block Grant. Likewise, the Seacoast Workforce Development Board is funded entirely by grants from the Department of Labor. Other significant grants include \$8.9 million from HUD for purchase of property in some flood prone areas, \$3.1 million for removal of lead based paint from residences, and \$800,000 for Weed & Seed and COPS AHEAD. Smaller grants are used for the Scrap Tire Program, to restore monuments and to preserve historic City records.

One-time savings. The loss of sales tax revenue is a one-time occurrence, therefore some one-time savings can be implemented in 1997 without hurting the City's financial health. Debt has been structured to allow a one-time savings in 1997 of approximately \$400,000. Also, a planned excess contribution to the Pension Fund was made in 1995, allowing a one-time reduction in 1997 of \$785,000.

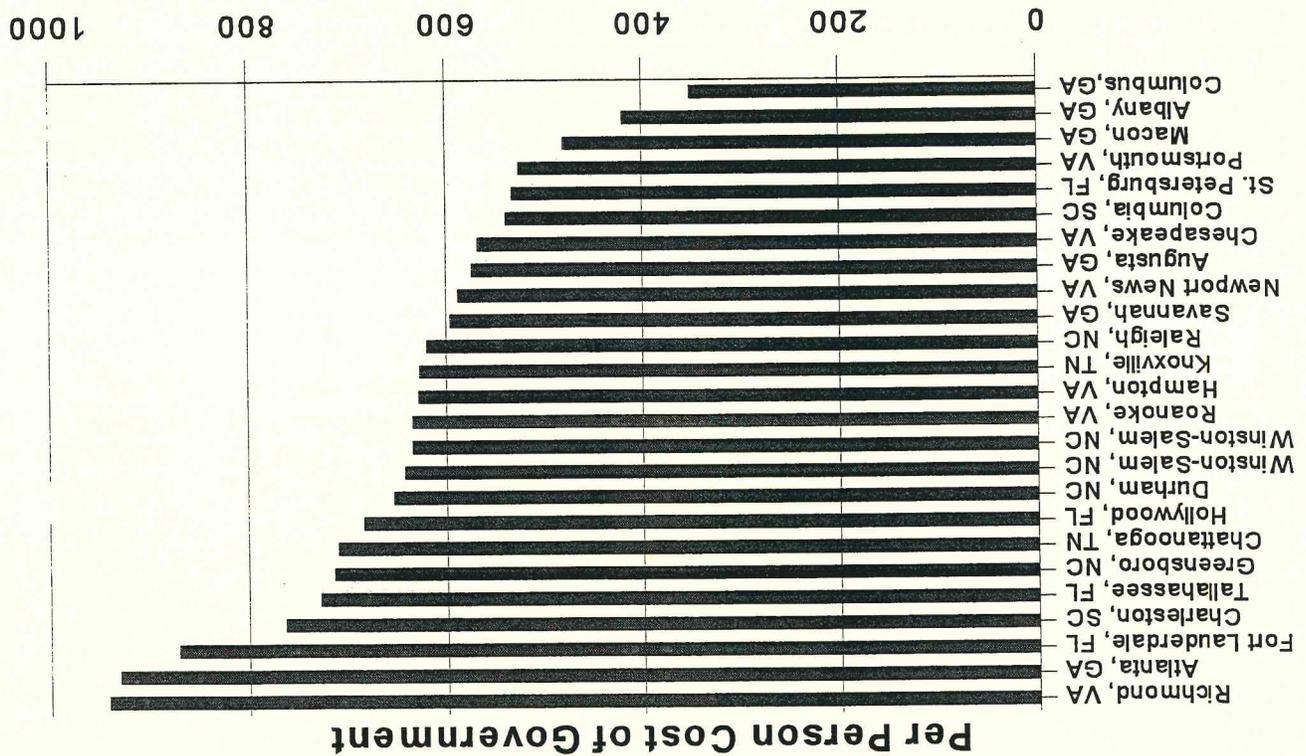
Comparable Cities Study

Our goal is to develop a budget which effectively and economically provides services to the citizens of Savannah. A method to determine our success is to compare Savannah's cost of government services with that of similar southeastern cities. To do this, we have developed a comparison of city General Funds since the General Fund traditionally includes the most typical local government services (e.g., police, fire, streets).

In many cases, the General Fund figures from other cities have been adjusted to achieve a valid comparison. This adjustment is necessary due to the diverse organization of cities' government functions.

Savannah's Per Person Cost of Government (\$596) is \$41, or 6% below the average of \$637 of all cities analyzed. The following chart and graph present a visual representation of Savannah's per person cost of government in relation to the other cities. Our challenge is to ensure that our services remain high in quality as well as low in cost.

RANKING OF PER PERSON COST OF GOVERNMENT (PPCG)



Rank	City and State	General Fund (Adj)	Population	PPCG \$
1	Richmond, VA	\$191,975,700	203,056	942
2	Atlanta, GA	369,401,703	394,017	931
3	Fort Lauderdale, FL	130,093,103	149,377	871
4	Charleston, SC	61,824,977	80,414	763
5	Tallahassee, FL	90,698,500	124,773	727
6	Greensboro, NC	130,837,041	183,521	713
7	Chattanooga, TN	108,168,042	152,466	709
8	Hollywood, FL	79,667,762	121,697	683
9	Durham, NC	89,270,575	136,611	653
10	Roanoke, VA	61,558,316	96,397	634
11	Winston-Salem, NC	92,065,765	143,485	634
12	Hampton, VA	84,004,943	133,793	628
13	Knoxville, TN	103,537,029	165,121	627
14	Raleigh, NC	131,331,694	207,951	620
15	Virginia Beach, VA	239,735,516	393,069	606
16	Savannah, GA	85,347,580	143,239	596
17	Newport News, VA	100,021,374	170,045	588
18	Augusta, GA	25,637,949	44,639	574
19	Chesapeake, VA	87,095,537	151,976	568
20	Columbia, SC	52,287,346	98,052	533
21	St. Petersburg, FL	123,746,942	238,629	526
22	Portsmouth, VA	54,668,076	103,907	480
23	Macon, GA	51,174,841	106,612	420
24	Albany, GA	32,844,219	78,122	351
25	Columbus, GA	62,764,815	178,681	351
AVERAGE				

Conclusion

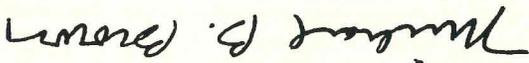
In the preceding pages, I have summarized the major issues which we will face in 1997 as well as some of our achievements. In the next section, Budget Highlights, you will find summaries of major expenditure and revenue impacts in 1996 and 1997.

Each year brings new problems and opportunities to Savannah. For 263 years, we have overcome the problems and made the most of the opportunities presented to us. The

results speak for themselves: Savannah today is a livable, dynamic City. Of course, other challenges lie ahead in 1997 and beyond. The 1997 Service Program and Budget provides us with a plan to face those challenges now and in the future.

I look forward to reviewing this recommended budget with you in more detail at the Council workshops.

Sincerely,



Michael B. Brown
City Manager

1997 SERVICE PROGRAM & BUDGET HIGHLIGHTS

ALL FUNDS SUMMARY

The proposed budgets for each of the City's funds are listed in the table below. After adjusting for interfund transfers, in 1997 these budgets together total \$156,212,296 a decrease of \$6,493,047 from the 1996 adjusted total.

ALL FUNDS SUMMARY

	1996	1997	Difference	Amount	Difference	Percent
Fund	Projected	Budget		Amount		
General	\$ 89,888,024	\$ 85,347,580	\$ (4,540,444)			-5.1%
Grant	2,465,887	2,182,711	(283,176)			-11.5%
Community Development - Program	16,393,130	10,791,700	(5,601,430)			-34.2%
Housing	2,763,529	2,386,000	(377,529)			-13.7%
Sanitation	16,102,611	17,010,219	907,608			5.6%
Water & Sewer	29,297,164	30,270,029	972,865			3.3%
I & D Water Supply	6,934,212	6,928,776	(5,436)			-0.1%
Golf Course	204,000	204,000	0			0.0%
Civic Center	2,022,592	2,027,900	5,308			0.3%
Parking	3,601,250	3,896,250	295,000			8.2%
Internal Services	14,237,852	13,986,632	(251,220)			-1.8%
SUBTOTAL	\$ 183,910,251	\$ 175,031,797	\$ (8,878,454)			-4.8%
Less Interfund Transfers	(21,204,908)	(18,819,501)	2,385,407			-11.2%
TOTAL	\$ 162,705,343	\$ 156,212,296	\$ (6,493,047)			-4.0%

GENERAL FUND BALANCING

For the first time in several years, the General Fund budget decreases. The proposed 1997 budget is 5% below projected 1996 expenditures. This belt tightening was done in anticipation of the one-time loss of some sales tax revenue in 1997 due to the newly negotiated distribution agreement.

In preparation of the 1996 budget we were realistic in revenue projections. The local economy has grown at a slightly faster rate than projected, bolstering City revenues. As a result of our steadily growing economy and the new Auto Rental Tax, total revenues exceeded forecasts. We expect to finish 1996 with revenue exceeding expenditures by \$866,787. In order to limit 1997 expenses and to reduce future debt, this surplus will be dedicated to fund the following one-time items in the General Fund:

BASE BUDGET CHANGES

By using 1996 funds for these one-time expenditures, the 1997 budget can be balanced without a property tax millage rate increase even with the loss of sales tax revenue.

Wage Adjustment. The budget includes a modest 2.25% pay increase for City employees. This increase is less than the projected 3% inflation rate and well below the estimated 4% average salary increase nationally¹. The cost of this pay increase is \$1,250,000 plus \$95,000 in related social security. This equates to 0.85% of

- Computer Outlay \$ 124,690
 - Capital Outlay 222,815
 - 800 Trunk Radio System 519,282
- \$ 866,787

¹ Kiplinger Washington Newsletter, Vol. 73, No. 35, August 30, 1996.

total 1997 expenditures (adjusted).

Jail Charges. As a condition of the sales tax negotiations, the per diem fee charged to the City to house prisoners in the County jail is eliminated. This should save the City up to \$2.5 million annually from 1997 through 2002.

Group Medical Insurance. In 1997, the City's contribution to the Medical Insurance Program will decline \$285,730 or 5% from the 1996 contribution. This is the first reduction in the City's medical costs in years, reaping the benefits of a pro-active wellness program, and the move to preferred provider medical coverage.

Pension. In 1995 the City made a planned excess contribution of \$785,024 to the Pension Fund. The City may take credit for this excess contribution in 1997. In addition to the credit for 1995, a further savings of \$415,000 is possible due to good recent investment performance which allowed the actuary to reduce the recommended contribution. In 1998, it is expected that the required contribution to Pension will return to the 1996 level.

Information Services. The cost for computer support, which is charged back to departments through the internal services fund, will decrease

by \$101,000 in 1997. The Information Services Department, a charter member of the Incentive Budgeting Pilot Program, has reduced its 1997 budget by 4% compared to 1996. This savings is spread to all departmental budgets.

Vehicle Maintenance. Vehicle Maintenance charges to departments will decline 6% or \$300,000 from 1996 to 1997. Since 1995, the Vehicle Maintenance Department has reduced costs by \$800,000 while increasing vehicle availability from 94% to 96%.

Sanitation. Through implementation of volume based tipping fees, and a 6% or \$1 increase in residential refuse fees, the subsidy to the Sanitation fund in 1997 will be \$0. In 1998, though, as a result of debt service to fund the federally mandated air pollution control retrofit, and landfill improvements, a subsidy in excess of \$1 million will probably be necessary.

Civic Center. In 1997, the General Fund's subsidy to the Civic Center has been eliminated by applying 75% of the newly enacted Auto Rental Tax and 28% of the additional 1% hotel/motel tax to Civic Center revenues.

Debt Service. The 1997 costs for debt service will increase \$142,027. The bonds planned for 1997 are listed in the table below.

ESTIMATED 1997 BONDS	
Project Cost	
Downtown Savannah Authority Revenue Bonds, Series 1997	\$ 542,100
Drainage System Improvements	655,060
Casey South/Montgomery Crossroads Project	996,990
Springfield Canal -- Phase 1	419,000
Springfield Canal -- Phase 2	2,340,897
Wilshire Area	50,000
Trunked 800 MHZ Radio System	155,953
Fire Service Expansion	
Contingency/Issuance Costs	\$ 5,160,000
Total	
City of Savannah Water and Sewer Revenue Bonds, Series 1997	\$ 2,200,000
48" Line in GPA Property	1,000,000
I & D Chlorine Building	228,000
President Street Booster Station	

Project Cost	215,000
President Street Directional Bore Line Replacement	1,029,000
I & D Plant Redundancy	11,118,000
Contingency/Issuance Costs	490,000
Total	\$16,280,000
Resource Recovery Development Auth. Revenue Bonds, Series 1997	\$11,317,500
Air Pollution Control Retrofit	5,557,500
Landfill Improvements -- Phase 1b	480,000
Mauler Acquisition -- Volume Reduction Program	170,000
Screeener Acquisition -- Volume Reduction Program	545,000
Total	\$18,070,000
City of Savannah General Obligation Bonds, Series 1995	\$ 1,690,000
Casey South/Montgomery Crossroads Project	270,000
Storm Sewer Rehab	40,000
Contingency Issuance Costs	\$ 2,000,000

1997 SERVICE IMPROVEMENTS

Service Improvements by Fund

The following Service Improvements address priority issues for the Savannah community such as:

- Safe, Livable Neighborhoods;
- Economic Vitality;
- Superior Customer Service;
- Clean, Safe Environment;

Other service improvements are aimed at better maintaining City assets and improving efficiency of our operations.

As in past years, the addition of a position to the City's workforce is not recommended unless completely justified. Departments must first demonstrate fully that every effort has been made to increase the productivity of existing staff before a new position is added.

NEIGHBORHOODS

\$230,000

Descriptions of each service improvement by community priority issue follows.

General Fund	613,000
Sanitation Fund	48,000
Parking Fund	119,000
Water/Sewer/I&D Funds	221,000
TOTAL	\$ 1,001,000

Community Traffic Safety Unit -- \$217,000. The Traffic Safety Grant from the State of Georgia ended September 30, 1995. The five person unit created from this grant was kept on Fund in 1996. It is recommended the four officers and one secretary in this unit be made permanent. In 1997, the unit will focus on a city-wide speed reduction program and red light enforcement, particularly in neighborhood areas.

New Community Center -- \$13,000. The Eastside Community Center is scheduled to open in late 1997. The 1997 budget provides for 20 hours of operation per week at a cost of \$13,000. The full year cost of Eastside Community Center will be \$75,000. The Liberty City and Carver Heights Centers which were approved in the 1996 budget are also scheduled to open in 1997.

ECONOMIC VITALITY

\$141,000

Arterial Maintenance -- \$100,000. The arterials beautified for the Olympics represent a 50% increase in acreage assigned to the Park Division of Park and Tree. To maintain this additional acreage, the 1997 budget includes \$50,000 in overtime, \$40,000 for chemicals (e.g., fertilizers, insecticides, herbicides, etc.) and \$10,000 in operating supplies. As a means to reduce the need for additional resources, Park and Tree will no longer maintain cul-de-sacs. Instead, they will become adopt-a-spots maintained by adjacent property owners.

Traffic System Operator -- \$22,000. Funds are included in 1997 to properly staff the new traffic control center funded by the Georgia Department of Transportation's Advanced Traffic Management System (ATMS). The traffic control center should be staffed five days per week from 6am to 7pm. In order to staff these hours an additional position is necessary.

Visitor Center Parking -- \$19,000. Currently, the City provides two hours of free parking at the Visitors Center Lot and charges \$2 for any additional time. The CVB sells the \$2 passes and keeps half the revenue. To better manage the Visitor Center Parking, the 1997 budget has funding for a central-pay meter device which charges \$1 for the first hour and \$.50 for each additional hour. Purchase of parking time will also provide a discount on admissions to the movie and history museum.

This new system will allow visitors to purchase the exact amount of time they need, and increase visitation to the history museum. It is also estimated that this will bring in \$120,000 in

new revenue which can be used to help defray the City's \$700,000 annual subsidy of the History Museum.

CUSTOMER SERVICE

\$59,000

Adult Day Care Transportation -- \$11,000. Currently Adult Day Care staff drive the vans which transport participants, taking time away from working directly with the customers. A smaller staff to participant ratio has become necessary to deal with the increasing number of participants with dementia and alzheimers disease. By the addition of a part-time bus driver, staff time can be re-directed from driving to working directly with participants.

Sanitation Special Collections -- \$48,000. Currently, Sanitation has one articulating boom truck which is used for picking up large pieces of debris. This piece of equipment is invaluable for cleaning up illegal dump sites, supporting the bulk item pick-up program, and for cleanups after severe weather situations like floods.

The Sanitation Bureau has found that one articulating boom truck does not allow them to meet current service standards. For example, after flooding this year, water logged carpets and other residential items could not be picked up within two days with the one piece of equipment. To respond to citizen needs, sanitation workers were used to supplement the special pickup service, manually lifting very heavy water-logged carpets which led to several back injuries.

An additional articulating boom truck will increase City cleanliness through timely cleanup of illegal dump sites and support of the Property Maintenance Divisions code enforcement activities. It will also provide a quicker response to citizen requests and reduce worker injuries. It is recommended this item be purchased in 1996.

ENVIRONMENT

\$28,000

Regional Wastewater Facilities -- \$28,000. Currently, regional wastewater facilities (e.g., Wilshire, Travis Field, Georgetown) are staffed

Monday through Friday. The addition of a roving operator will allow the City to monitor these facilities on weekends and holidays, checking critical equipment and operations to prevent failures. The service change will not require additional positions; instead, overtime will be used to avoid the training costs of a new position.

CITY ASSETS

\$543,000

Lift Station Maintenance -- \$91,000. The number of sanitary sewer lift stations has been increasing by five per year. By the end of 1996, Water Quality Control will be responsible for maintaining 167 lift stations. Currently, the department has one boom truck which is used to retrieve sewage pumps from deep wet wells at lift stations. With the growth in the number of stations, a second boom truck is necessary to move from emergency maintenance to regularly scheduled preventive maintenance.

Robinson Parking Garage -- \$100,000. The steel bars in the Robinson Garage are rusting, creating a maintenance problem and, if left unchecked, could severely damage the facade. The \$100,000 recommended in the 1997 budget will allow for repair of the bars and painting of the entire garage.

Water and Sewer Maintenance Program -- \$102,000. The Water and Sewer Bureau has 40 well houses and 167 lift stations and the number is growing every year. Currently, resources are not available to provide a preventive maintenance program for these facilities and as they deteriorate major funds are necessary to completely rehab or replace. As an alternative to this costly program, this budget includes a three person crew to maintain these buildings. The crew will re-roof buildings, repair stucco walls, install sheetrock and insulation, and other tasks necessary to prevent these buildings from deteriorating to a state where a capital project becomes necessary. The first-year cost of this program is \$102,000, annual operating costs after that are \$89,000.

City Building Maintenance -- \$250,000. The

City of Savannah owns approximately 240 buildings not including well sites and lift stations. The Building and Electrical staff of 8.5 positions is not adequate to maintain these facilities. Over the years, as resources have been concentrated on expanding the number of buildings (e.g., new community and neighborhood centers), the existing building stock has not been adequately maintained. In particular, some of the older neighborhood centers have leaky roofs, peeling paint, and unsightly exteriors. Inadequate maintenance of these many facilities may save money in the short run, but in the long run it costs more in major capital projects.

To address the City's critical maintenance needs in a systematic way, the 1997 budget has \$250,000 to augment current maintenance efforts. Building maintenance improvements will include capital funding, management improvement, employee skills training in specialized skills (e.g., roofing), and re-organization of the workforce. It is also recommended that \$250,000 be used in 1996 to buy the start-up equipment and supplies for this new unit.

FEE CHANGES

No increases in property tax rates, business taxes, franchise fees, building inspection fees, parking fees, or other taxes is recommended in 1997. The 1997 Service Program and Budget is balanced with the following fee changes.

Leisure Services. The following Leisure Services fee increases are included in the 1996 budget.

Current	New	Rev. Add'l
\$ 315	\$ 325	\$ 170
160	165	35
250	260	100
420	425	625
330	335	375
18	20	3,760
50	60	400

Civic Center. Currently, the Civic Center does not have a local non-profit rate. In order to clarify the building rates and make them consistent for all customers, the following new rate categories are recommended.

Current	New	Rev.	Add'l
\$0	\$35	\$600	
0	15	100	
			700
TOTAL			

After-Hour Access Fees

The cemetery frequently receives requests from photographers, artists, and other groups who want to come into the cemetery during a full moon or at sunrise. To cover the cost of employee overtime, the following fees are included in the 1997 budget.

Current	New	Rev.	Add'l Revenue	Increase
\$13,178	\$13,178	\$13,178		7.5%
7,186	7,186	7,186		7.5%
TOTAL				

Cemeteries. These recommended fee changes will bring City rates closer to those of the private sector.

Current	New	Rev.	Add'l
Various	+50	1,400	
Various	+10	180	
Various		+100	
0	0	0	
300	600	600	
0	1,000	1,000	
--	1,500	1,500	
25	50	25	
50	60	60	
75	85	85	
120	130	130	
80	80	80	
80	90	90	
30	40	40	
250	265	265	
150	160	160	
50	55	450	
150	160	350	
30	35-45	2,300	
TOTAL			

Sanitation. Several fee changes are proposed for Sanitation services. With these fee changes, the General Fund subsidy to Sanitation is eliminated in 1997. The new volume based tipping charges addresses the financial impacts of the loss of flow control. A summary of fee changes is available below.

The Civic Center sells tickets for building events and collects \$1.50 service charge for each sold. The Symphony sells its own tickets, negatively impacting Civic Center revenue. It is recommended that in 1997, the Symphony be charged \$.50 per ticket sold. The additional revenue will help to pay for the recent renovations to the theater and the continuing upgrades and repairs made to the theater systems. The Symphony will not be expected to absorb the cost of this new ticket charge. Instead, the \$.50 fee will be passed on to the ticket purchaser.

The Symphony increases are in accordance with the schedule established with the Symphony in 1989.

Current	New	Rev.	Add'l
\$1,500	\$1,350	\$0	
1,500	1,000	0	
900	1,000	2,000	
2,000	2,000	0	
2,000	1,850	0	
2,000	2,000	0	
TOTAL			

The 1997 budget also includes a new \$10 per month fee charged to private companies for use of City rights-of-way to store waste containers.

Current	New	Rev.	Add'l
\$42.50/ton	Variable	\$1,455,000	
Variable	Variable	407,127	
\$2.80/cu. yd.	Variable	50,900	
\$3.30/cu. yd.	Variable	50,900	
\$17.50	Variable	471,344	
\$18.50	Variable	471,344	
TOTAL			

Water & Sewer. A survey comparing water and sewer rates of 43 Southeastern U.S. cities found that Savannah's combined water and sewer bill for the typical residential user of \$22.32, is 33% below the average charge of \$33.51. Of the 43 cities surveyed, only six had combined fees lower than Savannah. Thus, Savannah's water and sewer rates compare very favorably to other cities in our region.

The total projected cost of capital improvements presented in the Five Year CIP (1997 - 2001) is \$56,426,000. Funding of the capital program is provided by a combination of the following:

- current revenues;
- water and sewer tap-in fees and surcharges for new development;
- bonds and low interest loans from GEFA and SRF; and,
- interest revenue.

These projects are needed to maintain the system's existing capacity, maintain the existing system's compliance with environmental regulations, support economic growth of the community, and provide for increased surface water supply to lessen reliance on the Floridian aquifer.

In addition to funding the capital plan and increased operating/maintenance costs, in 1997 the Sewer Fund will need to cover a \$1 million revenue decrease due to expiration of the pollution abatement fee paid to the City by Chatham County.

A financing plan has been developed for the water and sewer system. One of the principles of that plan is that new customers (i.e., growth) should pay their own way. To implement this principle, the Council adopted the new water tap-in fee (\$600 per residential unit inside/\$900 per residential unit outside) to begin the financing of the Water Filtration Plant expansion.

The total funding requirement is the sum of capital projects plus projected operating and maintenance costs minus borrowing. These items are provided below for the 1997 - 2001 funding period.

The revenue generated at existing rates is as follows.

Funding Requirement	1997 - 2001
O & M Expenses	\$118,769,000
Capital Projects	56,426,000
Debt Service	21,502,000
Less Bonds/GEFA/SRF	(29,002,000)
Loan Proceeds	(29,002,000)
Total Funding	<u>\$167,695,000</u>

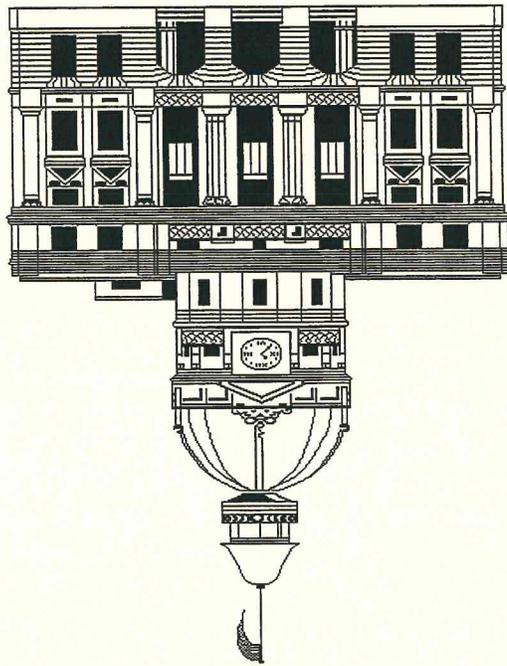
The difference between total funding requirements and total sources (at existing rates) represents the gap which must be closed. The total five-year gap is \$20,031,000.

A plan of rate increases has been computed which will provide sufficient metered revenues over the five-year period to close the \$20,031,000 gap. The average increase during the five-year period for the typical user is 4.78%. The monthly increase for the average in-City customer using 15 CCF's (9,350 gallons) in a month is shown in the table below.

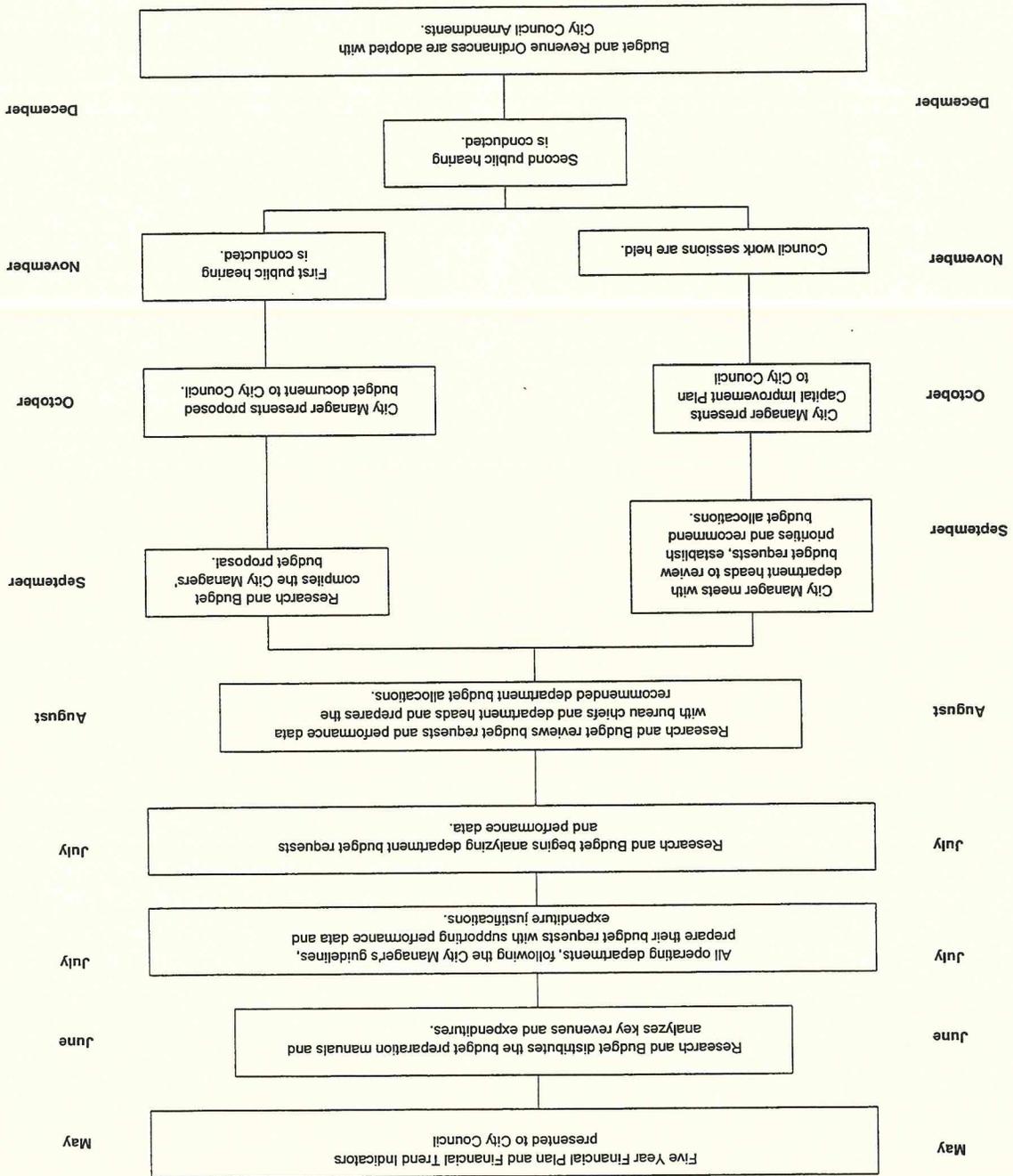
Monthly Increases (Water & Sewer)

Year	\$ Increase	% Increase
1997	\$.91	4.83%
1998	.90	4.56%
1999	.98	4.72%
2000	1.05	4.85%
2001	1.13	4.96%
Average Annual	\$.99	4.78%

The water and sewer financing plan is updated annually. By taking a long term, multi-year approach it is possible to finance the operating and capital requirements of the water and sewer system with average annual rate increases of 4.78%.
To reduce the financial hardships these rate increases may cause on elderly residents on a fixed income, the 1997 budget includes a \$24 per year low-income elderly utility credit.



BUDGET PREPARATION SCHEDULE



THE BUDGET PROCESS AND FINANCIAL STRUCTURE

3. Departments, using the City Manager's guidelines, develop performance data, expenditure requests, and service change requests for the next year. These detailed requests are reviewed by Research and Budget analysts and changes are made to present a balanced budget to the City Manager.

4. The City Manager meets with each bureau chief to review proposed performance data and expenditures for the upcoming year and makes any necessary changes. The changes are then used to prepare the City Manager's Recommended Budget which is presented to City Council.

5. The Mayor and Aldermen conduct a series of workshops and public hearings before making changes to the City Manager's recommendations. The Service Program and Budget is then adopted by the Mayor and Aldermen before January 1.

Budget Execution

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

Budget Amendment

As conditions change or circumstances alter, the budget process allows for amendment. Given that the budget is an ordinance or law passed or adopted by the Mayor and City Council, the budget amendment process is substantially

The City operates under a Council/Manager form of government which was adopted in 1954. This organizational plan places legislative responsibility for municipal government in a City Council and gives administrative or executive authority to the City Manager. The Council, which consists of the Mayor and eight Aldermen, levies taxes, enacts ordinances, adopts the annual budget as well as performs other legislative functions. The City Manager, who is appointed by the Mayor and Aldermen, carries out the programs and policies established by City Council. In addition to advising the Council on policy and legislative matters, the City Manager recommends the annual budget and work programs.

BUDGET PROCESS

The annual budget is a fiscal plan which presents the services to be provided to the community and the funds necessary to perform these services. Key steps in this process are described below.

Budget Preparation

The City of Savannah operates under a fiscal year which begins January 1 and ends December 31. The major steps in the budget preparation process are outlined below.

1. The Research & Budget Department prepares Financial Trend Indicators, identifying the positive and negative financial trends, and a Five Year Financial Plan. These reports are presented to City Council and then used as the financial framework for budget preparation.

2. A Five Year Capital Plan is prepared and presented to City Council. The first year of the plan is then incorporated into the Service Program and Budget.

BUDGETARY POLICIES

conjunction with the various operating fund budgets.

- The General Fund is based on a long-range financial plan which includes an unallocated fund reserve. For 1996, the unallocated fund reserve totals approximately \$7.4 million. This reserve protects the City against catastrophic revenue losses and major emergency expenditures as well as contributes to the City's favorable bond rating.
- Given that revenue sources are vital to the development of the long-range financial plan, ongoing expenses are never funded by a non-recurring or one-time revenue source. Future and current funding sources are identified for all new programs and program expansions.

Capital Expenditure Policies

The parameters established to determine the appropriateness as well as the feasibility of capital expenditures are listed below.

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

The overall goal of the City's financial plan is to establish and maintain effective management of the City's financial resources. Formal statements of budgetary policies provide the basis for achieving this goal.

The following section outlines the policies used to guide the preparation and management of the City's budget. This section consists of operating budget policies, capital expenditure policies, revenue policies, and financial accounting policies.

Operating Budget Policies

The development and preparation of the City's budget is guided by the following policies:

- All funds are required to balance. As such, total anticipated revenues must equal the sum of budgeted expenditures for each fund. Necessary revenues are derived from four sources: current revenue charges; increases in existing revenue charges; new revenue charges; and unallocated reserves carried forward from prior years.
- All budget requests are considered only in conjunction with measurable performance criteria. Expenditures are approved or rejected on the basis of planned levels of performance. Therefore, it is necessary for each activity within a fund to prepare a performance budget plan consisting of work programs, goals, objectives and strategies.
- Expenditure budgets for the City enterprise operations (i.e., Water, Sewer, I&D, Sanitation, Parking Services, Civic Center, and Golf Course) must be funded either exclusively or primarily by user fee revenues. Self-sufficiency remains a long range objective for these funds.
- The Capital Improvement Program budget requires coordination and planning in

investment and minimize future maintenance and replacement costs.

The City will establish an appropriate distribution of bonded debt and cash financing in the funding of capital projects.

Revenue Policies

The City of Savannah's revenue programs are administered by the Revenue Department according to long-standing principles which have ensured the City's financial health since the Council-Manager form of government was adopted in 1954. The revenue policies which have guided the City are highlighted below.

The City will maintain a broad revenue base; that is, a large number of widely diversified revenue sources will be established and maintained in order to distribute the revenue burden equitably and protect the City from short-term fluctuations in any one revenue source.

In order to fulfill increasing funding needs without excessive dependence on property taxes, the City will attempt to enlarge the revenue base by seeking new revenue sources. Efforts will be undertaken to work individually as well as with state-wide groups in order to encourage the State of Georgia to adopt legislation which will enhance local government revenues.

- The City will implement user fees in all areas where feasible and productive as well as seek to set fees at levels related to the costs of providing the services. Moreover, user fees will be reviewed annually as part of the budget process and will, accordingly, be adjusted to maintain or move incrementally closer to full coverage.
- As deemed appropriate, the City will establish self-supporting enterprise funds where the relationship between costs and revenues will be clearly identified.
- The City will limit the designation of General Fund revenues for specified

Financial Accounting Policies

The projection of revenues will receive conservative treatment in order that actual revenues at the fund level will consistently equal or exceed budgeted revenues.

The City will maintain effective collections systems and implement aggressive enforcement strategies in order to maximize revenues from available sources.

The City will maximize flexibility in budgeting and utilize revenues more efficiently.

In developing and evaluating the City's accounting system, consideration is given to the effective implementation of the financial accounting policies and, specifically, to the adequacy of internal accounting controls. Internal accounting controls are designed to provide reasonable, but not absolute, assurance regarding: (1) the safeguarding of assets against loss from unauthorized use or disposition; and (2) the reliability of financial records for preparing financial statements and maintaining accountability for assets.

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

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

Budgeting Controls: The City also maintains budgetary controls to ensure compliance with

legal provisions. Annual budgets are legally adopted for the General Fund, the Internal Services Fund, the Special Revenue Funds and the Enterprise Funds.

FINANCIAL STRUCTURE

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

Governmental Funds

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

The following types of governmental funds are utilized by the City:

General Fund: The General Fund provides for general purpose governmental services including Police, Fire and Streets Maintenance. The revenues and activities that are not required by law or administrative decision must be accounted for in a special fund. However, the General Fund has a great number of revenue sources and, as such, is used to finance many more activities than any other fund.

Special Revenue Funds: Special Revenue Funds account for the proceeds of specific revenue sources, with the exception of special assessments, expendable trusts or major capital projects. These funds are legally restricted to expenditures for specified purposes. The Community Development Fund is considered a special revenue fund.

Capital Improvement Projects Fund: The Capital Improvement Projects Fund accounts for financial resources which are utilized for the acquisition, renovation or construction of major capital facilities. These projects may include the maintenance or renovation of an existing structure as well.

Debt Service Fund: The Debt Service Fund accounts for the accumulation of resources for and the payment of general long-term liability principal, interest and related costs.

Proprietary Funds

These funds are used to account for the ongoing activities of the City which are similar to those often found in the private sector. All assets, liabilities, equities, revenues, expenses and transfers relating to the City's business and quasi-business activities are accounted for through proprietary funds. As such, the measurement focus is upon determination of net income, financial position and changes in financial position. Two types of proprietary funds which the City utilizes are:

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

The following enterprises funds are maintained by the City:

- a. Water Fund and Sewer Fund
- b. Industrial & Domestic Water Supply Fund
- c. Golf Course Fund
- d. Civic Center Fund
- e. Parking Services Fund
- f. Sanitation Fund

2. Internal Services Fund: Frequently referred to as the Revolving Fund or the Working Capital Fund, this fund is used to account for the financing of goods and services provided by one department or agency of a government to other departments or agencies on a cost-reimbursement basis. Departments within the City's Internal Services Fund include Human Resources, Purchasing, Public Information and Customer Service, Research Library, Information Services, Engineering, Vehicle Maintenance, Central Services and Customer & Employee Service Center. These departments, in addition, supply services to outside agencies at a fee.

Accounting Basis

The Governmental Funds are accounted for on the Modified Accrual Basis of Accounting. Under this basis, revenues are recognized when they are susceptible to accrual or, in other words, Likewise, expenditures are recorded as the liabilities are incurred, if measurable. However, principal and interest on general long-term

Budgetary Basis

Liabilities continue to be recognized when due. Revenues which are susceptible to accrual are grants from other governments and interest on investments. Revenue from property taxes is susceptible to accrual but is usually not accrued as the amount is immaterial. Revenues generated from sales taxes, fines, forfeitures and penalties, alcohol taxes as well as franchise fees are not susceptible to accrual as they are neither measurable nor available prior to their receipt. The Proprietary Funds, including the Enterprise Funds and the Internal Services Fund, are accounted for on the Accrual Basis of Accounting. Revenues are recognized when they are earned and become measurable. However, unbilled water and sewer as well as sanitation service receivables are not treated as revenue at year-end. Expenses are recognized when incurred, if measurable.

Annual budgets are legally adopted for the General Fund, Special Revenue Funds, Internal Services Fund as well as Enterprise Funds. All budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP).

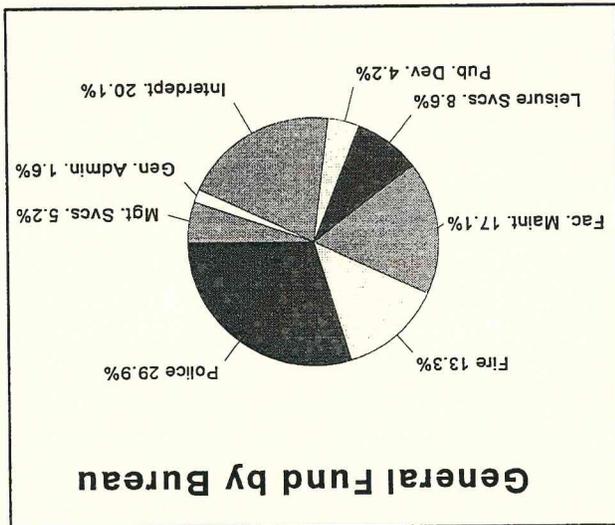
The level of control or level at which expenditures may not legally exceed the budget is the Fund. Any change in the appropriation level of the Fund must be approved by the City Council while any changes within the Fund which do not require an alteration of the appropriation level may be approved by the City Manager. Appropriations lapse at year-end except for the Capital Improvement Projects Fund which are carried forward until such time as the project is completed.

FUND SUMMARIES

GENERAL FUND

The General Fund is an all-purpose fund. It covers all functions of the City which are not operated through funds established to meet grant requirements, funds established to facilitate the distribution of overhead to the various operations, or funds established to obtain better financial control and accountability over capital improvement expenditures, funds established for wholly or partially self-supported enterprises.

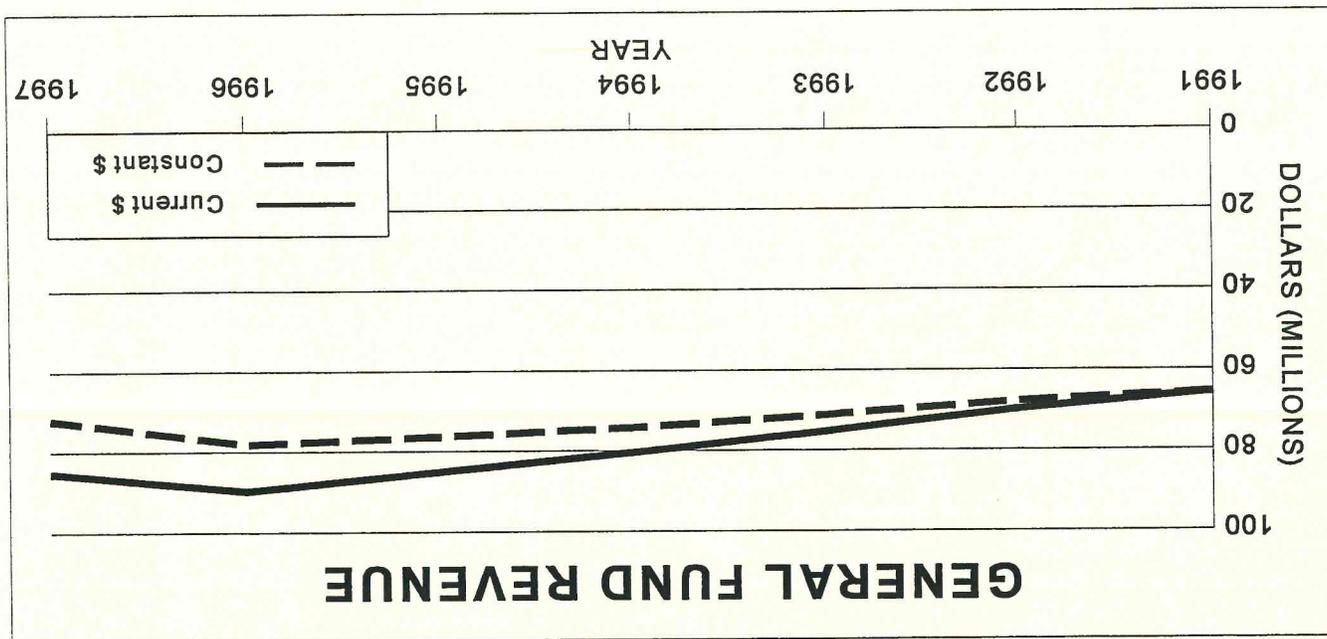
The proposed 1997 General Fund budget totals \$85,347,580, a decrease of \$4,540,444 or 5% below 1996 projected spending. The table below shows the proposed General Fund budget by bureau and compares the proposed expenditures for these items with the 1996 projected spending.



Bureau	1995 Actual	1996 Projected	1997 Budget	Difference	Percent
Legislative/Legal/Administrative	\$ 1,278,494	\$ 1,418,074	\$ 1,324,440	-6.6	-6.6
Management & Financial Services	4,327,744	4,634,400	4,474,082	-3.5	-3.5
Facilities Maintenance	12,690,190	14,242,660	14,631,194	2.7	2.7
Public Development	3,201,178	3,797,937	3,605,649	-5.1	-5.1
Police	23,490,523	26,020,310	25,524,171	-1.9	-1.9
Fire	10,888,715	11,584,936	11,372,421	-1.8	-1.8
Leisure Services	6,151,034	7,152,289	7,301,993	2.1	2.1
Interdepartmental	22,699,498	21,037,418	17,113,630	-18.7	-18.7
TOTAL	\$ 84,727,376	\$ 89,888,024	\$ 85,347,580	-5.1	-5.1

General Fund Revenue By Major Category

Revenue Category	1995 Actual	1996 Projected	1997 Budget	Difference Percent
Property Taxes	\$ 30,766,424	\$ 31,921,000	\$ 32,803,500	2.8
Sales Tax	24,912,780	26,000,000	21,382,000	-17.8
Other Taxes	10,037,524	10,823,500	10,999,000	1.6
Tax Fees & Interest	319,847	295,000	295,000	0.0
Licenses & Permits	8,306,211	9,839,449	10,102,882	2.7
Fines, Forfeits, & Penalties	1,767,022	1,825,000	1,900,000	4.1
Interest Earned	1,425,425	1,378,000	935,000	-32.1
Rents	587,329	331,000	395,000	19.3
Leisure Services	463,014	558,742	569,042	1.8
Other Agencies	242,300	333,000	308,000	-7.5
Inspection Fees	1,036,326	818,000	818,000	0.0
Cemetery Fees	223,354	217,000	238,000	9.7
Interfund Fees	1,981,136	1,501,813	1,545,756	2.9
General Services	1,577,576	1,722,400	1,662,400	-3.5
Other Revenues	1,535,985	2,324,120	1,394,000	-40.0
TOTAL	\$ 85,182,253	\$ 89,888,024	\$ 85,347,580	-5.1



SANITATION FUND

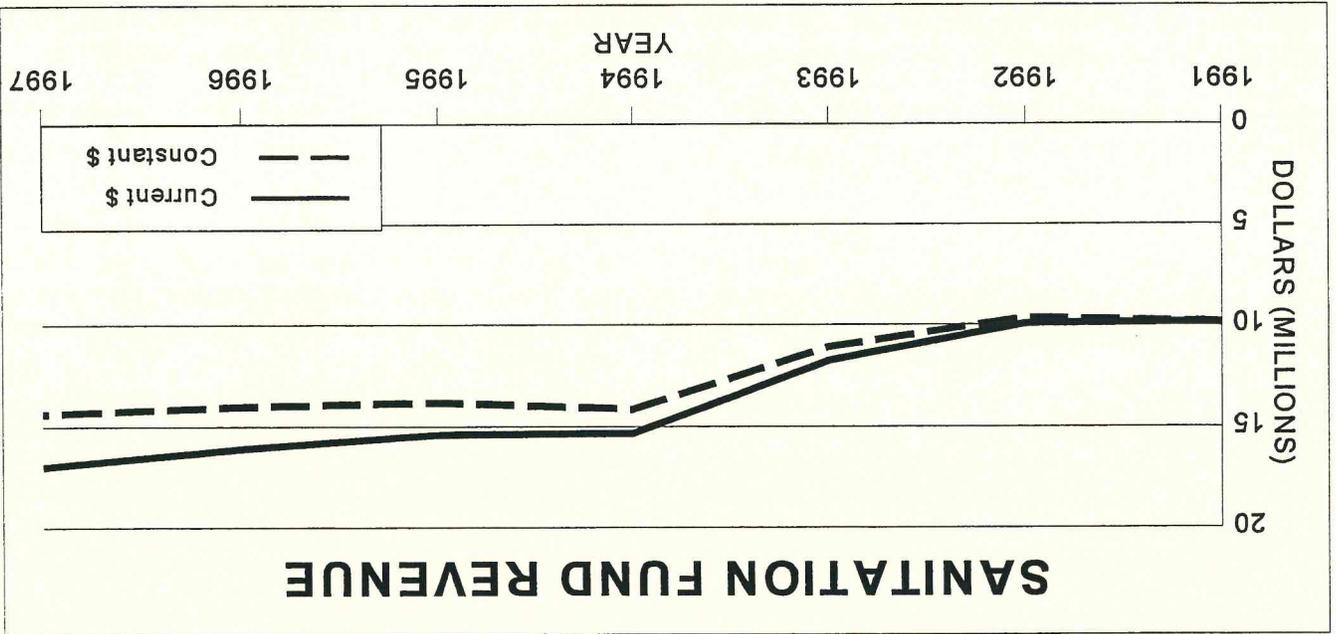
The Sanitation Fund is an Enterprise Fund through which the bureau operates the City's sanitation services program. The departments comprising the fund provide services including scheduled residential collection of trash, community services such as litter control and pickup of bulk items, trash collection for commercial and institutional establishments, and trash disposal services. Fees are paid for residential and commercial services. The Sanitation Fund under a contractual agreement with the General Fund. Commercial services costs are paid exclusively with fees to service users and chargebacks to other City departments. Disposal costs are paid from fees and chargebacks levied on agencies disposing of trash.

Sanitation Fund By Department

	1995	1996	1997	Difference	Percent
Expenditure Area	Actual	Projected	Budget		
Sanitation Director	\$ 292,258	\$ 300,389	\$ 296,401	-1.3	
Residential Refuse	5,607,445	5,303,555	5,372,727	1.3	
Refuse Disposal	6,009,713	7,178,486	7,628,544	6.3	
Street Cleaning	1,351,467	1,450,424	1,490,374	2.8	
Commercial Refuse	974,646	1,076,825	1,390,496	29.1	
Sanitation Interdepartmental	1,166,707	792,932	831,677	4.9	
TOTAL	\$ 15,402,236	\$ 16,102,611	\$ 17,010,219	5.6	

Sanitation Revenue

	1995	1996	1997	Difference	Percent
Revenue	Actual	Projected	Budget		
Residential Refuse	\$ 8,781,780	\$ 8,820,000	\$ 9,291,344	5.3	
Commercial Refuse	1,489,675	1,620,048	2,078,075	28.3	
C & D Waste	0	49,500	484,000	877.8	
Refuse Disposal Tip Fees	118,344	50,023	95,000	89.9	
Sweeper Parking Citations	173,828	300,000	300,000	0.0	
Ash Disposal	1,243,399	1,400,584	2,730,000	94.9	
Services to General Fund	1,751,174	1,527,574	1,506,017	-1.4	
Intertund Disposal Fees	281,645	336,048	417,279	24.2	
Intertund Commercial Fees	89,364	110,025	153,504	39.5	
Interest Earned	(65,210)	0	0	--	
Senior Citizens Discounts	0	0	(50,000)	--	
Miscellaneous	11,120	23,600	5,000	-78.8	
Miscellaneous Uncollected	(67,048)	0	0	--	
Open Purchase Orders	n/a	44,000	0	-100.0	
General Fund Contribution	1,596,279	1,821,209	0	-100.0	
TOTAL	\$ 15,404,350	\$ 16,102,611	\$ 17,010,219	5.6	



CIVIC CENTER FUND

The Savannah Civic Center is operated through an Enterprise Fund. Approximately 64% of the cost of operating this facility is paid from fees charged for its use and from concession profits. In previous years the balance of the cost was paid by a subsidy from the General Fund. In 1997, the Civic Center Fund is expected to be self-supporting, due to funds received from the new Auto Rental Tax and a recommended 28% share of the new 1% Hotel/Motel tax beginning in January 1997. The proposed 1997 budget decreases \$5,308 or less than 1% below projected 1996 expenditures.

Civic Center Fund By Department

	1995	1996	1997	Difference	Percent
Expenditure Area	Actual	Projected	Budget		
Civic Center Operations	\$ 1,867,351	\$ 1,805,038	\$ 1,815,100	0.6	0.6
Civic Center Concessions	137,762	217,554	212,800	-2.2	-2.2
TOTAL	\$ 2,005,113	\$ 2,022,592	\$ 2,027,900	0.3	0.3

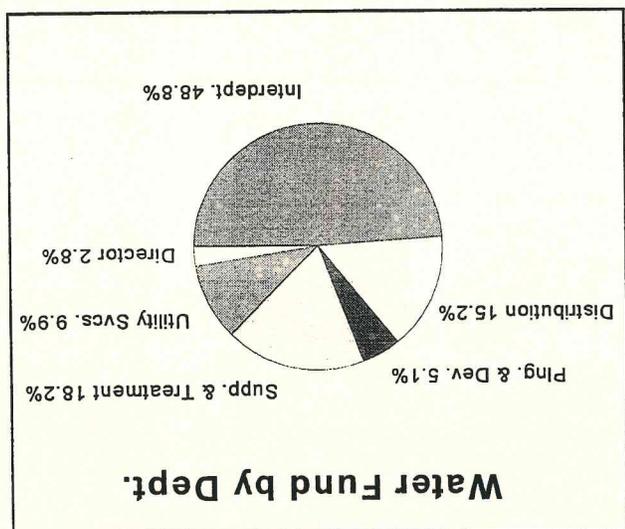
Civic Center Revenue

	1995	1996	1997	Difference	Percent
Revenue	Actual	Projected	Budget		
Rental Income	\$ 750,831	\$ 671,464	\$ 715,400	6.5	6.5
Auto Rental Tax	0	247,500	495,000	100.0	100.0
Hotel/Motel Tax	0	0	174,000	--	--
Reimbursed Labor	15,014	18,000	26,000	44.4	44.4
Novelty Sales	42,070	30,000	30,000	0.0	0.0
Concessions	347,171	317,000	317,000	0.0	0.0
Catering	20,314	7,000	30,000	328.6	328.6
Interest Earned	34,572	22,500	25,000	11.1	11.1
Services to General Fund	78,106	79,000	88,500	12.0	12.0
Ticket Fee	127,644	121,900	125,000	2.5	2.5
Miscellaneous	9,566	2,000	2,000	0.0	0.0
Reserve for Open PO's	11,188	0	0	--	--
General Fund Contribution	568,637	506,228	0	-100.0	-100.0
TOTAL	\$ 2,005,113	\$ 2,022,592	\$ 2,027,900	0.3	0.3

WATER FUND

The Water Fund is a self-supporting Enterprise Fund that treats, sells and distributes potable water to dwellings, businesses, industries, and institutions within its service area in accordance with the Federal Safe Water Drinking Act. The work of the fund is done by the Water Department. The goals of the Department are: (1) to provide safe potable water equitably at capacities adequate to accommodate existing residential, commercial, industrial and institutional needs and to accommodate and promote growth, as well as, (2) to ensure that the source of the City's water supply is conserved and protected from pollution and untimely depletion.

The proposed 1997 budget increases \$1,202,285 or 9% above projected 1996 expenditures.

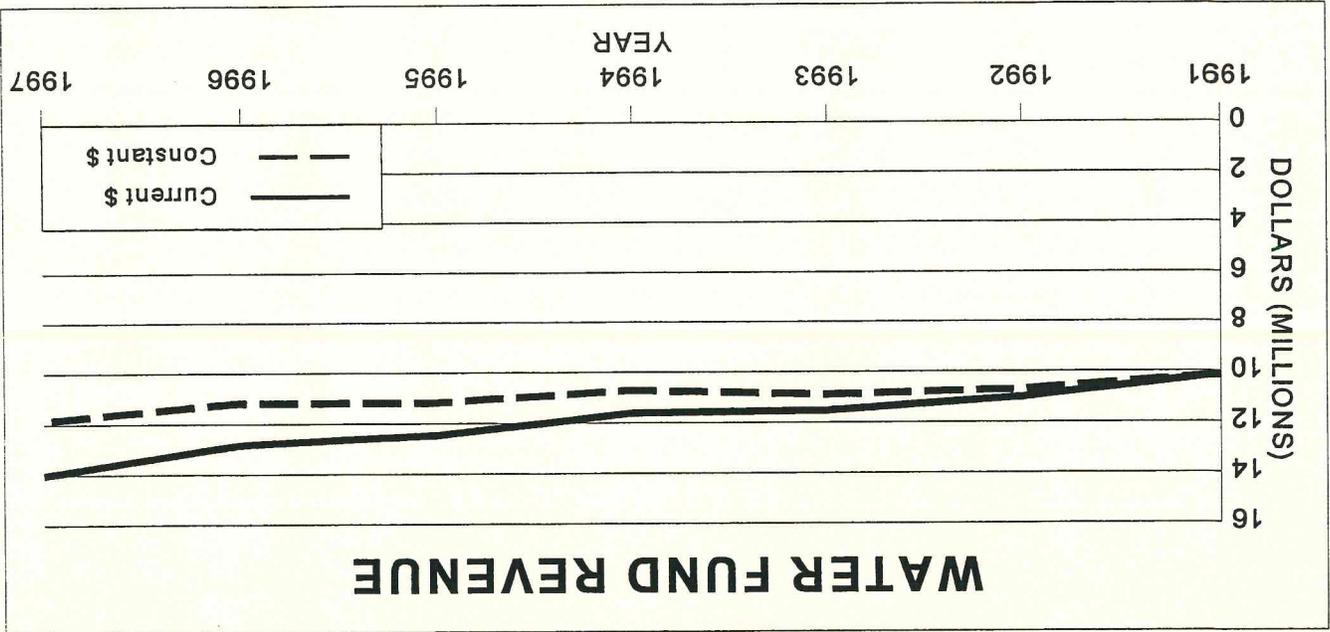


Water Fund By Department

Expenditure Area	1995 Actual	1996 Projected	1997 Budget	Difference	Percent
Water & Sewer Director	\$ 251,387	\$ 378,862	\$ 387,639	2.3	2.3
Water & Sewer Ping. & Dev.	404,673	481,655	717,385	48.9	48.9
Water Supply and Treatment	2,156,153	2,440,397	2,558,304	4.8	4.8
Water Distribution	1,820,981	2,061,375	2,130,653	3.4	3.4
Utility Services	1,104,151	1,223,682	1,392,732	13.8	13.8
Water Interdepartmental	6,740,001	6,251,610	6,853,153	9.6	9.6
TOTAL	\$ 12,477,346	\$ 12,837,581	\$ 14,039,866	9.4	9.4

Proposed Revenues By Source

Revenue Source	1995	1996	1997	Difference	Percent
Water Sales- Inside City	\$ 7,371,396	\$ 7,600,434	\$ 8,091,414	6.5	
Water Sales- Outside City	2,297,556	2,526,352	2,777,882	10.0	
Water Cut-On Fees	125,971	102,957	100,000	-2.9	
Reimb. from Sewer	805,074	929,996	1,129,548	21.5	
Reimb. from I&D	83,914	126,274	129,200	2.3	
Reimb. for Sanit. Billing	94,000	97,894	109,420	11.8	
Miscellaneous Revenue	39,386	15,114	15,611	3.3	
Water Tap-In Fees/Surcharges	645,909	718,344	1,012,100	40.9	
Industrial Water Sales	394,568	391,525	400,000	2.2	
Water Purchased by Other Funds	127,404	129,691	129,691	0.0	
Elderly/Low Income Credit	NA	NA	-50,000	--	
FEMA Reimbursements	143,017	0	0	--	
Drainage Maint. Fees	45,036	0	0	--	
Interest	297,574	199,000	195,000	-2.0	
TOTAL	\$ 12,470,805	\$ 12,837,581	\$ 14,039,866	9.4	



SEWER FUND

The Sewer Fund is an Enterprise Fund through which the City operates and pays for the collection and treatment of wastewater. Work is performed through the Sewer Department. The goals of the Sewer Department are: (1) to ensure that wastewater generated by dwellings, businesses, and industries is collected and that treated effluent entering the rivers and streams of this community meet Federal and State environmental protection standards; (2) to ensure that sewer lines remain free of obstruction; and (3) to ensure that rivers and streams remain free of raw sewage and free of treated effluent that does not meet environmental standards. The proposed 1997 budget decreases \$229,420 or 1% below projected 1996 expenditures.

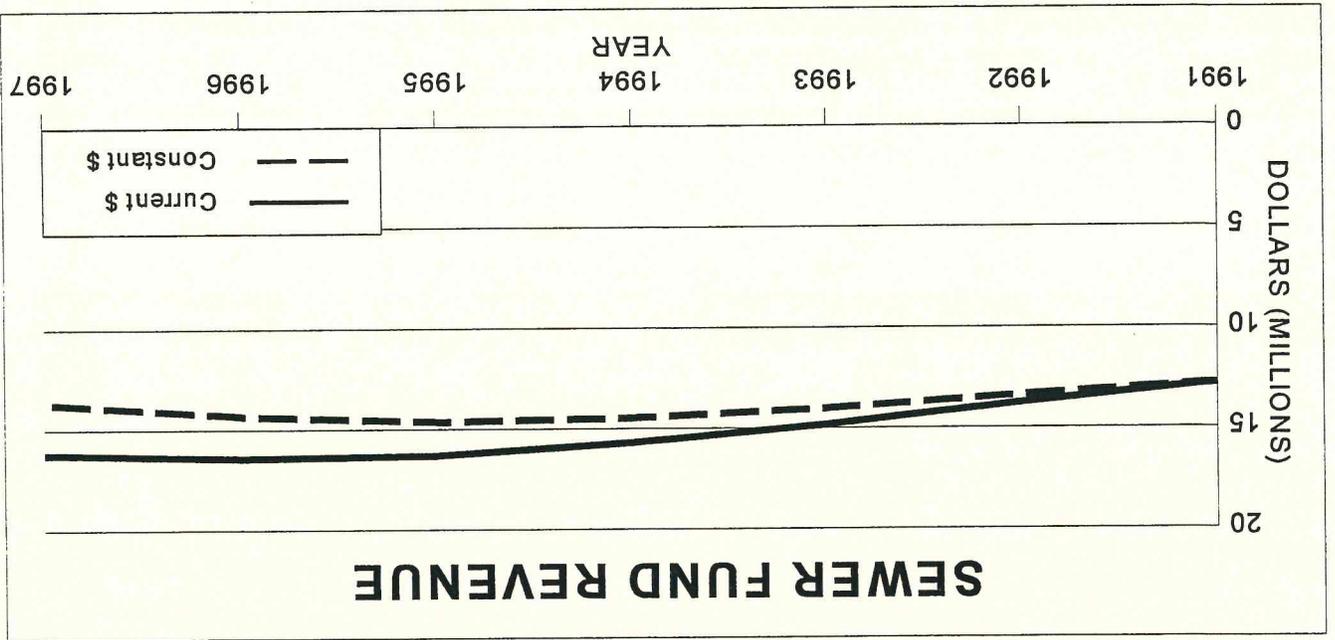
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Sewer By Department

	1995	1996	1997	Difference	Percent
Expenditure Area	Actual	Projected	Budget		
Sewer Maintenance	\$ 2,102,578	\$ 2,105,374	\$ 2,006,121	-4.7	10.2
Lift Station Maintenance	1,824,549	1,905,250	2,100,065	1.1	-6.8
President Street Plant	2,969,103	3,406,234	3,445,255	1.1	-3.5
Small Plant Operations	1,009,988	1,357,238	1,264,379	-6.8	
Sewer Interdepartmental	8,691,658	7,685,487	7,414,343	-3.5	
TOTAL	\$ 16,597,876	\$ 16,459,583	\$ 16,230,163	-1.4	

Proposed Revenues By Source At Current Fees

	1995	1996	1997	Difference	Percent
Revenue Source	Actual	Projected	Budget		
Sewer Fees - Inside City	\$ 10,178,128	\$ 10,412,041	\$ 10,963,551	5.3	14.9
Sewer Fees - Outside City	2,949,021	3,206,104	3,684,352	14.9	6.1
Sewer Cut-On Fees	119,732	94,214	100,000	6.1	-16.6
Sewer Tap-In Fees/Surcharges	1,578,290	1,301,790	1,085,587	-16.6	-8.4
Septic Tank Disp. Fees	59,968	98,205	90,000	-8.4	-100.0
County Poll. Abatement Fee	1,001,250	1,001,250	0	-100.0	9.7
Sewer Svcs. Purchased	63,999	51,673	56,673	9.7	-100.0
Miscellaneous Revenue	10,779	-4,694	0	-100.0	--
Elderly/Low Income Credit	NA	NA	-50,000	--	0.3
FEMA Reimbursements	143,018	0	0	--	
Interest	232,414	299,000	300,000	0.3	
TOTAL	\$ 16,336,599	\$ 16,459,583	\$ 16,230,163	-1.4	



I & D WATER SUPPLY FUND

The Industrial & Domestic Water Supply Fund (I & D Fund) is an Enterprise Fund that operates the City's surface water treatment and distribution system. The principal users of this system are business and industrial customers. In addition, the City uses this system to back up its ground water supply. The I & D system has a capacity of 50 MGD.

The proposed 1997 budget for the I & D Fund decreases \$5,436 or less than 1% below projected 1996 expenditures.

The goal of the I & D system is to provide safe

I and D By Major Code

Expenditure Area	1995 Actual	1996 Projected	1997 Budget	Difference Percent
Personal Services	\$ 1,092,592	\$ 1,200,158	\$ 1,228,116	2.3
Outside Services	1,536,088	2,966,835	2,942,205	-0.8
Commodities	597,859	600,320	615,660	2.6
Interfund Services	307,692	326,239	293,254	-10.1
Capital Outlay	78,628	45,975	39,400	-14.3
Debt Related Charges	1,762,798	1,778,387	1,763,584	-0.8
Interfund Transfers	5,000	0	0	--
Other Expenses	21,576	16,298	46,557	185.7
TOTAL	\$ 5,402,233	\$ 6,934,212	\$ 6,928,776	-0.1

I and D Revenue

Revenue Category	1995 Actual	1996 Projected	1997 Budget	Difference Percent
Water Sales	\$ 5,361,073	\$ 6,891,491	\$ 6,881,405	-0.1
Admin. Svcs. To Water	41,160	42,721	47,371	10.9
TOTAL	\$ 5,402,233	\$ 6,934,212	\$ 6,928,776	-0.1

PARKING SERVICES FUND

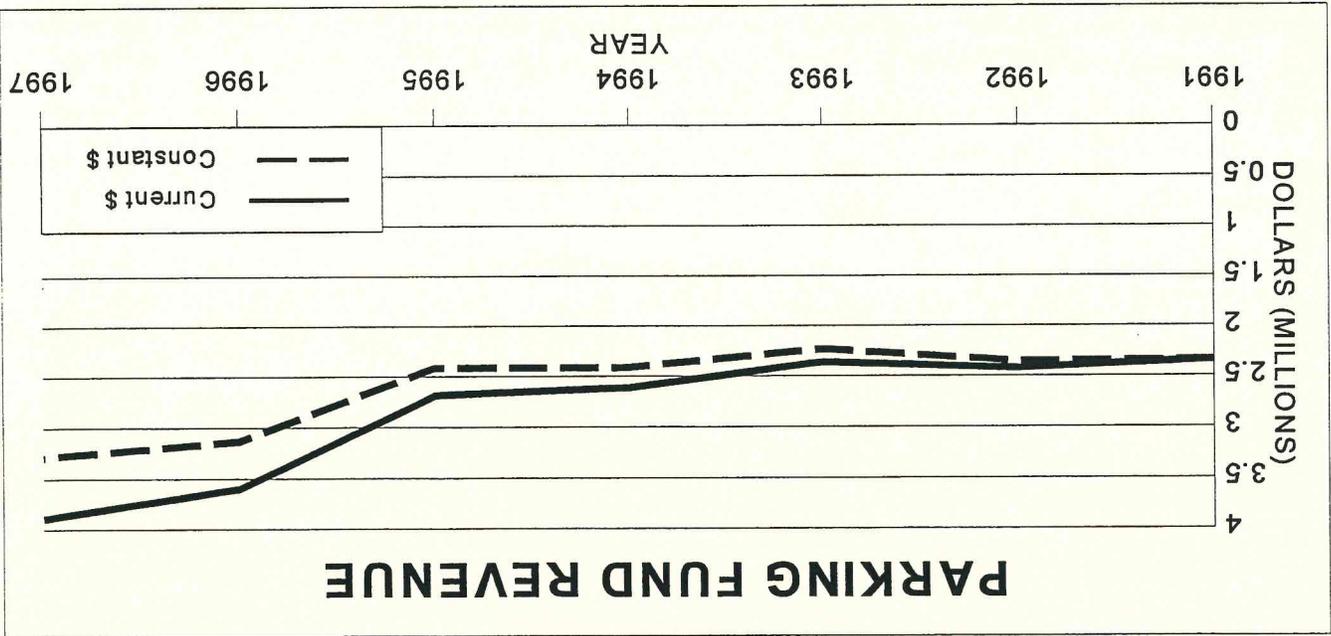
The Parking Services Fund is an Enterprise Fund that operates the City's parking management program which consists of on-street parking, parking garages, and off-street lot parking. In 1997, the parking program will see the full year's operation of the Bryan Street parking garage. The Parking Services Fund also provides citation collection services for the Street Sweeping Department under contract with the Sanitation Fund.

The proposed 1997 budget increases \$295,000 or 8% above projected 1996 expenditures.

Parking Fund By Department

	1995	1996	1997	Difference	Percent
Expenditure Area	Actual	Projected	Budget		
Parking Enforcement & Tourism	\$ 1,139,476	\$ 1,292,350	\$ 1,252,688	-3.1	
Parking Garages and Lots	1,056,423	1,276,395	1,806,901	41.6	
Parking Interdepartmental	1,220,779	1,032,505	836,661	-19.0	
TOTAL	\$ 3,416,678	\$ 3,601,250	\$ 3,896,250		8.2

	1995	1996	1997	Difference	Percent
Revenue	Actual	Projected	Budget		
Parking Meters	\$ 770,570	\$ 980,000	\$ 990,000	27.8	
Parking Citations	906,129	1,370,000	1,450,000	5.8	
Liberty Street Lots	33,372	45,000	45,000	0.0	
River Street Lots	0	75,000	150,000	100.0	
State Street Garage	247,132	240,000	245,000	2.1	
Robinson Garage	255,373	255,000	258,000	1.2	
Bryan Street Garage	0	93,000	223,000	139.8	
Visitor's Center Lot	7,841	7,500	7,500	0.0	
City Market Garage Lease	70,583	77,000	77,000	0.0	
Commercial Vehicle Decals	112,947	125,000	125,000	0.0	
Leased Parking Spaces	26,560	27,000	27,000	0.0	
MPC Rents	0	21,000	21,000	0.0	
Tour Bus Rents	25,602	28,000	28,000	0.0	
Motorcoach Fees	17,354	21,000	22,000	4.8	
Visitor Day Passes	7,314	25,000	15,000	-40.0	
Miscellaneous Revenue	27,580	38,000	39,000	2.6	
Interest Income	78,569	50,000	50,000	0.0	
Svcs. To Sanitation Fund	104,297	123,750	123,750	0.0	
TOTAL	\$ 2,691,223	\$ 3,601,250	\$ 3,896,250		8.2



COMMUNITY DEVELOPMENT FUND

The Community Development Fund receives and disburses Community Development Block Grant funds received from Federal and State grant funds. These funds are used for the City's affordable housing programs, neighborhood planning, community development, social services, and other authorized expenditures.

Expenditure Area	1995		1996		1997	
	Actual	Projected	Actual	Projected	Proposed	Difference
N'hood Plng. & Comm. Dev.	\$ 727,225	\$ 810,342	\$ 810,342	\$ 853,120	\$ 853,120	5.3
Housing	673,267	785,367	785,367	806,896	806,896	2.7
Program Costs/Carryforward	25,292,941	17,560,950	17,560,950	11,517,684	11,517,684	-34.4
TOTAL	\$ 26,693,433	\$ 19,156,659	\$ 19,156,659	\$ 13,177,700	\$ 13,177,700	-31.2

Community Development Fund Revenue

Revenue Source	1995		1996		1997	
	Actual	Projected	Actual	Projected	Proposed	Difference
Fund 221 (CDBG)	\$ 1,605,908	\$ 4,487,200	\$ 4,487,200	\$ 3,000,000	\$ 3,000,000	-33.1
Carryforward	3,468,000	3,328,000	3,328,000	3,328,000	3,328,000	0.0
CDBG Entitlement Grant (Federal)	121,000	88,000	88,000	88,000	88,000	0.0
Emerg. Shelter Grant (state)	93,632	111,702	111,702	111,700	111,700	0.0
Section 108 Loan	1,500,000	--	--	--	--	--
CDBG Program Income	178,297	189,000	189,000	184,000	184,000	-2.6
HODAG Program Income	50,000	32,600	32,600	30,000	30,000	-8.0
Flood Grant	8,976,016	--	--	--	--	--
Subtotal Fund 221	15,992,853	8,236,502	8,236,502	6,741,700	6,741,700	-18.1
Fund 232 (HOME)	728,062	1,401,529	1,401,529	1,000,000	1,000,000	-28.6
Carryforward HOME	1,210,000	1,186,000	1,186,000	1,186,000	1,186,000	0.0
HOME Entitlement	569,439	176,000	176,000	200,000	200,000	13.6
HOME Program Income	2,507,501	2,763,529	2,763,529	2,386,000	2,386,000	-13.7
Subtotal Fund 232	2,507,501	2,763,529	2,763,529	2,386,000	2,386,000	-13.7
Fund 224 (Other Federal)	--	7,309,628	7,309,628	4,000,000	4,000,000	-45.3
Carryforward Other Federal	54,433	55,000	55,000	50,000	50,000	-9.1
HUD Special Purpose Grant	750,000	--	--	--	--	--
EDA Revolving Loan Fund	750,000	--	--	--	--	--
EDA Flood Grant	2,000,000	--	--	--	--	--
GEMA Flood Grant	0	752,000	752,000	--	--	-100.0
Lead Based Paint	3,142,606	--	--	--	--	--
Shelter Plus	1,496,040	--	--	--	--	--
State Grants	0	40,000	40,000	--	--	-100.0
Subtotal Fund 224	8,193,079	8,156,628	8,156,628	4,050,000	4,050,000	-50.3
TOTAL	\$ 26,693,433	\$ 19,156,659	\$ 19,156,659	\$ 13,177,700	\$ 13,177,700	-31.2

INTERNAL SERVICES FUND

The Internal Services Fund is a Proprietary Fund that "sells" support services to City bureaus and departments as well as to other local government agencies. By "selling" support services, the fund enables the City to show the full cost of operating the bureaus and departments. The proposed 1997 budget decreases \$251,220 or 2% below projected 1996 expenditures.

Internal Services Fund By Department

Expenditure Area	1995 Actual	1996 Projected	1997 Budget	Difference	Percent
Research Library	\$ 187,235	\$ 208,071	\$ 214,454	\$ 31	3.1
Public Information	283,410	329,729	315,614	-4.3	-4.3
Human Resources	1,031,252	1,142,548	1,223,272	7.1	7.1
Purchasing	406,102	426,229	459,580	7.8	7.8
Vehicle Maintenance	5,380,643	5,194,229	4,917,707	-5.3	-5.3
Information Services	2,475,401	2,649,132	2,547,346	-3.8	-3.8
Central Services	2,106,550	2,416,244	2,270,030	-6.1	-6.1
Service Center	408,118	413,480	371,138	-10.2	-10.2
Engineering	1,330,832	1,458,190	1,667,491	14.4	14.4
TOTAL	\$ 13,609,543	\$ 14,237,852	\$ 13,986,632	-1.8	-1.8

Revenue by Source	1996 Projected	1997 Budget	Difference	Percent
General Fund	\$ 7,091,935	\$ 6,748,355	\$ -4.8	-4.8
Community Dev. Fund	214,084	212,551	-0.7	-0.7
Traffic Grant	15,252	0	-100.0	-100.0
Internal Services Fund	1,591,240	1,559,981	-2.0	-2.0
Civic Center Fund	46,966	49,337	5.0	5.0
Parking Services Fund	257,326	231,276	-10.1	-10.1
Sanitation Fund	2,323,325	2,232,967	-3.9	-3.9
Water & Sewer Funds	1,417,562	1,478,959	4.3	4.3
I & D Fund	103,759	93,937	-9.5	-9.5
CIP Fund	1,031,684	1,230,511	19.3	19.3
Other Outside Agencies	67,206	75,158	11.8	11.8
Grant Fund	77,513	73,600	-5.0	-5.0
TOTAL	\$ 14,237,852	\$ 13,986,632	-1.8	-1.8

Proposed Revenues By Source

RESERVE POLICIES

As in prior years, this budget meets the mandate to maintain a reserve for unforeseen contingencies. Bond rating agencies advise that this reserve be kept between 5% and 10% of total General Fund revenues. The fund balance of approximately \$7.5 million for the end of fiscal year 1997, equates to about 9% of the total General Fund revenues.

The projected 1997 beginning and ending fund balances for governmental funds are provided below.

GOVERNMENTAL FUND POSITIONS

	Capital Projects	Debt Service	Special Revenue	General	
Beginning Fund Balance 1-1-97	\$ 30,261,634	\$ 0	\$ 0	\$ 7,461,924	\$ 38,723,558
Appropriated Funds	63,854,383	0	15,095,411	85,347,580	164,301,374
Operating Revenues	63,854,383	0	15,095,411	85,347,580	164,301,374
Operating Expenditures	63,854,383	17,984,450	15,360,411	76,024,821	173,223,664
Net Position Before Transfers	30,261,634	-17,984,450	-265,000	16,784,683	28,056,867
Transfers In	0	17,984,450	265,000	0	19,233,900
Transfers Out	0	0	0	9,322,759	9,322,759
Projected Ending Fund Balance, 12-31-97	\$ 30,261,634	\$ 0	\$ 0	\$ 7,461,924	\$ 37,723,558

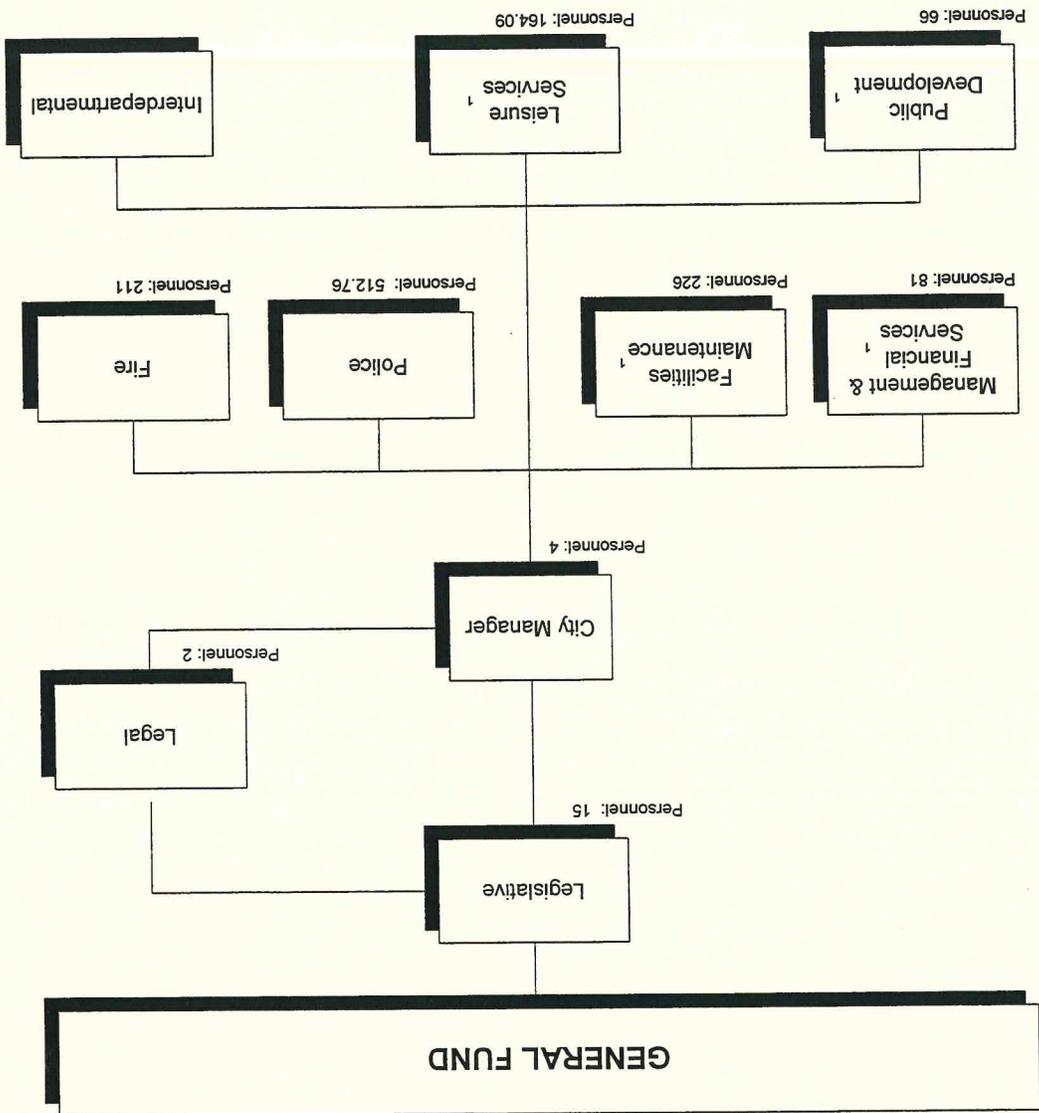
The Special Fund includes the City's Grant Fund and Community Development Fund.

FULL TIME POSITIONS BY DEPARTMENT

Department/Activity	1995	1996	1997	Change
LEGISLATIVE/LEGAL/ADMIN	Actual	Projected	Budget	96 - 97
Mayor and Aldermen	11.75	12.00	12.00	
Clerk of Council	3.00	3.00	3.00	
City Manager's Office	4.00	4.00	4.00	
Legal	3.00	2.00	2.00	
Subtotal	21.75	21.00	21.00	
MANAGEMENT & FINANCIAL SVCS				
Asst City Mgr/Mgt & Fin	3.00	3.00	3.00	
Research & Budget	9.00	9.00	9.00	
Management & Auditing	10.00	10.00	10.00	
Finance	14.00	14.00	14.00	
Revenue	15.00	17.00	17.00	
Recorder's Court	29.00	29.00	28.00	-1.00
Subtotal	80.00	82.00	81.00	-1.00
FACILITIES MAINTENANCE				
Facilities Maint Director	3.00	3.00	3.00	
Park and Tree	55.00	56.00	56.00	
Cemeteries	38.00	38.00	38.00	
Traffic Engineering	24.00	26.00	29.00	1.00
Stormwater Management	52.00	52.00	52.00	
Streets Maintenance	48.00	50.00	50.00	
Subtotal	220.00	225.00	226.00	1.00
PUBLIC DEVELOPMENT				
Asst CM/Public Develop	4.00	4.00	4.00	
Inspections	25.00	26.00	26.00	
Property Maintenance	23.00	25.00	25.00	
Community Services	11.00	11.00	11.00	
Subtotal	63.00	66.00	66.00	
POLICE				
Police Chief	7.00	6.00	5.00	-1.00
Patrol	260.00	261.00	269.00	8.00
Special Operations	77.76	71.76	70.76	-1.00
Communications	46.00	46.00	46.00	
Investigations	71.00	74.00	78.00	4.00
Staff Services	43.00	46.00	44.00	-2.00
UHURU Grant	2.00	2.00	0.00	-2.00
Subtotal	506.76	506.76	512.76	6.00

Department/Activity	1995 Actual	1996 Projected	1997 Budget	Change 96 - 97
FIRE				
Fire Administration	7.00	7.00	7.00	
Fire Operations	200.00	204.00	204.00	
Subtotal	207.00	211.00	211.00	
LEISURE SERVICES				
Leisure Services Director	5.00	5.00	5.00	
Athletics	16.72	16.72	16.72	
Neighborhood Programs	50.30	53.20	55.40	2.20
Adult Day Care	6.75	6.50	7.00	0.50
City Golden Age	18.13	19.13	20.13	1.00
Cultural Affairs	9.00	9.00	9.00	
Bldgs & Grounds Maint	49.84	50.84	50.84	
Subtotal	155.74	160.39	164.09	3.70
INTERDEPARTMENTAL				
Film Services	1.00	1.00	1.00	
TOTAL GENERAL FUND	1254.25	1272.15	1281.85	9.70
SANITATION FUND				
Sanitation Director	5.00	5.00	5.00	
Residential Refuse Collection	147.00	126.00	126.00	
Refuse Disposal	10.00	10.00	10.00	
Street Cleaning	20.50	20.50	20.50	
Commercial Refuse Collection	10.00	16.00	16.00	
TOTAL	192.50	177.50	177.50	
CIVIC CENTER FUND	17.00	17.00	17.00	
WATER FUND				
Water & Sewer Director	4.00	4.00	4.00	
Water & Sewer Planning & Dev	8.00	8.00	11.00	3.00
Water Supply and Treatment	22.00	23.00	23.00	
Water Distribution	37.00	38.00	38.00	
Utility Services	26.00	28.00	28.00	
TOTAL	97.00	101.00	104.00	3.00

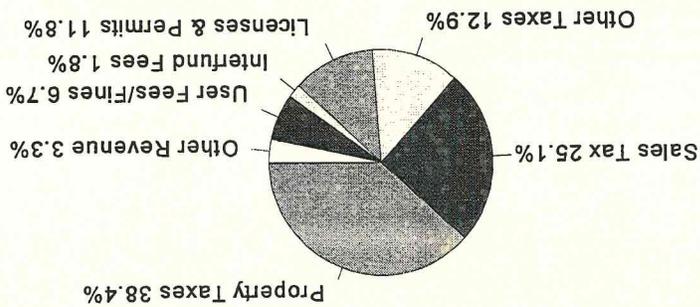
Department/Activity	1995 Actual	1996 Projected	1997 Budget	Change 96 - 97
SEWER FUND				
Sewer Maintenance	35.00	35.00	35.00	
Lift Stations	19.00	19.00	19.00	
President Street Plant	46.00	46.00	46.00	
Regional Plants	12.00	12.00	12.00	
TOTAL	<u>112.00</u>	<u>112.00</u>	<u>112.00</u>	
I AND D FUND				
Parking Enforcement & Tourism	29.00	30.00	30.00	
Parking Garages and Lots	8.50	17.90	17.90	
TOTAL	<u>37.50</u>	<u>47.90</u>	<u>47.90</u>	
COMMUNITY DEVELOPMENT FUND				
N'hood Plng. & Comm. Dev.	13.00	13.00	13.00	
Housing	15.00	15.00	15.00	
TOTAL	<u>28.00</u>	<u>28.00</u>	<u>28.00</u>	
INTERNAL SERVICES FUND				
Information Services	25.00	25.00	25.00	
Engineering	28.00	29.00	29.00	
Vehicle Maintenance/Fleet Mgt.	50.00	50.00	50.00	
Human Resources	17.00	17.00	17.00	
Purchasing	8.00	8.00	8.00	
Public Information	6.00	6.00	6.00	
Research Library	2.00	2.00	2.00	
Central Services	24.00	26.50	26.50	
Customer & Employee Svc. Ctr.	5.00	4.00	4.00	
TOTAL	<u>165.00</u>	<u>167.50</u>	<u>167.50</u>	
TOTAL CITYWIDE	1,936.25	1,957.05	1,969.75	12.70



General Fund Portion only

GENERAL FUND SUMMARY

1997 Revenues by Type

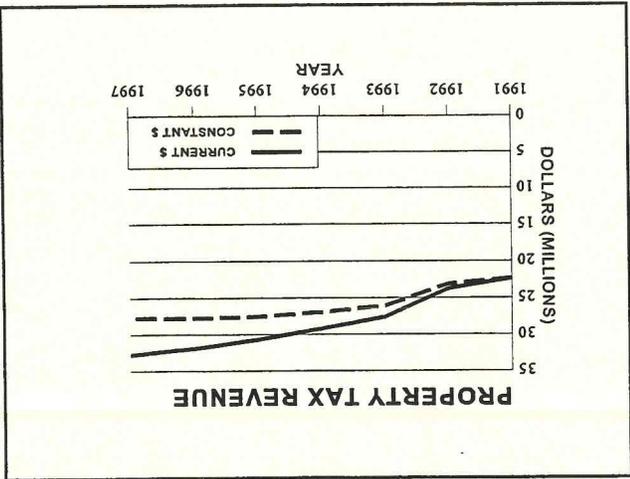


Above is a chart showing the major General Fund categories as a percent of the total revenues. Property taxes and sales taxes comprise nearly 2/3 of all General Fund revenue.

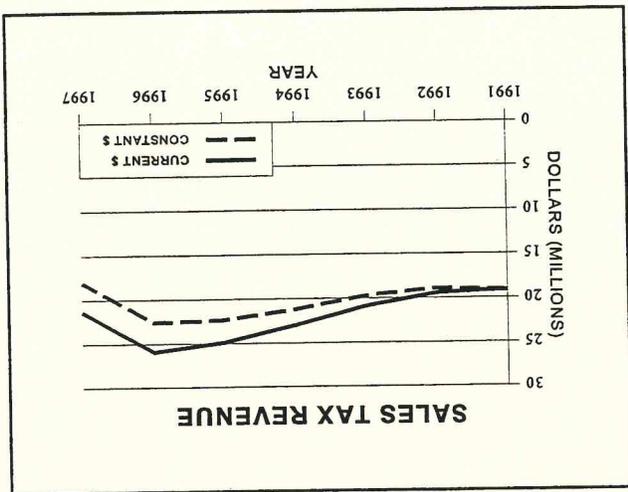
Trends for the four largest categories, Property Taxes, Sales Tax, Other Taxes, and Licenses and Permits, are highlighted in the following section.

Property Taxes: Property taxes are the single most significant source of revenue to the City. No property tax increase is recommended for 1997. Property tax revenue (as measured in current dollars) increased at an average annual rate of 8% during the years 1991 through 1995. Increases are due to three major factors: (1) new construction, (2) increased assessment for existing property and (3) increases in the millage rate. A 2.8% increase in property tax revenue is projected for 1997.

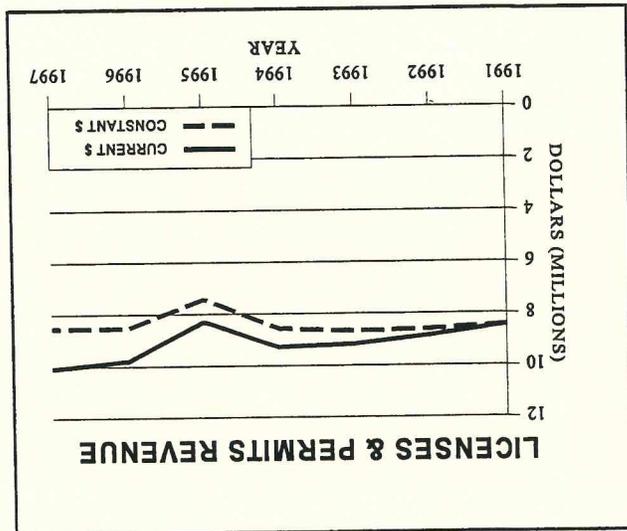
The graph to the right illustrates property tax revenue for the years 1991 through 1997 in current and constant dollars (1996 and 1997 are forecasted amounts). Property tax revenue, as measured in constant dollars, has increased approximately 24% over this time period.



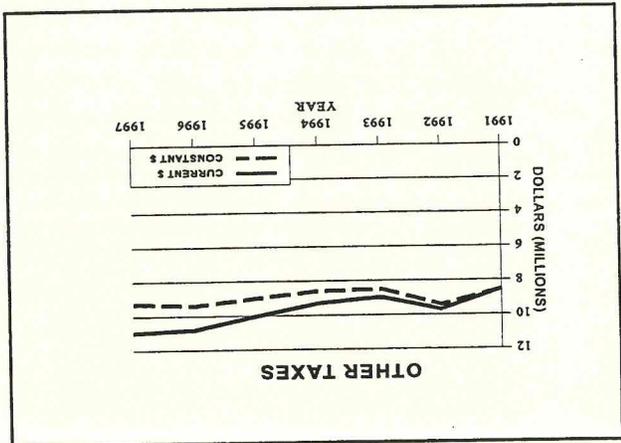
Sales Tax: The sales tax is another major source of revenue. During the years 1991 through 1995, sales tax revenue (as measured in current dollars) increased an average of 6.9% per year. A one-time 18% decrease in revenue is projected in 1997 due to the renegotiated sales tax distribution. The graph to the right depicts sales tax revenue over a seven-year period in current and constant dollars (1996 and 1997 are projected amounts). As can be seen, sales tax revenue measured in constant dollars increased from 1991 to 1996. However, in 1997, there is a significant decrease due to the above mentioned redistribution.



Licenses and Permits: Income generated from the issuance of licenses and permits represents a third major component of General Fund revenue. Revenue from licenses and permits is derived from such sources as utility franchise fees, regular business licenses and alcoholic beverage licenses. Income from these sources of revenue has been on an upward trend from 1991 to 1996 (as measured in current dollars). But if the figures are adjusted for inflation, the trend in constant dollars has remained relatively flat for those years. The decrease in 1995 can be attributed to the Business License fee reformulation that was required by state law. The fee structure was modified in 1996 to recover the decreased revenue.



Other Taxes: Other Taxes make up approximately 13% of General Fund Revenue and include Beer, Liquor, and Wine taxes; Insurance Premium tax; and Hotel/Motel tax. These revenues fluctuated between 1991 and 1994, but have been increasing steadily since then. This trend can also be seen when the figures are adjusted for inflation. These revenues have been projected to increase 1.6% in 1997.



GENERAL FUND REVENUE DETAIL

	1995	1996	1997 % Change
	Actual	Projected	Budget 96 - 97
PROPERTY TAXES			
Real Property Tax (Current)	\$ 20,202,178	\$ 20,782,000	3.0%
Vehicle Tax	2,983,874	3,350,000	2.0%
Personal Property Tax (Current)	3,059,655	3,500,000	2.0%
Real Property Tax (Delinquent)	2,096,144	1,600,000	6.3%
Personal Property Tax (Delinquent)	670,126	270,000	13.0%
Mobile Home Tax	21,834	20,000	2.5%
Industrial Area Tax	452,328	440,000	0.5%
Intangible Tax	513,416	465,000	-8.6%
Public Utility Tax	766,869	1,494,000	2.0%
Total	\$ 30,766,424	\$ 31,921,000	2.8%
SALES TAX			
Total	\$ 24,912,780	\$ 26,000,000	-17.8%
OTHER TAXES			
Beer Tax	\$ 1,877,645	\$ 1,866,000	1.8%
Liquor Tax	269,382	290,000	-1.0%
Wine Tax	219,587	235,000	2.1%
Insurance Premium Tax	4,549,115	4,625,000	5.0%
Hotel/Motel Tax	3,121,795	3,725,000	-4.7%
Auto Rental Excise Tax	0	82,500	100.0%
Total	\$ 10,037,524	\$ 10,823,500	1.6%
TAX FEES & INTEREST (PENALTIES)			
Execution Fees	\$ 140,841	\$ 130,000	0.0%
Interest on Delinquent Taxes	179,006	165,000	0.0%
Total	\$ 319,847	\$ 295,000	0.0%
LICENSES AND PERMITS			
Electric Franchise Fees	\$ 3,193,112	\$ 3,500,000	-1.4%
Telephone Franchise Fees	973,623	1,000,000	1.8%
Gas Franchise Fees	574,399	605,000	0.8%
CATV Franchise Fees	703,523	725,000	1.4%
Telecommunications Franchise Fee	0	30,000	-100.0%
Water & Sewer Franchise Fees	0	237,449	118.1%
Business License Applic/Transfer Fees	21,238	22,000	0.0%
Regular Business Licenses	1,517,027	2,275,000	1.1%
Insurance Business Licenses	70,050	123,000	0.0%
Alcoholic Beverage Licenses	938,183	950,000	0.0%
Bank License Tax	293,371	324,000	0.9%
Professional Tax	21,685	48,000	4.2%
Total	\$ 8,306,211	\$ 9,839,449	2.7%

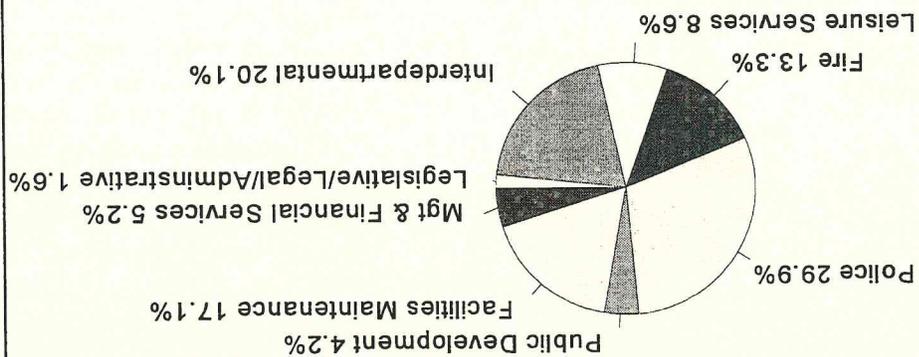
	1995	1996	1997 % Change
	Actual	Projected	Budget 96 - 97
FINES, FORFEITS, AND PENALTIES			
Recorder's Court Fines	\$ 1,767,022	\$ 1,825,000	4.1%
INTEREST EARNED			
Interest/General Investments	\$ 1,273,298	\$ 1,243,000	-35.6%
Interest/Perpetuity Lots	152,127	135,000	0.0%
Total	\$ 1,425,425	\$ 1,378,000	-32.1%
RENTS			
Recorder's Court	\$ 484,470	\$ 176,000	36.4%
Miscellaneous Rents	102,859	155,000	0.0%
Total	\$ 587,329	\$ 331,000	19.3%
LEISURE SERVICES			
Grayson Stadium	\$ 10,916	\$ 14,800	-32.4%
Vending & Misc Concessions	8,253	9,000	0.0%
Paulson Complex Concessions	117,837	112,000	0.0%
Tennis Fees	106,852	88,500	12.5%
Athletic Fees	47,110	45,000	3.3%
Softball Fees	72,848	76,000	2.6%
Ceramic Fees	22,491	12,200	27.9%
Cultural Arts	31,962	44,000	10.7%
Neighborhood Centers	10,754	11,000	-9.1%
Golden Age Centers	5,444	5,300	-11.3%
Tournament Fees	6,553	8,700	-42.5%
Softball Tournament Fees	0	25,000	0.0%
Park & Square Event Fees	21,994	38,000	-6.1%
Yamacraw Sports Club Grant	0	69,242	0.0%
Total	\$ 463,014	\$ 558,742	1.8%
OTHER AGENCIES			
Savannah Housing Authority	\$ 29,000	\$ 69,000	-27.5%
State Grant/Elderly	30,474	63,000	4.8%
State Grant/CAPDC	182,826	201,000	-4.5%
Total	\$ 242,300	\$ 333,000	-7.5%

	1995	1996	1997 % Change
	Actual	Projected	Budget 96 - 97
INSPECTION FEES			
Zoning Hearing Fees	\$ 36,041	\$ 18,000	0.0%
Building Inspection Fees	844,988	700,000	0.0%
Electrical Inspection Fees	34,541	27,000	0.0%
Plumbing Inspection Fees	18,150	5,000	0.0%
Mechanical Inspection Fees	22,740	23,000	0.0%
Fuel Tank Inspection Fees	37,529	5,000	0.0%
Code Enforcement Fees	0	0	--
Subdivision Developers Fees	42,337	40,000	0.0%
Total	\$ 1,036,326	\$ 818,000	0.0%
CEMETERY FEES			
Burial Fees	\$ 149,929	\$ 148,000	9.5%
Lot Sales	73,425	69,000	10.1%
Total	\$ 223,354	\$ 217,000	9.7%
INTERFUND FEES			
Services to JTPA	\$ 85,000	\$ 112,575	3.0%
Services to Community Development	91,864	180,372	3.0%
Services to Civic Center Fund	48,475	55,714	3.0%
Services to Water & Sewer Fund	1,015,575	756,172	2.9%
Services to I & D Water Fund	70,793	52,228	3.0%
Services to Sanitation Fund	526,781	234,298	3.0%
Services to Parking Fund	142,648	110,454	3.0%
Total	\$ 1,981,136	\$ 1,501,813	2.9%
GENERAL SERVICES			
911 Emergency Telephone Fees	\$ 1,265,537	\$ 1,298,000	0.3%
Police Report Fees	82,028	95,000	0.0%
Police False Alarm Fees	17,955	35,000	-37.1%
Fire Protection Fees	65,553	68,000	0.0%
Fire Incident Report Fees	450	400	0.0%
Building Demolition Fees	55,762	70,000	-14.3%
Building Boarding Up	34,707	30,000	-16.7%
Lot Clearing Fees	40,329	46,000	-23.9%
Harbor Fees	15,255	25,000	0.0%
Delinquent Receipts	0	55,000	-45.5%
Total	\$ 1,577,576	\$ 1,722,400	-3.5%

	1995	1996	1997 % Change
	Actual	Projected	Budget 96 - 97
OTHER REVENUES			
Advertising Fees	\$ 946	\$ 15,000	0.0%
Telephone Locations	16,320	13,000	0.0%
Damage Claims Revenue	9,823	17,500	-42.9%
Sale of Land and Property	24,480	43,000	-53.5%
Uhuru/Youth Futures Grant	76,663	90,800	-93.4%
Drug Squad Reimbursement	615,759	654,000	3.1%
HazMat Reimbursements	0	98,800	37.7%
Miscellaneous Revenue	791,994	400,000	0.0%
Visitors' Center Lot	0	0	--
FEMA Reimbursements	0	111,168	-100.0%
ACOG Reimbursements	0	290,000	-100.0%
Reserve for Open Purch. Orders	0	590,852	-100.0%
Total	\$ 1,535,985	\$ 2,324,120	-40.0%
TOTAL GENERAL FUND REVENUE	\$ 85,182,253	\$ 89,888,024	-5.1%
		\$ 85,347,580	

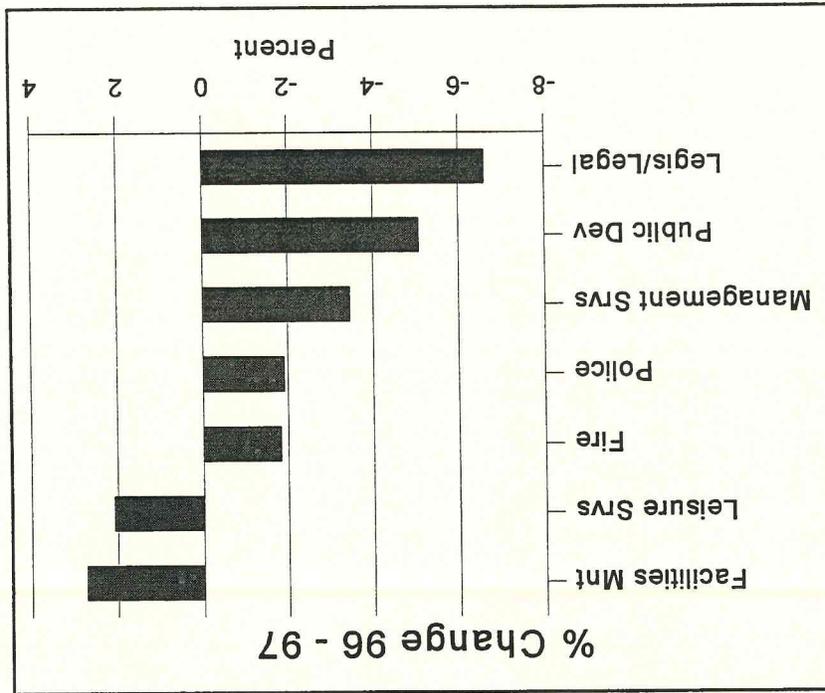
GENERAL FUND EXPENDITURE SUMMARY

1997 Expenditures by Bureau



The pie chart above provides a pictorial view of City funding allocations by bureau. In the remainder of this General Fund Expenditure Summary, major increases in 1997 are highlighted and service trends explained.

Total General Fund expenditures decrease by \$4,540,444 from 1996 to 1997. The percentage changes by bureau are graphically displayed below. All bureau expenditures, with the exception of Facilities Maintenance and Leisure Services, will decline in 1997.

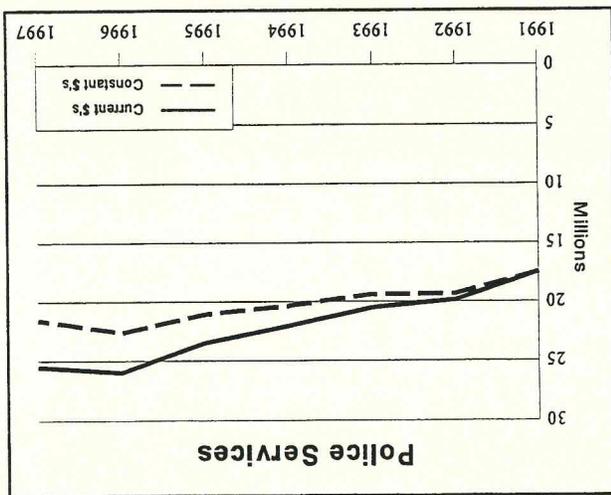


GENERAL FUND SERVICE TRENDS

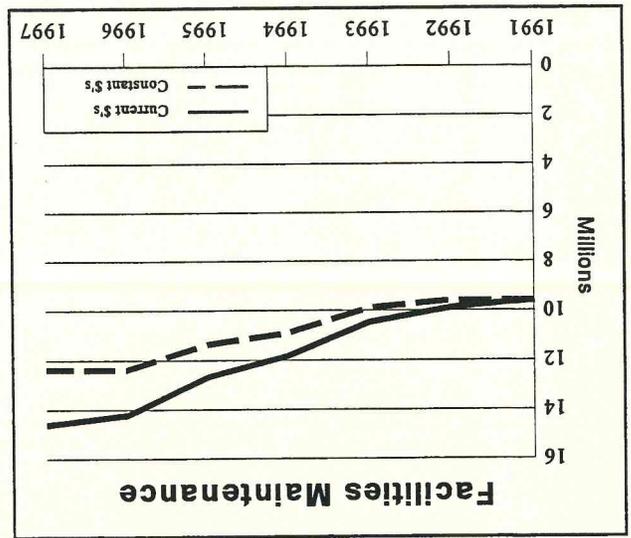
Transfers to Debt Service. The trend line is provided in both current and constant dollars to show the impact of inflation.

The charts below and on the following pages provide a seven year expenditure trend for each of the bureaus in the General Fund and for

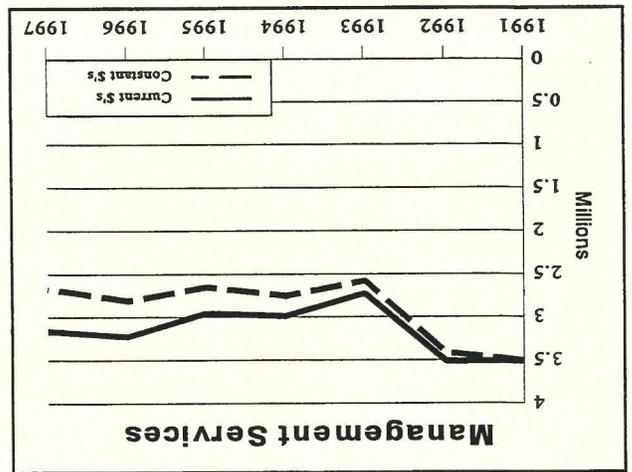
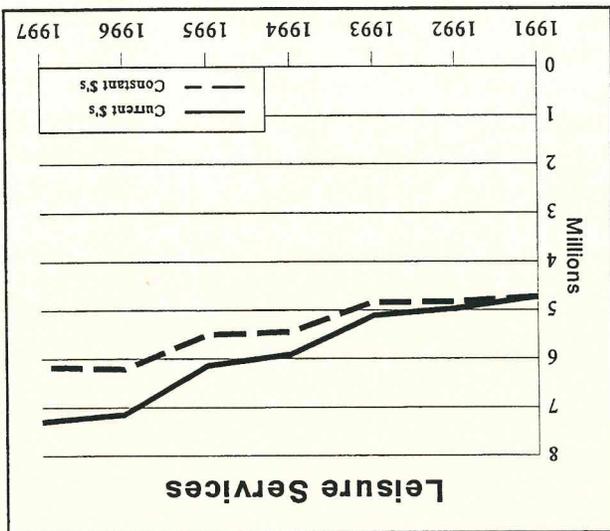
Police. Police services are the largest expenditure in the General Fund budget, accounting for 30% of the total. Resources devoted to Police services have increased 46% since 1991. In both current and constant (adjusting for inflation) dollars the City has steadily increased resources for Police services. The 1996 increase is due in large part to the one-time resources necessary to provide security for the 1996 Olympics. The slight reduction in 1997 reflects elimination of Olympic expenses and a large reduction in vehicle maintenance costs as a result of efficiency improvements.



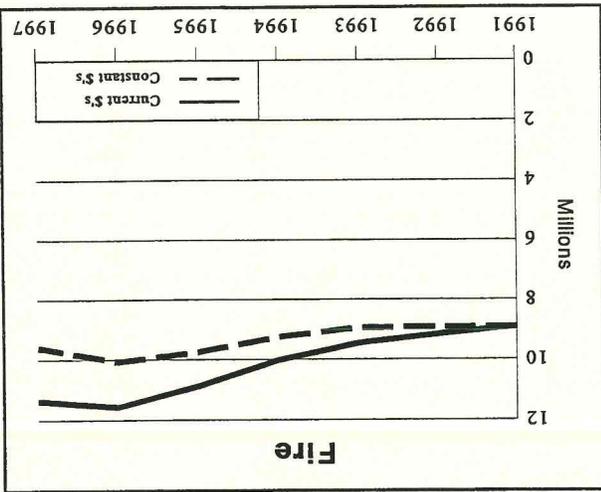
Facilities Maintenance. Flooding has been a continuing concern for the City of Savannah. Consequently, funds have been directed toward capital projects and operations to address this major problem. The primary purveyor of drainage management services is the Facilities Maintenance Bureau. Facilities Maintenance is also responsible for street repairs and park and tree services which have increased as part of the City's continued focus on improving neighborhoods. The Facilities Maintenance Bureau, which accounts for 17% of General Fund expenditures, increases 2.3% in current dollars from 1996 to 1997.



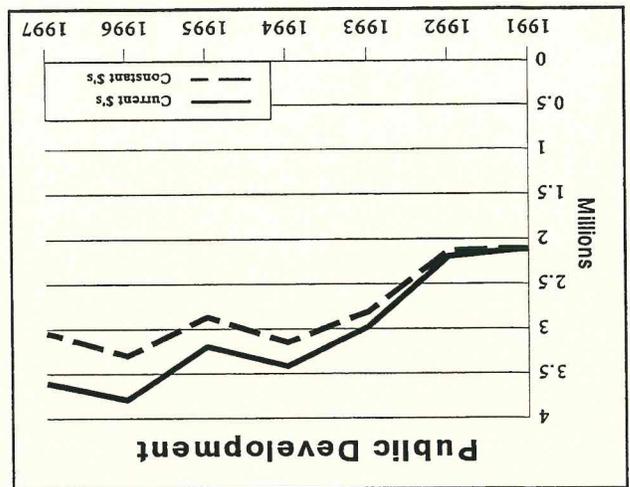
Leisure Services. Another major area of concentration continues to be leisure service activities for youth and families, particularly in neighborhood based programs. Resources dedicated to Leisure Services have increased 54% from 1991 to 1997. Since 1991 the number of community and neighborhood centers, athletic fields, and playgrounds has greatly increased. In 1997 two new centers are programmed for opening. The graph to the right provides a seven year expenditure trend in the Leisure Services Bureau. In 1994, the Cultural Arts Office was transferred from the City Manager's Office to the Leisure Services Bureau.



Management Services. As the chart to the left shows, the cost of the General Fund portion of the Management Services Bureau (not including Recorder's Court) has decreased 10% since 1991. In 1997, these departments account for 4% of the total General Fund budget. The major decline in 1993 was due to the transfer of the Human Resources and Purchasing departments to the Internal Services Fund to better account for these services.

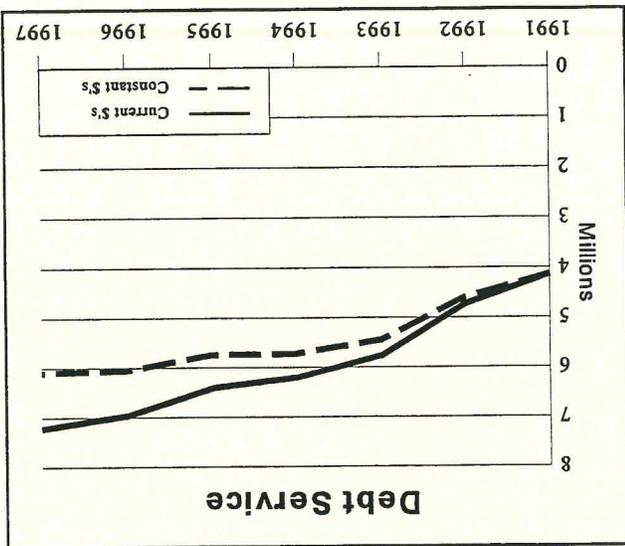


Fire. The Fire Department accounts for 13% of General Fund expenditures. The 1997 Fire budget declines \$212,000 or 2% from the 1996 level. From 1991 to 1997, the Department's budget has increased approximately 28% in current dollars.



Public Development. The Public Development Bureau is 4.2% of 1997 General Fund expenditures. Funding for this Bureau has increased 70% from 1991 to 1997. The large increase in 1994 is due to the transfer of the Property Maintenance Division from Sanitation to Public Development. Not included in the chart to the left, is Community Development Block Grant and Housing Grants from the federal government. These are accounted for in the Grant Fund.

Debt Service. Expenditures for Debt Service have increased 75% from 1991 to 1997. This increase is larger than that of any Bureau in the General Fund during those same years. These expenditures service the debt on major capital projects such as streets, drainage, and community centers.



GENERAL FUND EXPENDITURES BY SERVICE AREA

The following table provides total General Fund expenditures by department and the percentage change from 1996 to 1997.

Department/Activity	Actual 1995	Projected 1996	Budget 1997	% Change 96 - 97
LEGISLATIVE/LEGAL/ADMIN				
Mayor and Aldermen	\$ 447,312	\$ 485,157	\$ 456,199	-6.0
Clerk of Council	169,502	237,857	190,869	-19.8
City Manager's Office	375,371	408,376	387,050	-5.2
Legal	286,309	286,684	290,322	1.3
Total	\$ 1,278,494	\$ 1,418,074	\$ 1,324,440	-6.6
MANAGEMENT & FINANCIAL SVCS				
Asst City Mgr/Mgt & Fin	\$ 208,155	\$ 228,926	\$ 242,959	6.1
Research & Budget	601,222	629,617	558,286	-11.3
Management & Auditing	542,781	578,873	597,629	3.2
Finance	845,553	905,494	846,436	-6.5
Revenue	761,915	887,887	917,200	3.3
Recorder's Court	1,368,118	1,403,603	1,311,572	-6.6
Total	\$ 4,327,744	\$ 4,634,400	\$ 4,474,082	-3.5
FACILITIES MAINTENANCE				
Facilities Maint Director	\$ 149,685	\$ 222,926	\$ 219,306	-1.6
Park and Tree	2,718,790	3,016,623	3,074,951	1.9
Cemeteries	1,293,133	1,439,178	1,422,991	-1.1
Traffic Engineering	3,804,850	4,784,975	4,760,414	-0.5
Stormwater Management	2,567,089	2,417,439	2,625,251	8.6
Streets Maintenance	2,156,643	2,361,519	2,528,281	7.1
Total	\$ 12,690,190	\$ 14,242,660	\$ 14,631,194	2.7
PUBLIC DEVELOPMENT				
Asst CM/Public Develop	\$ 265,016	\$ 293,375	\$ 298,743	1.8
Inspections	1,117,935	1,173,572	1,184,132	0.9
Property Maintenance	1,267,504	1,751,868	1,568,230	-10.5
Community Services	550,722	579,122	554,544	-4.2
Total	\$ 3,201,177	\$ 3,797,937	\$ 3,605,649	-5.1

Department/Activity	1995 Actual	1996 Projected	1997 Budget	% Change 96 - 97
POLICE				
Police Chief	\$ 381,692	\$ 394,499	\$ 398,809	1.1
Patrol	12,038,715	13,880,621	13,774,754	-0.8
Special Operations	3,036,380	2,714,576	2,820,219	3.9
Communications	1,584,521	1,771,677	1,661,763	-6.2
Investigations	3,059,537	3,692,648	3,639,051	-1.5
Staff Services	3,317,270	3,475,045	3,229,575	-7.1
UHURU Grant	72,409	91,244	0	-100.0
Total	\$ 23,490,524	\$ 26,020,310	\$ 25,524,171	-1.9
FIRE				
Fire Administration	\$ 379,680	\$ 403,849	\$ 407,275	0.8
Fire Operations	10,509,035	11,181,087	10,965,146	-1.9
Total	\$ 10,888,715	\$ 11,584,936	\$ 11,372,421	-1.8
LEISURE SERVICES				
Leisure Services Director	\$ 246,990	\$ 269,338	\$ 266,967	-0.9
Athletics	849,198	986,431	960,714	-2.6
Paulsen Concessions	83,676	92,415	87,587	-5.2
Neighborhood Programs	1,462,310	1,733,147	1,772,725	2.3
Yamacraw Grant	64,926	84,459	80,128	-5.1
Adult Day Care	256,741	284,260	284,131	0.0
City Golden Age	706,662	835,434	953,854	14.2
After School Program	95,752	123,907	134,347	8.4
Cultural Affairs	424,120	458,581	456,120	-0.5
Bldgs & Grounds Maint	1,960,659	2,284,317	2,305,420	0.9
Total	\$ 6,151,034	\$ 7,152,289	\$ 7,301,993	2.1

Department/Activity	Actual 1995	Projected 1996	Budget 1997	% Change 96 - 97
Services from Other Funds	\$ 2,146,228	\$ 1,926,041	\$ 1,931,928	0.3
Jail Charges	2,204,459	2,310,000	60,000	-97.4
Tourism & Promotion	2,080,671	2,540,412	2,563,447	0.9
Planning & Development	952,935	1,121,174	980,876	-12.5
Human Services	854,500	869,350	906,000	4.2
Cultural Services	700,077	851,000	765,000	-10.1
Transfer to Other Funds	5,036,314	1,720,845	2,095,360	21.8
Transfer to Debt Service	6,417,072	6,972,451	7,227,399	3.7
Sanitation Subsidy	1,596,276	1,821,209	0	-100.0
Civic Center Subsidy	647,939	506,228	0	-100.0
CDBG Agencies	0	30,000	25,000	-16.7
City Dues & Memberships	83,464	99,858	100,559	0.7
Other City Contributions	29,000	1,250	18,750	1,400.00
Other Expenses	(49,437)	267,600	267,600	0.0
Contingency	0	0	171,711	--
Total	\$ 22,699,498	\$ 21,037,418	\$ 17,113,630	-18.7
TOTAL GENERAL FUND	\$ 84,727,376	\$ 89,888,024	\$ 85,347,580	-5.1

Expenditures By Type

Another way to look at General Fund expenditures is by type. The table below lists the major General Fund expenditure types and their percent of the total budget. As a service organization, approximately half of expenses go toward personal services. The next largest expenditure type is outside services, which includes contracts, utility costs, and other services purchased from the private or non-profit sectors.

Expenditure Area	Actual 1995	Projected 1996	Budget 1997	% of 97 Total
Personal Services	\$ 42,712,094	\$ 45,947,472	\$ 46,807,069	54.8
Outside Services	10,400,455	11,959,696	9,734,990	11.4
Commodities	2,360,424	3,071,061	2,953,702	3.5
Interfund Services	9,404,020	9,619,239	9,556,039	11.2
Capital Outlay	241,427	644,686	0	0.0
Interfund Transfers	8,513,703	9,634,113	7,222,899	8.5
Other Expenses	6,532,634	7,844,850	7,162,810	8.4
Capital Projects	4,562,619	1,166,907	1,738,360	2.0
Contingencies	0	0	171,711	0.2
TOTAL	\$ 84,727,376	\$ 89,888,024	\$ 85,347,580	100.0

Major Expense Changes By Item

As the preceding tables indicate, the 1997 budget for the General Fund is \$85,347,580, a decrease of \$4,540,444 or 5% less than the 1996 projected expenditures. The decrease in the General Fund budget can be attributed to changes in the following areas:

Jail Costs to Chatham County	\$ (2,250,000)
Sanitation Subsidy	(1,821,209)
Pension	(732,803)
Furniture and Equipment	(642,286)
Olympic Public Safety	(507,679)
Civic Center Subsidy	(506,228)
Computer Capital Charge	(319,490)
Contribution to Traffic	(231,448)
Medical Insurance	(182,260)
Vehicle Maintenance Charges	(171,897)
Housing Demolition	(127,577)
Data Processing	(111,144)
Other Contractual Services	(109,420)
Fleet Addition Contribution	(107,000)
Olympic Cultural Contributions	(86,000)
Tele-Electronic Charges	(82,117)
Contribution to MPC	(81,232)
Services by Sanitation-Disposal	123,455
Electricity	139,434
Social Security	142,650
Insurance by Risk Management	146,768
Contingencies	171,711
Transfer to Debt Service	254,671
Vehicle Depreciation	353,677
Contribution to CIP's	1,261,360
Salaries & Wages	1,665,911
Subtotal	\$ (3,810,153)
All Others	\$ (730,291)
TOTAL GENERAL FUND CHANGE	\$ (4,540,444)

A highlight of major changes follows.

Jail Costs to Chatham County. As a result of the Local Option Sales Tax negotiations with Chatham County, the City will no longer be charged for housing prisoners in the County jail.

Sanitation Subsidy. The Sanitation Subsidy has been eliminated in 1997 by addressing the health of the pension fund.

Pension. In 1995 the City over-funded the pension fund, allowing this one-time reduction in the 1997 contribution. This meets actuarial guidelines and in no way adversely impacts the loss of flow control through volume based tipping fees and a \$1 increase in residential refuse fees.

Furniture and Equipment. As a cost saving measure in 1997, all capital outlay was either eliminated or moved to 1996.

Olympic Public Safety. Funds budgeted for Olympic public safety (i.e., venue security, and additional ambient security) were for 1996 only.

Civic Center Subsidy. The General Fund subsidy to the Civic Center is eliminated in 1997 by providing 75% of the new Auto Rental Tax and 28% of the additional 1% Hotel/Motel Tax to support Civic Center operations.

Computer Capital Charge. Similar to vehicle depreciation, City department's are charged an annual amount to provide for planned computer replacements. As a one-time balancing strategy, these charges have been eliminated in 1997.

Contribution to Police Traffic Grant. State funds for the Traffic Grant expired in 1995. In 1996, the officer positions formerly funded by the grant were maintained on an interim basis. In 1997, these positions will be made permanent and moved to the Community and Traffic Safety Unit of the Police Special Operations Division.

Medical Insurance. The City's share of medical insurance will decrease 5% in 1997 as a result of several cost control programs including a move to a preferred provider medical program.

Vehicle Maintenance Charges. For the second year in a row, the cost of maintaining the City's fleet will be reduced. Total savings are more than \$800,000.

Housing Demolitions. After many years of

concentrating on improving the City's housing stock, the number of dilapidated structures has begun to decrease. This positive trend has reduced the number of structures needing demolition.

Data Processing. The Information Services Department, a charter participant in the Incentive Budgeting System, will reduce its budget by over \$100,000 in 1997, allowing a city-wide decrease in data processing charges.

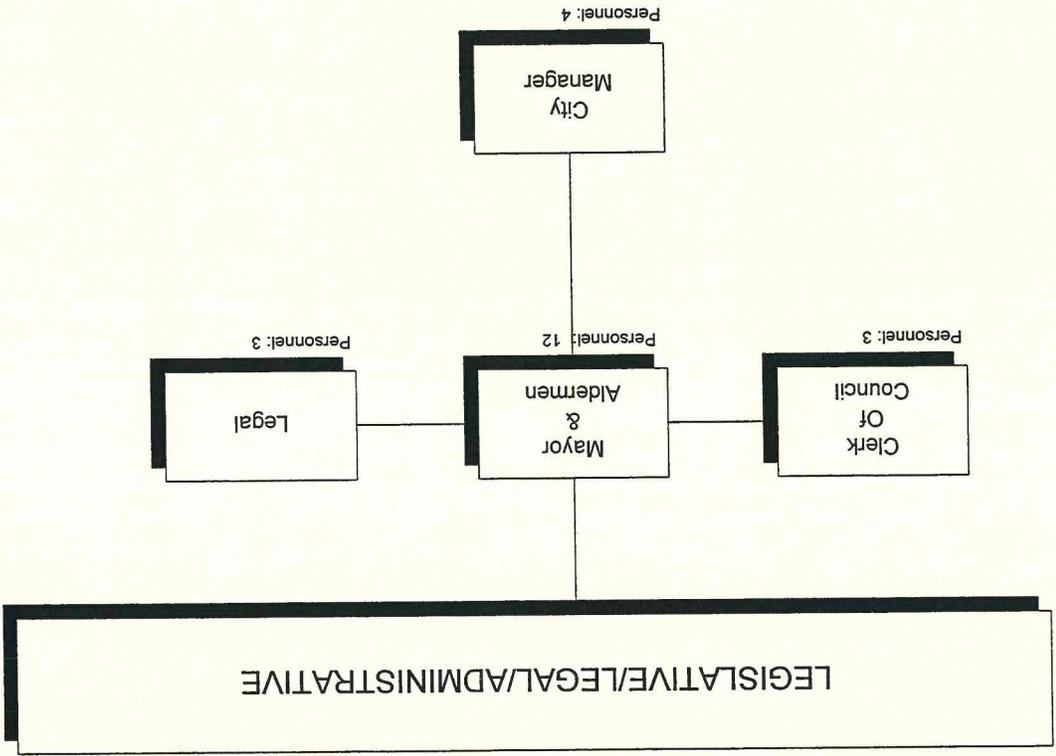
Contingencies. Every year the City budgets contingencies for unforeseen expenditures and emergencies during the year.

Transfer to Debt Service. The General Fund transfer to Debt Service increases \$254,671 primarily for streets and drainage related projects.

Vehicle Depreciation. This charge is the amount contributed per vehicle to the Vehicle Replacement Fund. This stream of payments will then fund replacement when the vehicle has passed its useful life. The 1997 increase is based on the inflationary rise in the price of automobiles.

Contribution to CIP's. The amount budgeted for Capital Improvement Projects in 1997 funds the first year of the Five Year CIP plan presented to City Council in September.

Salaries and Wages. The 1997 allocation for salaries and wages increases \$1,040,000 for a 2.25% cost of living adjustment and \$625,000 for modular pay plans and to account for vacancies in 1996.



LEGISLATIVE/LEGAL/ADMINISTRATIVE

City Manager also oversees the operation of the Public Information and Customer Service Department. Legal staff are directed by the City Attorney, who is appointed by the Mayor and Aldermen.

The 1997 budget for Legislative/Legal/Administrative is \$93,634, or 7% less than 1996 projected expenses. A comparison of the 1997 budget with 1996 projected expenditures is presented below.

Legislative/Legal/Administrative includes the Mayor and Aldermen, Clerk of Council, City Manager and Legal Department. The Mayor and Aldermen, elected every four years, set policy. The Clerk of Council maintains official records and documents of City Council meetings, maintains the City Code and serves as supervisor of City elections. The City Manager, appointed by the Mayor and Aldermen, implements Council policy and serves as chief administrative official of the City. The

Expenditures By Type

	1995	1996	1997	% Change
Expenditure Area	Actual	Projected	Budget	96 - 97
Personal Services	\$ 753,180	\$ 803,819	\$ 786,551	-2.1
Outside Services	267,298	332,220	288,623	-13.1
Commodities	32,788	37,597	31,811	-15.4
Interfund Services	205,975	227,766	215,156	-5.5
Capital Outlay	9,689	3,500	0	-100.0
Other Expenses	9,564	13,172	2,299	-82.5
TOTAL	\$ 1,278,494	\$ 1,418,074	\$ 1,324,440	-6.6

Activity Summary

	1995	1996	1997	% Change
Activity	Actual	Projected	Budget	96 - 97
Mayor and Aldermen	\$ 447,312	\$ 485,157	\$ 456,199	-6.0
Clerk of Council	169,502	237,857	190,869	-19.8
City Manager	375,371	408,376	387,050	-5.2
Legal	286,309	286,684	290,322	1.3
TOTAL	\$ 1,278,494	\$ 1,418,074	\$ 1,324,440	-6.6

MAYOR AND ALDERMEN

The 1997 budget for the Mayor and Aldermen is \$456,199, a decrease of 6% from 1996 projected expenditures. Allocations are outlined below. This decrease is due to reductions in Temporary Labor, Outside Services, and Mail and Municipal Buildings charges.

<u>Expenditures By Type</u>				
	1995	1996	Budget	1997
<u>Expenditure Area</u>	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 264,161	\$ 275,649	\$ 263,739	-4.3
Outside Services	80,075	98,310	93,834	-4.6
Commodities	18,176	20,070	18,609	-7.3
Intfund Services	79,917	83,328	80,017	-4.0
Capital Outlay	2,979	3,500	0	-100.0
Other Expenses	2,004	4,300	0	-100.0
TOTAL	\$ 447,312	\$ 485,157	\$ 456,199	-6.0

<u>Positions</u>				
	1995	1996	1997	Grade
<u>Class Title</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	
Administrative Assistant	1.75	2.00	2.00	13
Executive Asst to Mayor	1.00	1.00	1.00	--
Aldermen	8.00	8.00	8.00	--
Mayor	1.00	1.00	1.00	--
TOTAL	11.75	12.00	12.00	

CLERK OF COUNCIL

The 1997 budget for Clerk of Council is \$190,869, a decrease of 20% or \$46,988 below 1996 projected expenditures. This decrease is primarily due to a decrease in Outside Services of \$38,658 caused by the 1996 City recodification which is not needed in 1997. Charges for Mail and Municipal Buildings services decrease an additional \$3,857, and the Computer Capital charge was eliminated Citywide for 1997.

<u>Expenditures By Type</u>			
	1995	1996	1997
<u>Expenditure Area</u>	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>
Personal Services	\$ 106,995	\$ 115,658	\$ 114,699
Outside Services	14,337	62,110	23,452
Commodities	1,591	3,642	3,283
Interfund Services	42,568	53,647	49,435
Capital Outlay	1,611	0	0
Other Expenses	2,400	2,800	0
TOTAL	\$ 169,502	\$ 237,857	\$ 190,869
			% Change 96 - 97
			-0.8
			-62.2
			-9.9
			-7.9
			--
			-100.0

<u>Positions</u>			
	1995	1996	1997
<u>Class Title</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Secretary	1.00	1.00	1.00
Assistant to Clerk of Council	1.00	1.00	1.00
Clerk of Council	1.00	1.00	1.00
TOTAL	3.00	3.00	3.00
			Grade
			10
			13
			--

CITY MANAGER

The 1997 budget for the City Manager is \$387,050, a decrease of \$21,326 or 5% less than 1996 projected expenditures. This is due to reductions in Small Fixed Assets and Interfund Services Charges.

<u>Expenditures By Type</u>				
	1997	1996	1995	
Expenditure Area	Actual	Projected	Budget	% Change 96 - 97
Personal Services	\$ 247,638	\$ 273,725	\$ 270,472	-1.2
Outside Services	34,766	36,443	29,564	-18.9
Commodities	11,710	12,506	8,736	-30.1
Interfund Services	71,802	80,430	75,979	-5.5
Capital Outlay	5,099	0	0	--
Other Expenses	4,356	5,272	2,299	-56.4
TOTAL	\$ 375,371	\$ 408,376	\$ 387,050	-5.2

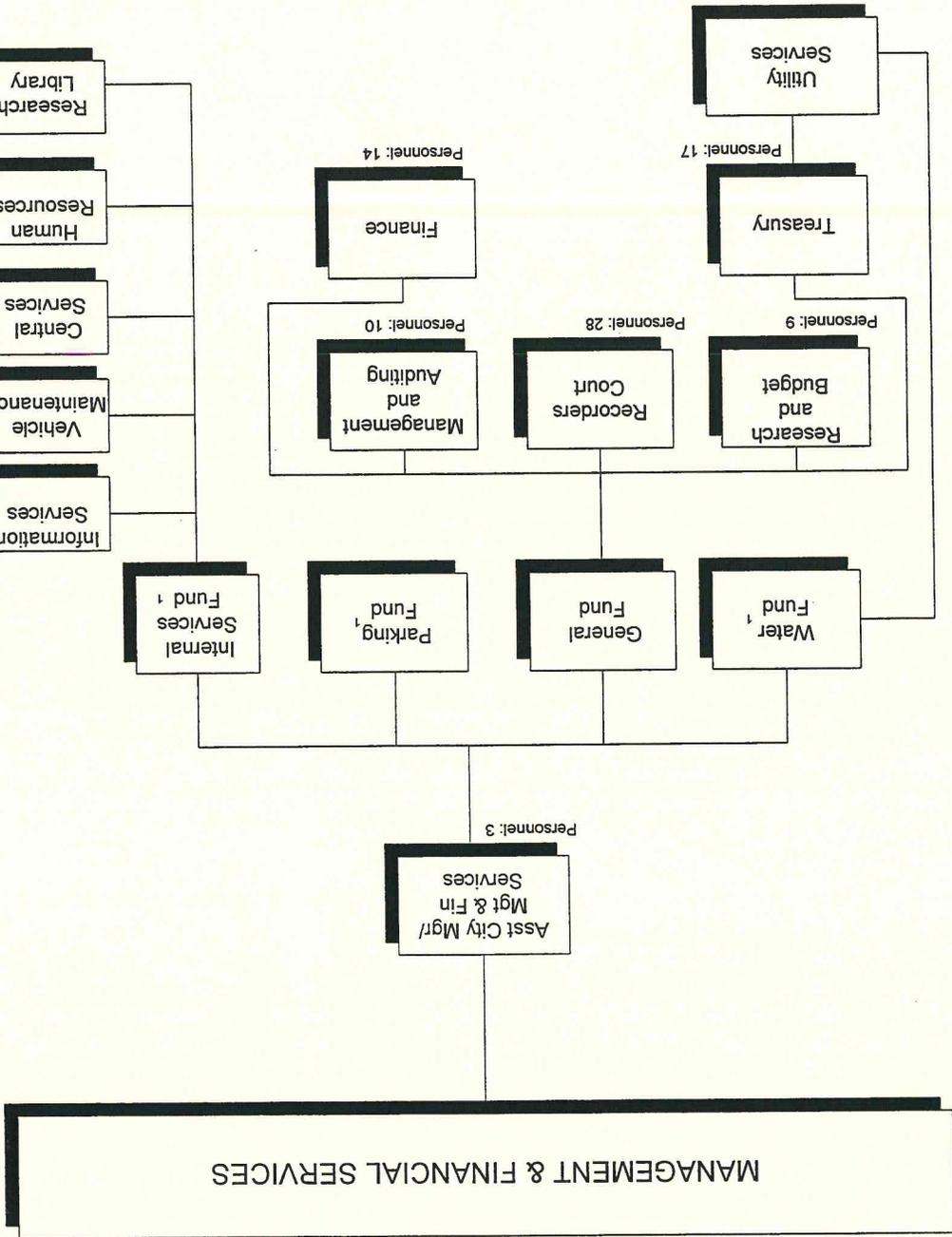
<u>Positions</u>				
	1995	1996	1997	Grade
Admin Assistant	1.00	1.00	1.00	13
Admin Asst to City Manager	1.00	1.00	1.00	18
Asst To City Manager	1.00	1.00	1.00	28
City Manager	1.00	1.00	1.00	--
TOTAL	4.00	4.00	4.00	

LEGAL

The 1997 budget for the Legal activity is \$290,322, an increase of \$3,638 or 1% over 1996 projected expenditures. The increase is primarily due to an increase in Professional Services for attorney fees.

<u>Expenditures By Type</u>				
	1997	1996	1995	TOTAL
<u>Expenditure Area</u>				
Personal Services	\$ 137,641	\$ 138,787	\$ 134,386	
Outside Services	141,773	135,357	138,120	
Commodities	1,183	1,379	1,311	
Intfund Services	9,725	10,361	11,688	
Other Expenses	0	800	804	
TOTAL	\$ 290,322	\$ 286,684	\$ 286,309	\$ 286,309
<u>% Change 96 - 97</u>				
				1.3
				-0.8
				4.7
				-14.2
				-6.1
				-100.0

<u>Positions</u>				
	1997	1996	1995	TOTAL
<u>Class Title</u>				
Executive Secretary	1.00	1.00	1.00	
City Attorney	1.00	1.00	1.00	
TOTAL	2.00	2.00	2.00	2.00
<u>Grade</u>				
14				--



¹ Administered in a separate fund

MANAGEMENT AND FINANCIAL SERVICES BUREAU

The Management and Financial Services Bureau operates the City's general administrative functions. This bureau's General Fund activities include the Assistant City Manager/Management and Financial Services, Research and Budget, Management and Auditing, Finance, Treasury, and Recorder's Court.

The 1997 budget for the bureau's General Fund activities is \$4,474,082, a decrease of 4% from 1996 projected expenditures. This budget reflects a decrease of \$92,637 in Internal Services charges and \$61,745 in Outside Services.

The 1997 budget compared with 1996 projected expenditures and 1995 actual costs is presented below.

<u>Expenditures By Type</u>	
1995	1996
Actual	Projected
\$ 2,943,111	\$ 3,126,848
Personal Services	\$ 3,192,507
Outside Services	Budget
407,125	1997
123,523	415,688
779,491	114,286
9,778	741,586
64,716	-11.1
52,783	-3.3
24,925	-12.9
10,015	2.1
0	96 - 97
-100.0	%Change
-81.0	Budget
Other Expenses	1997
Capital Outlay	4,474,082
Intfund Services	4,634,400
Commodities	\$ 4,474,082
TOTAL	\$
\$ 4,327,744	4,634,400
\$	\$
4,327,744	4,474,082
-3.5	-3.5

<u>Activity Summary</u>	
1995	1996
Actual	Projected
\$ 208,155	\$ 228,926
ACM/Mgt. & Fin. Svcs.	\$
601,222	629,617
Research & Budget	558,286
542,781	597,629
845,553	846,436
761,915	917,200
1,368,118	1,311,572
Recorder's Court	3.3
Treasury	-6.5
Finance	-6.5
Management & Auditing	3.2
TOTAL	-11.3
\$ 4,327,744	4,474,082
\$	\$
4,327,744	4,474,082
-3.5	-3.5

ASSISTANT CITY MANAGER/MANAGEMENT SERVICES

Trends and Issues

the public in a cost effective manner. In 1997, City staff will expand its work in establishing and maintaining a web server for internal use by all City employees. The information will be organized and maintained in a manner which is accessible by employees though their personal computers. This concept will be extended to the general public when the City creates its own home page on the World Wide Web.

In our continuing attempts to contain health care costs, 1997 will see the evaluation of the success of the preferred provider plan and exploration of options for additional managed care. Through the use of managed care strategies, the City will be able to continue to offer attractive health care benefits to its employees while keeping health care costs in check.

The focus of the Bureau in 1997 will remain on providing quality customer service. Customer service training will continue to be made available to all departments. In addition, results of the customer service survey which was conducted in 1996 will be used as a baseline to measure future improvements in meeting our citizens' needs and expectations.

Significant Expenditure Changes

This activity's budget increases \$14,033 or 6.1% due to a personnel vacancy in 1996 and the 1997 wage increase, which results in a \$12,232 increase in Personal Services. Also, Outside Services increases by \$5,521 for professional training. These increases are offset by a decrease of \$2,227 in Internal Services charges and a decrease of \$1,600 due to the elimination of the computer replacement charge Citywide for 1997.

The Management and Financial Services Bureau is responsible for ensuring that the City is managed in an organized and cost-effective way which makes the best possible use of taxpayers' dollars. This is accomplished through the Bureau's provision of support services. These support functions are essential to enable line departments to provide those services which maintain our citizens' quality of life. In addition, the Bureau is responsible for providing parking services and Recorder's Court services.

The support functions can be categorized in four major areas: finance, human resources, equipment and information. The Bureau is responsible for acting as stewards of public funds through financial planning and internal controls; recruiting, developing and supporting employees in order that they may provide essential services to the community; providing and maintaining materials, buildings, and equipment necessary for City work programs; and providing management information to enhance line departments' abilities to serve the public.

The goal of the Bureau is to keep the City in sound financial condition by identifying potential problem areas and developing actions to address them. In 1997, staff will be faced with the challenge of doing more with less. Revenues will be down \$5 million due to the one time loss of sales tax revenues. At the same time, several expensive projects must be implemented in 1997. This challenge will require City staff to provide the necessary level and quality of service in a fiscally responsible manner.

The Internet will be one way in which the City can provide information to both employees and

Expenditures By Type

Expenditure Area	1995 Actual	1996 Projected	1997 Budget	% Change 96 - 97
Personal Services	\$ 165,397	\$ 178,536	190,768	6.9
Outside Services	7,188	12,792	18,313	43.2
Commodities	629	1,313	1,193	-9.1
Interfund Services	28,892	32,613	30,386	-6.8
Capital Outlay	2,449	0	0	0.0
Other Expenses	3,600	3,672	2,299	-37.4
TOTAL	\$ 208,155	\$ 228,926	242,959	6.1

Positions

Class Title	1995	1996	1997	Grade
Executive Secretary	1.00	1.00	1.00	14
Management Projects Coordinator	1.00	1.00	1.00	25
Assistant City Manager/Mgt. Svcs.	1.00	1.00	1.00	52
TOTAL	3.00	3.00	3.00	

RESEARCH AND BUDGET

Trends and Issues

Council and the public at large.

In 1996, Research and Budget completed a Financial Trends Monitoring Report for 1991-1995 and a Five Year Plan for 1997-2001. These reports pointed out issues that must be dealt with in the future, such as the growth of debt and debt service. Research and Budget will take proactive steps in 1997 to allocate funds in a responsible manner while keeping in mind the financial challenges the City must face in the future. Another significant project will be to deal with the changes in sales tax allocations as a result of the renegotiations with Chatham County.

Significant Expenditure Changes

The allocation for Research and Budget decreases \$71,331 or 11.3% due to a decrease of \$60,243 in Information Services charges due to a more accurate allocation of charges for 1997 and a decrease in the Information Services budget. Also, there will be no computer replacement charge in 1997, resulting in a decrease of \$6,800.

The Research and Budget Department has these major responsibilities:

- to prepare and monitor the annual Service Program and Budget. This includes developing budget procedures, analysis of all department budget requests, monitoring department spending and revenue collection, and conducting the citywide performance measurement program
- to conduct special analyses and coordinate programs for the City Manager and Assistant City Manager
- to coordinate the City's increasing efforts to identify and apply for grants
- to monitor financial and economic trends and indicators to be used in long-range planning

In 1997, Research and Budget will continue to investigate new methods and systems for allocation of City funds and development of the annual City budget. Research and Budget staff will also continue to improve on the presentation of the City's budget information to the Mayor and

<u>Expenditure Area</u>		<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>% Change</u>
1995		430,877	455,388	451,405	-0.9
	Personal Services	\$	\$		
	Outside Services	22,866	23,989	23,413	-2.4
	Commodities	6,476	5,514	4,725	-14.3
	Interfund Services	133,604	137,926	78,743	-42.9
	Capital Outlay	0	0	0	0.0
	Other Expenses	7,399	6,800	0	-100.0
	TOTAL	\$ 601,222	\$ 629,617	\$ 558,286	-11.3

Class Title	Positions			Grade
	1995	1996	1997	
Administrative Assistant	1.00	1.00	1.00	13
Budget Technician	1.00	1.00	1.00	14
Management Analyst, Senior	0.00	1.00	1.00	23
Management Analyst, Principal	5.00	5.00	5.00	25
Research & Budget Director	1.00	1.00	1.00	36
TOTAL	9.00	9.00	9.00	

SERVICE QUANTITY

COST ALLOCATION	1995			1996			1997		
	1995	1996	1997	1995	1996	1997	1995	1996	1997

WP-1: Perform background studies and prepare the Annual Budget

Activity Budgets Prepared	87	87	87	\$167,000	Unit: \$1,920	11	20	20	221	268
Operating Fund Budgets Prepared	11	11	11							
Fee Reviews	23	20	23							
Work Programs Prepared	221	221	221							
Objectives Prepared	268	268	268							

WP-2: Monitor the status of departmental expenditures, revenues and performance

Monthly Activity Budget Status Reviews	12	12	12	\$223,000	Unit: \$456	221	268	268	1,110	1,110
Work Programs Reviewed Yearly	221	221	221							
Objectives Reviewed Yearly	268	268	268							
Position Control Transactions	1,065	1,100	1,100							

WP-3: Prepare and submit grant applications in conjunction with departments

Grant Applications Prepared	7	30	25	\$56,000	Unit: \$2,240	30				
Percent of Applications Funded	28	59	30							

WP-4: Conduct analytic projects and studies

Projects/Studies	3	5	4	\$112,000	Unit: \$28,000					
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GOAL: AN ALLOCATION PLAN THAT DISTRIBUTES AVAILABLE RESOURCES CONSISTENT WITH CITY OBJECTIVES AND PRIORITIES.

OBJECTIVE-A: To review citywide service program measures in an effort to reduce the number of unmet performance measures by 10% a year.

Measure	1995	1996	1997
Work Programs	12%	11%	10%
Objectives	15%	13%	12%

% Targeted Measures That Were Not Met

STRATEGY:

1. Work closely with departments in developing meaningful and measurable service program measures.
2. Allocate available resources in conjunction with desired objective outcomes.
3. Review achievement of targeted work programs and objectives and submit analysis of outcomes in semi-annual reports.

OBJECTIVE-B: To achieve a per person cost of municipal government (PPCG) equal to or less than the median PPCG for 25 similar-sized southeastern cities.

Measure	1995	1996	1997
Savannah	\$596	\$618	\$596
Average	\$572	\$632	\$637
Median	\$574	\$618	\$628

Per Person Cost of Government
Per Adopted Budget

STRATEGY:

1. Ensure expenditures are minimized and directly related to achievement of goals and objectives.
2. Continuously identify ways to reduce costs without reducing the quality or quantity of City services.
3. Maintain strong budgetary controls.

MANAGEMENT AND AUDITING

Trends and Issues

immediate feedback to managers. The trends described for internal auditing are being similarly applied in the management analysis unit. The unit will also continue to utilize team building and other process concepts associated with quality management. In this way, the unit will continue to provide technical assistance in moving City operations towards a philosophy of quality management. The application of effectiveness and efficiency processes initiated in 1996, including benchmarking and managed competition, will be furthered during 1997 and future years.

Additional training needs and performance measurement are two issues which arise as a consequence of Management and Auditing's new direction. Train the trainer and other in-house training techniques will be used to maximize the department's training resources. The manner in which the department performs its work and the way that success is measured will be addressed through the development of revised performance measures.

Significant Expenditure Changes

Management and Auditing's budget is \$18,756 or 3.2% over projected 1996 expenditures. This is primarily due to position vacancies in 1996 and the 1997 wage increase which results in an increase of \$27,170 in Personal Services. Also, Internal Service charges increase \$3,472 due to an increase in the Information Services charge due to a more accurate allocation in 1997. These increases are partially offset by a decrease of \$6,899 in Outside Services resulting from the department's participation in the Incentive Budgeting Program.

Management and Auditing's mission is twofold:

- ▶ to assist departmental managers in the effective and efficient performance of their responsibilities; and
- ▶ to ensure accountability for the appropriate expenditure of taxpayer dollars.

This mission is accomplished by conducting various types of operational analyses and appraisals including organizational reviews, staffing studies, internal audits, contract compliance reviews, research, and special projects. The departmental structure includes two units: internal auditing and management analysis, both with the overall objective of enhancing productivity and performance. The internal audit program examines and evaluates the system of internal controls for City programs to ensure accountability, risk reduction, and cost reduction. The management analysis unit functions as objective, in-house consultants for City management by conducting studies of operating methods and procedures, service delivery, staffing, and resource needs.

Consistent with a national trend in internal auditing, the department's focus is shifting toward reviewing systemic issues which have a wide impact on the City's operations. Rather than exclusively preparing traditional exception reports, staff contributes to organizational efficiency and effectiveness by assisting in the development of alternative solutions to system problems. Management and Auditing's goal is achieved through an increased amount of consultative work with more direct and

Expenditures By Type

Expenditure Area	1995	1996	1997	% Change
Personal Services	\$ 456,689	\$ 475,243	\$ 502,413	5.7
Outside Services	16,598	29,649	22,750	-23.3
Commodities	4,341	3,075	2,888	-6.1
Interfund Services	60,749	66,106	69,578	5.3
Other Expenses	4,404	4,800	0	-100.0
TOTAL	\$ 542,781	\$ 578,873	\$ 597,629	3.2

Positions

Class Title	1995	1996	1997	Grade
Admin. Assistant	1.00	1.00	1.00	13
Management Analyst	2.00	1.00	1.00	21
Management Analyst, Senior	0.00	1.00	1.00	23
Internal Auditor, Senior	2.00	2.00	2.00	23
Youth Futures Coordinator	1.00	1.00	1.00	24
Internal Auditor, Principal	2.00	1.00	1.00	25
Management Analyst, Principal	1.00	1.00	1.00	25
Audit Administrator	0.00	1.00	1.00	29
Management and Auditing Director	1.00	1.00	1.00	36
TOTAL	10.00	10.00	10.00	

SERVICE QUANTITY

COST ALLOCATION

Work Product	1995	1996	1997	Unit
WP-1: Conduct performance/operational review & analyses	8	6	7	\$130,000 /review/analyses
WP-2: Conduct automated and manual system reviews	2	3	2	\$52,000 /review
WP-3: Prepare management/advisory reports	8	7	2	\$100,000 /report

FINANCE

Trends and Issues

the processes and procedures used in the Finance department as well as some of the procedures that are used throughout the organization. Towards this end, staff will be cross-trained and reorganized as necessary, a training plan will be developed and the using departments will be trained in the new procedures.

Significant Expenditure Changes

The budget for this activity decreases 6.5% or \$59,058 primarily due to the \$40,456 decrease in Information Services charges resulting from a decrease in the Information Services budget and a more accurate allocation of charges in 1997. Also decreasing by \$4,026 is the charge for Mail and Municipal Buildings. Commodities decrease \$5,018 due to reduced Small Fixed Assets and Office Supplies costs. The computer replacement charge of \$8,000 was eliminated for 1997. These decreases are partially offset by an increase in salaries and wages due to the 1997 wage increase.

The Finance department provides financial support and expertise to management and to all of the City's operating departments. This support includes preparation of financial information and reports, preparation of employee paychecks and pension checks, payment of the City's bills and the coordination of all the City's financing activity.

The 1990's have brought many changes in the way that Finance departments do business. Legislative and industry changes have necessitated changes in the processes and procedures used by the Finance Department. Changes in industry standards for information processing has resulted in major changes in the way financial information is prepared and provided to users. Legislative changes that require significant capital costs result in new or alternative methods of financing. There have been changes that impact every area of the Finance department.

During 1997, Finance will continue to redesign

Expenditures By Type

	1996	1997	% Change 96 - 97
Expenditure Area	Actual	Projected	Budget
Personal Services	\$ 511,294	\$ 566,075	562,712
Outside Services	126,342	113,597	118,025
Commodities	35,957	38,518	33,500
Interfund Services	156,815	175,879	132,199
Capital Outlay	0	3,425	0
Other Expenses	15,145	8,000	0
TOTAL	\$ 845,553	\$ 905,494	\$ 846,436

Class Title	1995	1996	1997	Grade
Account Clerk	4.00	4.00	4.00	10
Admin Assistant	1.00	1.00	1.00	13
Account Technician	1.00	1.00	1.00	14
Accountant	5.00	3.00	3.00	19
Accountant, Senior	1.00	2.00	2.00	23
System Analyst, Senior	0.00	1.00	1.00	24
Asst Finance Director	1.00	1.00	1.00	31
Finance Director	1.00	1.00	1.00	43
TOTAL	14.00	14.00	14.00	

Positions

SERVICE QUANTITY

1995 1996 1997 COST ALLOCATION

WP-1: Prepare checks for City employees, pensioners, and service and commodity suppliers

Paychecks for Active & Retired City Employees 82,443 85,000 85,000 \$339,000
 Svc. And Commodity Suppliers 35,923 37,000 37,000 /check

WP-2: Manage idle cash investment program

Dollars Managed (\$1,000,000's) \$109 \$105 \$105 \$42,000
 Unit: \$400 /million dollars

WP-3: Prepare and maintain finance records and documents in conformity with generally accepted accounting principles and applicable legal and contractual provisions

Bonds Issued 3 1 1 \$466,000
 Audit Schedules, Closing Entries and Annual Financial Reports 1 1 1 Unit: \$2 /account transaction
 Monthly Financial Statements Prepared 12 12 12
 A/R & Special Assessment Billings Prepared 7,017 8,000 8,000
 Accounting Transactions 264,147 265,000 265,000

GOAL: TO MAINTAIN A HEALTHY FINANCIAL CONDITION FOR EACH OF THE CITY'S OPERATING FUNDS, WHICH ALLOWS EACH FUND TO MEET ALL OF ITS FINANCIAL OBLIGATIONS WHEN DUE, AND WHICH PROVIDES RESERVES TO FUND UNANTICIPATED EXPENSES OR REVENUE SHORTFALLS.

OBJECTIVE A: Maintain a General Fund balance of between 5.0% and 10.0% of annual General Fund expenditures.

1995	8.32	% General Fund Balance
1996	8.30	
1997	8.74	

STRATEGY:

1. Adopt General Fund Budgets which are balanced with the fund balance in the target range.

2. Record all financial transactions accurately, and prepare timely interim financial reports which compare actual results with budget plans.

3. Maintain good communications with the rating agencies providing them with all requested information and annual financial reports.

4. Maintain a policy of full and accurate disclosure of all material facts on the City's financial condition in the audited Comprehensive Annual Financial Report and in Official Statements on all City bond issues.

OBJECTIVE-B: Maintain debt service coverage on the Water and Sewer Fund of no less than 2.0 maximum future debt service.

1995	3.13	Water/Sewer Funds Average
1996	3.48	
1997	3.48	

STRATEGY:

1. Record all financial transactions accurately, and prepare timely interim financial reports which compare actual results with budget plans.

2. Take a long term view in financial planning for Enterprise Funds. Fund at least 60% of the capital program from current revenues; fund no more than 30% of the capital program with revenue bonds, or subordinate debt.

3. Closely monitor the performance of the Enterprise Funds to ensure projected revenues and expenses are achieved; recommend timely rate adjustments in order to maintain debt service coverage of at least 2.0x for the Water and Sewer Fund.

OBJECTIVE-C: Maintain a ratio of current asset to current liabilities of no less than 2.25 in the Water and Sewer Fund, and 1.10 in the I & D Fund.

1995	2.56	Water and Sewer Funds
1996	2.25	
1997	2.25	
	2.05	I & D Fund
	1.10	

TREASURY

Trends and Issues

assessments and auto rental excise taxes) in 1997. Furthermore, added attention will be placed by Treasury on regulatory functions associated with business licensing to help ensure compliance. Division employees will demonstrate progress in the performance of their regulatory functions, along with continuing the on-going work to noticeably improve employee productivity and responsiveness relative to good customer service.

Significant Expenditure Changes

This activity's budget increases \$29,313 or 3% due to the 1997 wage increase and vacancies in 1996. This results in an increase in Personal Services of \$34,443. The Information Services charge increases \$22,178 due to a more accurate allocation in 1997. Capital Outlays decrease \$15,000 due to capital purchases made in 1996 which will not be necessary in 1997. Also, there will be no computer replacement charge in 1997, which decreases the budget by \$11,200.

The Treasury Division of the Revenue Department administers various revenue and regulatory programs, including business, property, sales, alcoholic beverage, auto rental, and hotel/motel taxes of the City. It is responsible for the efficient and effective billing, collection, and deposit of City revenue, in accordance with statutory provisions within planned timeframes.

Division employees are cognizant of the critical functions their units perform in the overall administration of local government, particularly in the generation and collection of City revenue. Those responsibilities require the staff to seek, embrace, and implement new and/or better ways to accomplish greater things in meeting the goals and objectives of Treasury. Revenue collection patterns, customer considerations, and employee issues dictate the need for on-going efforts by division employees to address areas demanding priority attention, beyond the usual focus in the Revenue Department.

The division will employ improved techniques and increased efforts to enhance the City's revenue collections from available sources (e.g., special

<u>Expenditures By Type</u>					
	1996	Projected	Budget	1997	% Change
Expenditure Area	1996	Projected	Budget	1997	% Change
Personal Services	\$ 490,496	\$ 539,543	\$ 573,986	573,986	6.4
Outside Services	19,429	68,815	68,815	68,815	0.0
Commodities	44,538	38,857	37,598	37,598	-3.2
Interfund Services	185,728	208,211	230,472	230,472	10.7
Capital Outlay	0	15,000	0	0	-100.0
Other Expenses	21,724	17,461	6,329	6,329	-63.8
TOTAL	\$ 761,915	\$ 887,887	\$ 917,200	917,200	3.3

Positions

Class Title	1995	1996	1997
Cashier	3.00	4.00	4.00
Account Clerk	1.00	2.00	2.00
Account Clerk, Senior	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Revenue Investigator	4.00	5.00	5.00
Chief Revenue Investigator	1.00	1.00	1.00
Revenue Supervisor	2.00	1.00	1.00
Revenue Administrator	1.00	1.00	1.00
Revenue Director	1.00	1.00	1.00
TOTAL	15.00	17.00	17.00

SERVICE QUANTITY

	1995	1996	1997	COST ALLOCATION
WP-1: Bill and collect property tax revenues				
Billings	100,935	100,835	100,240	\$220,000 Unit: \$2 /billing
WP-2: Collect other tax revenues (beer, liquor, wine tax, insurance premium tax, hotel/motel tax, sales tax)				
Tax Returns	875	885	895	\$73,000 Unit: \$82 /return
WP-3: Levy and collect business license fees				
Transactions	13,125	12,240	12,485	\$184,000 Unit: \$15 /transaction
WP-4: Collect miscellaneous revenues				
Payments	9,240	9,285	9,285	\$64,000 Unit: \$7 /payment
WP-5: Process payments for all General Fund and Water & Sewer Funds, and Sanitation Fund revenues				
Payment Transactions	561,615	562,005	885,595	\$202,000 Unit: \$23 /transaction

WP-6: Collect delinquent taxes and assessments

Delinquent Accounts	8,605	8,660	8,660
			Unit: \$20
			/account

GOAL: COLLECT AND DEPOSIT ALL CITY REVENUES IN ACCORDANCE WITH STATUTORY PROVISIONS AND WITHIN PLANNED TIME FRAMES.

OBJECTIVE-A: Collect no less than 100% of the revenues budgeted for property taxes by December 31, 1997.

1995	1996	1997
100.5%	102.5%	101.4%
% of Property Tax Collected		

STRATEGY:

1. Bill first installment real property taxes as a percentage of the 1996 total billing and second installment taxes promptly, after Chatham County Tax Digest becomes available.
2. Bill personal property taxes promptly, after County Tax Digest becomes available.
3. Bill public utility property taxes quarterly, with the final quarter billed after the County Tax Digest becomes available.
4. Process payment transactions promptly, as received during the year.
5. Apply penalties to unpaid accounts, mail delinquent tax notices, levy, advertise, and sell at auction properties with prior year's unpaid taxes and assessments.

OBJECTIVE-B: Collect no less than 100% of budgeted sales tax revenues in 1997.

1995	1996	1997
100.3%	101.1%	100.0%
% Sales Tax Collected		

- STRATEGY:**
1. Forecast other General Fund revenues accurately, based on the individual characteristics of each revenue source.
 2. Bill other taxes and fees, receive returns, and use follow-up collection procedures.
 3. Use field collection/enforcement and legal procedures, as appropriate to ensure payment of amounts due the City.
 4. Monitor revenues monthly and report trends as they develop.
 5. Promptly process and deposit all revenues from other taxes and fees.

OBJECTIVE-C: Collect no less than 100% of the General Fund revenue budget for other taxes, fees, and revenues.

1995	1996	1997
100.6%	100.9%	101.3%
% Other Taxes, Fees & Revenues Collected		

- STRATEGY:**
1. Forecast sales tax revenues accurately based on economic trends and known variables, such as distribution percentage.
 2. Monitor monthly sales tax receipts and report trends as they develop.
 3. Receive and promptly deposit sales tax checks from State of Georgia.

RECORDER'S COURT

Trends and Issues

abatement. We would expect these trends to continue over the next several years.

In 1997, the major issue the Court must face is to continue to move forward in development of data processing solutions to case processing, particularly disposition reporting to law enforcement agencies locally and at the state level. High priority will be given to improving our delinquent fine collection processes and procedures and increasing the aggregate collection rate.

Based on the outcome of studies in 1996, the court will look to implement new procedures for notifying officers of cases scheduled for hearing to reduce the incident of non-appearance by police. Also, we would anticipate working with the judiciary of the court to reduce resource allocation away from criminal case processing and commit more available resources to processing the growing traffic caseload.

Significant Expenditure Changes

The Recorder's Court budget decreases \$92,031 or 6.6% due to a decrease of \$64,219 in Outside Services, resulting from the elimination of the private probation contract of \$50,000. Also, Information Services charges decrease \$13,329 due to savings in the Information Services budget, and the computer capital charge of \$10,800 was eliminated in 1997. These decreases are partially offset by an increase of \$21,698 in Salaries and Wages due to the vacant positions in 1996 and the 1997 wage increase. A clerk position was eliminated for 1997, reducing the increase to Salaries and Wages.

The Recorder's Court is the judicial unit of the City of Savannah and is an operating department within the Management and Financial Services Bureau. The Recorder's Court provides services to citizens of Savannah and the unincorporated areas of Chatham County. The primary work of the court is to receive, process and dispose of all traffic citations, criminal accusations and local ordinance violations filed with the court by law enforcement agencies and local code enforcement agencies within the City of Savannah and Chatham County's unincorporated areas.

The allocation of resources in Recorder's Court is driven by case filings by type and case management requirements for case type: traffic citations, felony accusations, misdemeanor accusations, and local ordinance violations. Workload and case management requirements are determined by policy decisions effecting public safety in the various law enforcement agencies. Caseload trends in recent years have indicated an increase in emphasis on traffic safety enforcement and a decrease in criminal case filings. The decline in criminal case filings has occurred concurrent with the emphasis of community oriented policing by both the City of Savannah and Chatham County. In addition, the emphasis of the Counter Narcotics Team has been on felony cases focusing on the supply side and a reduction in emphasis at the street-level user end. Therefore, we have seen fewer, higher quality cases as opposed to a large number of misdemeanor cases in the war against drugs. These policy changes account for a continuing decline in criminal accusations. In 1996, we have seen an increase in filings in ordinance cases, particularly cases from inspections and neighborhood services for property nuisance

Expenditures By Type

Expenditure Area	1995	1996	1997	% Change
Personal Services	\$ 888,358	\$ 912,063	\$ 911,223	-0.1
Outside Services	214,702	228,591	164,372	-28.1
Commodities	31,582	30,911	34,382	11.2
Interfund Services	213,703	213,488	200,208	-6.2
Capital Outlay	7,329	6,500	0	-100.0
Other Expenses	12,444	12,050	1,387	-88.5
TOTAL	\$ 1,368,118	\$ 1,403,603	\$ 1,311,572	-6.6

Positions

Class Title	1995	1996	1997	Grade
Judge Recorder's Court	3.00	3.00	3.00	--
Office Assistant	1.00	1.00	1.00	7
Office Assistant, Senior	3.00	3.00	3.00	8
Cashier	3.00	3.00	2.00	9
Bailiff	3.00	3.00	3.00	11
Case Disposition Clerk	4.00	4.00	4.00	11
Judicial Case Manager	4.00	4.00	4.00	12
Administrative Assistant	3.00	3.00	3.00	13
Case Management Supervisor	1.00	1.00	1.00	15
Court Services Specialist	2.00	2.00	2.00	16
Assistant Director, Recorder's Court	1.00	1.00	1.00	27
Recorder's Court Director	1.00	1.00	1.00	36
TOTAL	29.00	29.00	28.00	

SERVICE QUANTITY

	1995	1996	1997	COST ALLOCATION
WP-1: Process traffic citations	48,404	53,000	53,000	\$394,000 /citation
WP-2: Process criminal accusations	10,745	11,750	12,000	\$787,000 /accusation
WP-3: Collect fines and fees	3.1	3.4	3.5	\$131,000 /fine collected

GOAL: A COURT WHICH PROVIDES FOR THE PROCESSING AND DISPOSITION OF ALL TRAFFIC CITATIONS, CRIMINAL ACCUSATIONS AND LOCAL ORDINANCE VIOLATIONS FILED WITH THE COURT WITHIN THE TIME STANDARDS ESTABLISHED BY LAW AND LOCAL PRACTICE.

OBJECTIVE-A: To provide an opportunity for 100% of all persons arrested and detained in jail to have a first appearance advisement hearing within 48 hours after arrest.

1995	100%
1996	100%
1997	100%

% of Persons Arraigned

STRATEGY:

1. Schedule all criminal preliminary hearings twenty-one days from the date of the first-appearance advisement hearing.

1995	21
1996	21
1997	21

Average Days to Disposition

STRATEGY:
1. Provide a minimum of four sessions of court each week or advisement hearings on site at the Chatham County Detention Center.

OBJECTIVE-B: To provide the court the opportunity to achieve an average rate of 21 days from arrest to disposition on all criminal accusations, either by adjudication or commitment to a higher court.

1995	30
1996	30
1997	30

Average Days to Disposition

STRATEGY:

1. Provide 16 sessions of traffic court weekly.

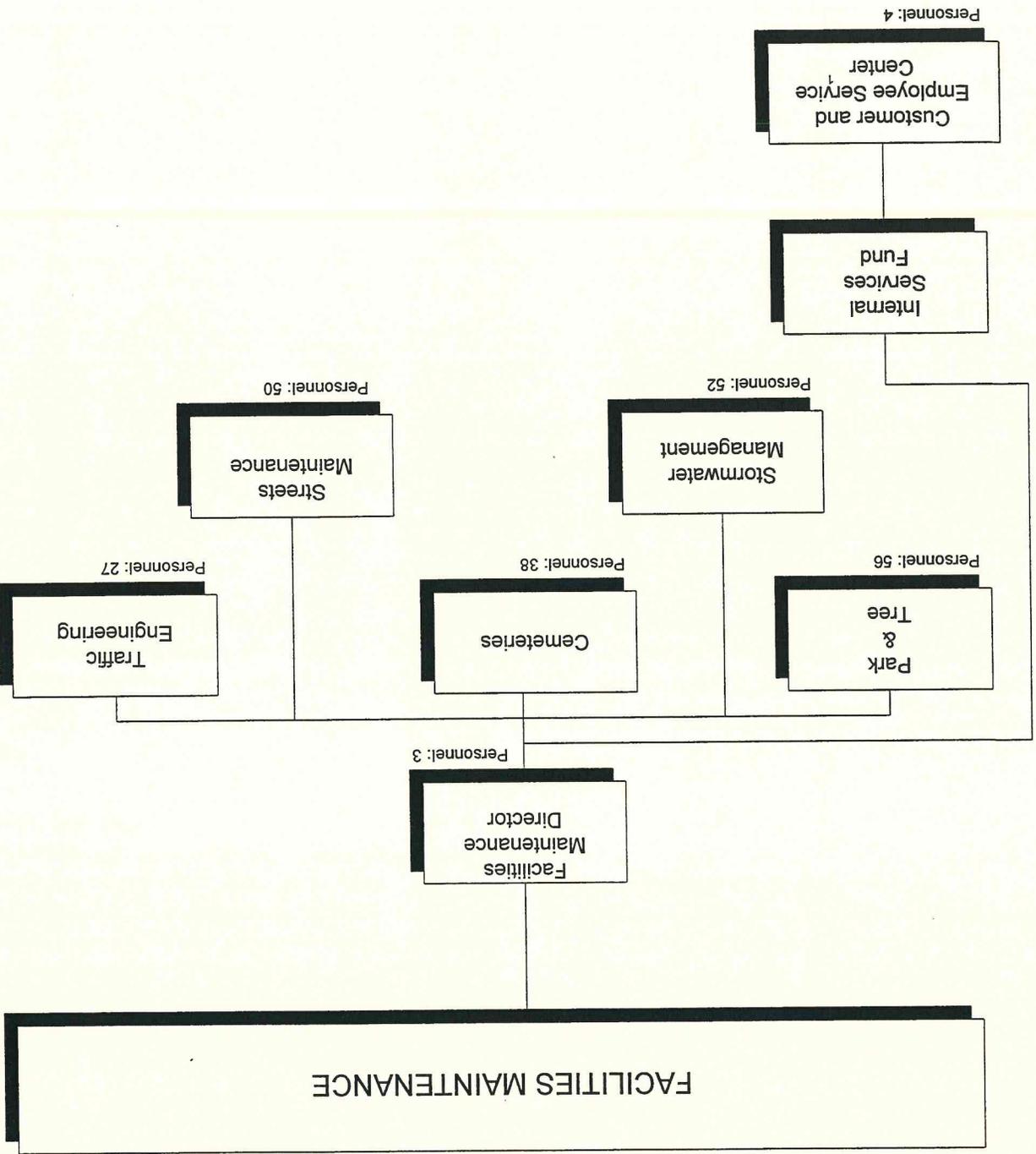
OBJECTIVE-C: To maintain an average 30 days from filing to disposition for processing traffic citations.

OBJECTIVE-A: To achieve and maintain a collection rate of 85% in 1997 based on a comparison of fines collected to fines imposed.

1995	82%
1996	85%
1997	85%

% of Fine Collected

STRATEGY:
1. Maintain timely notification to all defendants who fail to make payment on accounts each month.
2. Maintain aggressive probation program to assist in collection of fines in criminal cases.



Administered in separate fund

FACILITIES MAINTENANCE BUREAU

Expenditures By Type

The 1997 budget for the Facilities Maintenance Bureau is \$14,631,194 or 3% over the 1996 projected expenditures. Personal Services increase \$293,910 primarily due to the full year's cost of the 1996 wage increase, the 1997 wage increase, and one additional position. Outside Services increases \$91,523 and includes increases for electricity for street lights and a new pump station.

An allocation of \$127,918 is included in the 1997 budget to fund three service changes: 1) maintenance of entrances ways beautified for the Olympic Games 2) maintenance of the Children's Garden of Tiles and 3) a Traffic Signal System Operator in Traffic Engineering. All expenditures are outlined below.

	1995	1996	1997	% Change
Expenditure Area	Actual	Projected	Budget	96 - 97
Personal Services	\$ 5,947,346	\$ 6,406,946	\$ 6,700,856	4.6
Outside Services	3,137,301	3,590,710	3,682,233	2.6
Commodities	895,747	1,395,657	1,291,187	-7.5
Interfund Services	2,124,074	2,041,209	2,145,164	5.1
Capital Outlay	50,027	194,117	0	-100.0
Interfund Transfers	63,807	21,000	0	-100.0
Other Expenses	471,888	593,021	811,754	36.9
TOTAL	\$ 12,690,190	\$ 14,242,660	\$ 14,631,194	2.7

Activity Summary

	1995	1996	1997	% Change
Activity	Actual	Projected	Budget	96 - 97
Facilities Maint Dir	\$ 149,685	\$ 222,926	\$ 219,306	-1.6
Park and Tree	2,718,790	3,016,623	3,074,951	1.9
Cemeteries	1,293,133	1,439,178	1,422,991	-1.1
Traffic Engineering	3,804,850	4,784,975	4,760,414	-0.5
Stormwater Management	2,567,089	2,417,439	2,625,251	8.6
Streets Maintenance	2,156,643	2,361,519	2,528,281	7.1
TOTAL	\$ 12,690,190	\$ 14,242,660	\$ 14,631,194	2.7

FACILITIES MAINTENANCE DIRECTOR

Trends and Issues

uninhabitable.

Adequate funding for needed resources is the most important issue the bureau must confront. Funding is needed to keep pace with expanding responsibilities if the bureau is to continue providing high quality services. The other issue needing to be addressed is to provide the means and space for immediate and potential future growth. Bureau growth is necessary to complete work programs, and if funding for adequate resources is addressed, adequate office and equipment storage space for growth must be addressed as well. All bureau departments have determined their needs and this issue will be addressed as operations and responsibilities expand.

Significant Expenditure Changes

There are no major changes occurring in the activity.

The Facilities Maintenance Directors' Office coordinates bureau activities and assures all departmental work programs are complete. Bureau departments include Streets, Stormwater, Park and Tree, Traffic Engineering, Cemeteries, and the Customer and Employee Service Center. Aging infrastructure is a trend that impacts all bureau departments in 1997 and into the 21st century. While the city has been expanding its infrastructure through annexation, roadway construction, street paving, and stormwater construction, there has not been a corresponding increase in bureau resources. The bureau is expected to maintain the aging and additional infrastructure with the same resources. Another major trend affecting the bureau is the increasing need for more office and equipment space. Space for both equipment, personnel, offices, equipment storage and parking is no longer adequate. This situation will become critical as facilities age and areas become

Expenditures By Type

Expenditure Area	1995 Actual	1996 Projected	1997 Budget	% Change 96 - 97
Personal Services	\$ 153,845	\$ 162,513	\$ 161,131	-0.9
Outside Services	4,543	6,805	8,406	23.5
Commodities	-47,460	3,339	2,691	-19.4
Interfund Services	35,889	43,897	40,913	-6.8
Other Expenses	2,868	6,372	6,165	-3.3
TOTAL	\$ 149,685	\$ 222,926	\$ 219,306	-1.6

Positions

Class Title	1995	1996	1997	Range
Administrative Assistant	1.00	1.00	1.00	13
Management Analyst, Senior	1.00	1.00	1.00	23
Facilities Maintenance Director	1.00	1.00	1.00	43
TOTAL	3.00	3.00	3.00	

SERVICE QUANTITY

GOAL: A CITY WHERE CITIZENS ARE PROVIDED AN INFRASTRUCTURE CONSISTING OF SCENIC PARKS, A MUNICIPAL FOREST, STREETS, SIDEWALKS, A TRAFFIC CONTROL SYSTEM, MUNICIPAL CEMETERIES, AND A STORMWATER SYSTEM THAT IS EFFICIENTLY MAINTAINED, FULLY OPERATIONAL, HAZARD FREE, AND AESTHETICALLY PLEASING.

OBJECTIVE-A: To complete 100% of work program objectives in each department in 1997.

Year	Streets Maintenance	Stormwater Management	Park and Tree	Traffic Engineering	Cemeteries
1995	100%	100%	100%	100%	100%
1996	100%	100%	100%	100%	100%
1997	100%	100%	100%	100%	100%
Priority I	99%	99%	99%	99%	100%
1995	100%	98%	98%	87%	100%
1996	100%	90%	90%	90%	90%
1997	100%	90%	90%	90%	90%
Priority II	99%	99%	98%	82%	N/A
1995	99%	99%	98%	82%	90%
1996	90%	90%	90%	90%	90%
1997	90%	90%	90%	90%	90%
Priority III	99%	99%	99%	97%	85%
1995	99%	99%	99%	97%	85%
1996	85%	85%	85%	85%	85%
1997	85%	85%	85%	85%	85%

STRATEGY:

- Increase interdepartmental communications through staff meetings and monthly reports to assure objectives are completed on time.
- Plan work programs to better utilize available resources in each department.
- Review and update plans as unexpected occurrences affecting work programs occur.

OBJECTIVE-B: To ensure all service requests received by the Facilities Maintenance Bureau are completed within standard 100% of the time for Priority I requests; 90% for Priority II requests; and 85% for Priority III requests.

- Review and monitor monthly Service Center reports to determine effectiveness and make adjustments to programs as needed.
- Instruct supervisors to review daily reports and schedule work already over standard to be completed immediately.
- Periodically review crew assignments to determine the best use of available resources.

Standard- the preassigned period of time a request is to be addressed and completed as set forth for each work code.

PARK AND TREE

Trends and Issues

The Park and Tree Department is responsible for providing a stable municipal forest and aesthetically pleasing passive parks. Forestry services include a full-service young tree care program, preventive maintenance pruning, service request pruning, emergency storm response, tree removal and stump removal. Park services include maintaining resort quality appearance, maintaining of National Historic District scenic parks, monument and public art conservation; developing partnership parkland with neighborhood groups; and maintaining street medians and scenic parks throughout the City.

Major forestry trends are: overmature municipal forest, loss of tree density and shade on City streets, overall decrease in tree size, tree loss to development and construction, and a 21% increase in tree inventory in 1997. Major park trends are: increasing park use as appearance improves, a 48% increase in acreage responsibilities, increasing demand for improvements in park appearance and event support facilities, deterioration of monuments and public art in parks, and park infrastructure deterioration out pacing repairs.

Major forestry issues are: meeting maintenance demands of the trees, protecting of existing trees, creating and enhancing of canopy roadways, and planting for the future. Major park issues are: defining appropriate uses and aesthetics, improving abilities of parks to support events and other uses, meeting goals for appearance and use, and enforcing park rules.

For Olympic Beautification, 14,000 newly planted trees will become the department's responsibility in 1997, bringing the City's municipal forest total to 80,000 trees. This will be the first full year for

our full-service young tree care program. In addition to neighborhood tree planting, many of the 1997 tree planting allocation will go to plant canopy roadway trees along Windsor Road and Abercorn Extension in sites identified and negotiated by the Park and Tree Commission. As in the past, most of our forestry division resources will be allocated to addressing citizen requests for pruning and removals, storm and emergency response. The department will also be working with the Commission and others to establish standards for park design, infrastructure, plantings and park furniture. Enforcing park uses and establishing use parameters are also planned for discussion because increases in park visitation and changes in use are raising community concerns. The department will also be challenged to maintain acceptable park appearance of the new entranceway landscaping.

Significant Expenditure Changes

The Park and Tree budget increases \$58,328 or 2% over 1996 projected expenditures. Personal Services increase \$110,221. This is due primarily to an increase in Salaries and Wages due to vacancies in 1996, the full year's cost of the 1996 pay increase, the 1997 pay increase, and 1997 modular advancements. Outside Services decreases \$49,326 and Commodities decrease \$41,585. These decreases are primarily due to Olympic related expenditures in 1996.

Included in this budget are two service changes: maintenance of Olympic entrance ways for \$100,000, and \$5,667 for Children's Garden of Tiles maintenance.

Expenditures By Type

Expenditure Area	1995 Actual	1996 Projected	1997 Budget	% Change 96 - 97
Personal Services	\$ 1,576,347	\$ 1,661,709	\$ 1,771,930	6.6
Outside Services	131,671	204,269	154,943	-24.2
Commodities	256,355	376,409	334,824	-11.1
Interfund Services	551,523	583,571	629,023	7.8
Capital Outlay	15,910	27,341	0	-100.0
Interfund Transfers	39,996	21,000	0	-100.0
Other Expenses	146,988	142,324	184,231	29.4
TOTAL	\$ 2,718,790	\$ 3,016,623	\$ 3,074,951	1.9

Positions

Class Title	1995	1996	1997	Range
Maintenance Worker	12.00	12.00	12.00	7
Office Assistant	1.00	1.00	1.00	8
Maintenance Worker, Senior	12.00	12.00	12.00	9
Tree Trimmer	10.00	10.00	10.00	9
Tree Trimmer, Senior	4.00	4.00	4.00	10
Landscape Specialist	1.00	2.00	2.00	11
Administrative Assistant	1.00	1.00	1.00	13
Maintenance Crew Chief	5.00	5.00	5.00	13
Equip Maint Technician	1.00	1.00	1.00	16
Maintenance Supervisor	4.00	4.00	4.00	17
Maintenance Superintendent	1.00	1.00	1.00	22
Horticulturist	1.00	1.00	1.00	23
Forester	1.00	1.00	1.00	23
Park and Tree Director	1.00	1.00	1.00	36
TOTAL	55.00	56.00	56.00	

OBJECTIVE-B: To ensure the decrease in tree density on City streets is held to 1.5 or less trees per street mile per year.

	1995	1996	1997
Trees Planted	1,021	522	488
Trees Removed	1,066	956	956
45	45	434	467
Annual Change	560	565	570
Paved Miles	89.4	87.8	86.3
Trees/Mile			
City-Wide Average of Trees per Mile of Paved Street	0.5	1.6	1.5
Annual Decrease Per Mile of Paved Street			

STRATEGY:
 1. Plant 488 trees in appropriate, open tree planting spaces.
 2. Remove 956 stumps that occupy future planting spaces.

OBJECTIVE-C: To ensure Priority I¹ parks meet a condition rating of good (3.17 on a 4-point scale).

	1995	1996	1997
Rating Achieved	3.39	3.17	3.17

STRATEGY:

1. Provide daily litter removal, weekly mowing/leaf removal, and plant maintenance every three weeks for Priority I parks.
 2. Provide turf cultivation to include aeration, top dressing, and pesticide application as needed.
 3. Overseed turf areas in Priority I parks to provide green grass year-round.

1 Priority I parks - those scenic parklands within the National Historic District.

OBJECTIVE-D: To ensure Priority II² parks meet a condition rating of good (3.11 on a 4-point scale).

	1995	1996	1997
Rating Achieved	3.22	3.11	3.11

STRATEGY:

1. Provide litter removal and mowing every 10 days from April to November and annual plant maintenance for Priority II parks.

OBJECTIVE-E: To ensure Priority III³ parks meet a condition rating of good (2.85 on a 4-point scale).

	1995	1996	1997
Rating Achieved	2.83	2.45	2.85

STRATEGY:

1. Provide mowing and litter removal every 14 days from April to November as well as ground maintenance for Priority III parks with automatic irrigation systems twice per year.
 2. Provide mowing and litter removal every 70 days from April to November as well as grounds maintenance for Priority III parks without automatic irrigation systems once every two years.

OBJECTIVE-F: To ensure Priority IV⁴ parks meet a condition rating of fair (2.18 on a 4-point scale).

	1995	1996	1997
Rating Achieved	3.07	2.18	2.18

2 Priority II parks - the medians of major arterial streets.
 3 Priority III parks - scenic parks outside of the National Historic District, neighborhood parks, and all other street medians.
 4 Priority IV parks - culs-de-sac and entrance markers to subdivisions.

CEMETERIES

Trends and Issues

renovation. Some of these roadways suffer from soil erosion, potholes, ruts and poor drainage. Although roadway improvements are being attempted through grading and crushed rock installation, paving remains as the long-term solution.

The monument and roadway issues have been compounded by heavy traffic from increased tourism. In order to preserve the integrity of the historic monuments and sensitive roadways, and to avoid conflicts between tourism activities and funeral activities, the Cemeteries department will work with local tour companies, the Tourism Advisory Committee, and local civic groups to implement new rules and regulations regarding tours in cemeteries.

Significant Expenditure Changes

The Cemeteries budget is \$16,187 or 1% less than 1996 projected expenditures. The major changes include a \$54,674 reduction in Outside Services primarily for drainage cave-in repairs at the Cemeteries in 1996. Other Expenses increase \$64,112 to fund replacements of vehicles.

The Cemeteries department prepares grave sites, assists with interments, provides attractive cemetery lots for sale, and maintains perpetual care lots, non-care lots, and general areas of City-operated cemeteries. Issues facing the department include structural repairs, street paving and tourism in the cemeteries.

A major challenge facing the department is the preservation of historical structures in City-owned cemeteries. In 1997, the department will continue its burial lot survey and evaluation program of systematically collecting information on burial lots in the cemeteries for use in determining restoration needs. Minor structural repairs will continue to be made to remove safety hazards from burial lots. Major repairs to deteriorating structures will be addressed through capital projects with funding assistance from the Society For The Preservation of Laurel Grove, a local civic group.

To maintain an aesthetically pleasing appearance and to provide convenient access into the cemeteries, it is essential that roadway problems be addressed. There are over four miles of arterials in City operated cemeteries in need of

<u>Expenditures By Type</u>	
1995	1996
<u>Actual</u>	<u>Projected</u>
\$ 935,800	\$ 989,483
27,509	89,746
34,692	40,725
257,137	275,011
4,755	3,500
33,240	40,713
Other Expenses	104,825
Capital Outlay	0
Interfund Services	262,510
Commodities	41,493
Outside Services	35,072
Personal Services	979,091
<u>Expenditure Area</u>	<u>Budget</u>
1995	1997
-1.1	96 - 97
-60.9	% Change
1.9	
-4.6	
-100.0	
157.5	
\$ 1,293,133	\$ 1,439,178
TOTAL	\$ 1,422,991

Positions

Class Title	1995	1996	1997	Grade
Maintenance Worker	14.00	14.00	14.00	7
Sr Maintenance Worker	3.00	3.00	8.00	9
Medium Equipment Operator	4.00	4.00	4.00	9
Senior Office Assistant	1.00	1.00	1.00	8
Principal Maintenance Worker	4.00	4.00	4.00	11
Administrative Assistant	1.00	1.00	1.00	13
Maintenance Crew Chief	1.00	1.00	1.00	13
Maintenance Supervisor	1.00	1.00	2.00	17
Cemetery Rehabilitation Specialist	1.00	1.00	1.00	16
Maint Superintendent	1.00	1.00	1.00	22
Cemetery Director	1.00	1.00	1.00	34
TOTAL	38.00	38.00	38.00	

SERVICE QUANTITY

	1995	1996	1997	COST ALLOCATION
WP-1: Prepare gravesites and assist with burials				
Burials	524	525	525	\$210,000 /burial
WP-2: Provide attractive cemetery lots for sale				
Lot Sales	124	100	100	\$16,000 /lot sales
WP-3: Provide maintenance to perpetual care lots, non-care lots and general areas				
Perpetual Care Lots	11,963	11,963	11,963	\$688,000 /lot repair/eval
Maintained	7,860	7,860	7,860	Unit: \$35
Non-Care Lots Maintained	7,860	7,860	7,860	/lot maint
Lot Repaired	249	200	200	\$510,000
Lot Evaluations	594	600	600	Unit: \$638

GOAL: A CITY WHERE GRAVE-SITES ARE AVAILABLE FOR PURCHASE BY ALL RESIDENTS, AND COMPLAINT-FREE BURIALS ARE PROVIDED; ALL IN AN AESTHETICALLY AND STRUCTURALLY PERFECT SETTING (CONDITION 1.0 ON A 1.0 TO 4.0 RATING SCALE).

OBJECTIVE-A: To ensure that no more than 2 valid complaints related to burial services are received in 1997.

1995	2
1996	2
1997	2
Number of Complaints	

STRATEGY:

1. Prepare gravesite and make ready for normal maintenance within 7 days.

OBJECTIVE-B: To ensure the aesthetic rating in each cemetery is no more than 2.0 on a 1.0 to 4.0 rating scale and that no more than 1 valid maintenance complaint per cemetery is received in 1997.

Bonaventure	1995	2.1	1996	2.0	1997	2.0
		Cemetery Aesthetic Rating				
		0	1	1		
		Maintenance Complaints Received				

Greenwich	1.8	2.0
Cemetery Aesthetic Rating		
0	1	1
Maintenance Complaints Received		

Laurel Grove North	2.1	2.0
Cemetery Aesthetic Rating		
0	1	1
Maintenance Complaints Received		

Laurel Grove South	1.7	2.0
Cemetery Aesthetic Rating		
0	1	1
Maintenance Complaints Received		

STRATEGY:

1. Provide maintenance to perpetual care lots, non-care lots and general areas.
2. Repair dilapidated and unsafe lots.
3. Grade unpaved streets quarterly.

Rating Scale: 1 = Well groomed

- 2 = General appearance of care
- 3 = Slightly irregular appearance
- 4 = Ragged appearance

TRAFFIC ENGINEERING

Trends and Issues

on major arterials.

An issue affecting the department operation in 1997 is the Georgia Department of Transportation requirement for the new traffic control center to be operational and staffed thirteen hours per day, five days a week. This will require the addition of a new traffic system operation position and overtime funding for the present traffic control technicians to provide the additional required staffing levels. The new central traffic system will require arterials under the old traffic signal system control to be upgraded and integrated into the new Advanced Traffic Management System (ATMS) to provide a uniform integrated central computer system for the maximum efficiency of traffic control and management of the system. This is being addressed through the five year capital improvement program.

Other issues facing the department are the additional resources needed to maintain and replace traffic signs, pavement markings, traffic signal and street lighting on the expanding system of the new arterials. The completion of the first and second phases of the Truman Parkway will add new traffic signals, a number of large interstate type signs and 3.6 miles of thermoplastic pavement markings. Other recently completed widening projects have created a need for similar future maintenance capabilities, especially in the pavement marking area.

Significant Expenditure Changes

The Traffic Engineering budget decreases \$24,561 or less than 1% of 1996 projected expenditures. The major changes in the activity include the addition of a position to operate the traffic control center. In Outside Services there is a \$95,000 increase in electricity for existing street lights, lights installed in 1996, signals and City-owned lights, and the installation of new lights based on citizen requests.

The Traffic Engineering Department installs and maintains traffic signs, pavement markings, highway and sign lighting, operates and maintains the system of traffic signals including a large computerized central control system with traffic responsive capabilities, designs and coordinates the installation of lighting leased from SEPFCO, conducts studies and designs projects relating to traffic flow and safety.

The street lighting program continues to address areas with deficient lighting in order to deter crime, increase safety, and provide lighting levels that meet the minimum City lighting standards. In the past two years a total of 23.65 street miles have been brought up to the minimum lighting standard. In order for every street in the City to meet the adopted minimum lighting standard, it will require the installation of approximately 2,000 new street lights in the next three years at an additional operation cost of \$190,300 per year.

Traffic flow and vehicular safety operations continue to improve by providing a reduction in travel times and vehicular delay with the completion of critical capital improvement projects and the one percent roadway program. The top high accident intersections continue to experience a reduction in the accident rates as a result of the installation of traffic control devices such as traffic signals, school and/or pedestrian flashing beacons, and other traffic control improvements.

The focus in 1997 will be to integrate the Advance Traffic Management System (ATMS) and develop a comprehensive plan to coordinate the new technology with signal timing plans and incident detection system to minimize congestion and response time. The department will continue its focus on the implementation of critical capital improvement projects, as well as the one percent roadway program, involving roads in the City which are critical to the overall transportation system and vehicular congestion

Expenditures By Type

Expenditure Area	1995	1996	1997	% Change
Actual	922,719	963,110	1,010,136	4.9
Personal Services	\$ 2,368,314	\$ 3,035,981	\$ 3,130,626	3.1
Outside Services	215,582	393,813	321,728	-18.3
Commodities	237,887	227,516	236,263	3.8
Interfund Services	14,040	103,633	0	-100.0
Capital Outlay	46,308	60,922	61,661	1.2
Other Expenses	\$ 3,804,850	\$ 4,784,975	\$ 4,760,414	-0.5
TOTAL	\$ 3,804,850	\$ 4,784,975	\$ 4,760,414	-0.5

Positions

Class Title	1995	1996	1997	Grade
Maintenance Worker	2.00	2.00	2.00	7
Office Assistant	1.00	1.00	1.00	7
Maintenance Worker, Senior	4.00	4.00	4.00	9
Construction Site Safety Monitor	2.00	2.00	2.00	10
Traffic Maintenance Specialist	1.00	1.00	1.00	12
Administrative Assistant	1.00	1.00	1.00	13
Traffic Signal Systems Operator	0.00	0.00	1.00	13
Traffic Planner	1.00	1.00	1.00	16
Maintenance Supervisor	1.00	1.00	1.00	17
Traffic Engineering Technician	9.00	9.00	9.00	19
Traffic Engineering Coordinator	1.00	1.00	1.00	22
Traffic Engineering Superintendent	1.00	1.00	1.00	24
Traffic Engineering Administrator	1.00	1.00	1.00	29
Traffic Engineering Director	1.00	1.00	1.00	37
TOTAL	24.00	26.00	27.00	

SERVICE QUANTITY

1995 1996 1997 COST ALLOCATION

WP-1: Paint center, edge and lane lines, cross walks, stopbars, curbing, parking stalls and miscellaneous markings

Linear Feet - Lines Painted	940,000	1,100,000	1,100,000	\$247,000
Intersections Painted	236	250	250	Unit: \$0.23
Linear Feet - Curbing Painted	10,609	10,000	10,000	/lin.ft.
Parking Stalls Painted	1,226	1,200	1,200	
Square Feet of Intersections Marked in Plastic	17,858(56)	18,000(60)	18,000(60)	

WP-2: Design and authorize street light installation	WP-3: Operate and maintain street lights, highway lights and fountain pumps	WP-4: Maintain, install and operate traffic signal systems	WP-5: Analyze traffic systems and corridors and respond to complaints	WP-6: Maintain traffic signs and barricades
SEPCO Lights Lights Installed Streets Lights Converted to Higher Output	City-Owned Street Lights Operated Repairs Performed Park and Square Lights Operated Repairs Performed Highway Lights Operated Repairs Performed Fountain Pumps Operated Repairs Performed	Review Signal Timing Signals Operated Repairs Performed Installations/Modifications Performed	Corridors Studied Major Arterials Studied Work Orders Completed Counts Conducted Minor Traffic Related Studies	Repairs Performed New Signs Installed Barricades Moved
16,589 835 17,189 543	290 64 957 945 1,000 603 115 30 30	71 267 4,256 3,500 27	21 2 5,063 225 883	4,763 539 1,245
\$2,822,000 Unit: \$159 /light	\$392,000 Unit: 213 /light	\$741,000 Unit: \$2,724 /signal	\$209,000 Unit: \$206 /study-count	\$349,000 Unit: \$58 /repair
290 100 945 1,000 603 115 30 30	290 290 945 1,000 603 200 30 30	70 272 3,500 20	11 2 5,000 250 750	6,000 600 1,000

GOAL: A CITY WHERE STREETS ARE ACCIDENT AND INJURY-FREE, TRAFFIC MOVES WITHOUT DELAY OVER THE MAIN THOROUGHFARES DURING ALL PERIODS OF THE DAY, AND STREET LIGHTING CITY-WIDE IS CONSISTENT WITH A MINIMUM LIGHTING LEVEL OF 0.25 FOOTCANDLES.

OBJECTIVE-A: Improve 8.32 street miles by bringing the street lighting level up to the minimum City lighting standard.

Service Miles	Total Miles	Percent of Street Miles Meeting Standard			No. Improved
District	Sts.&Lanes	1995	1996	1997	
A	37	100%	100%	100%	
B	25	90%	90%	90%	
C	100	95%	95%	95%	
D	82	100%	100%	100%	
E	62	62%	62%	82%	5.74
F	51	90%	93%	93%	
G	53	98%	100%	100%	
H	40	85%	85%	85%	
I	63.6	53%	55%	56%	0.80
J	29.4	52%	55%	56%	0.80
K	31.1	46%	50%	51%	0.47
L	61.2	62%	62%	63%	0.55
		78%	79%	81%	8.32

STRATEGY:

- Coordinate the installation of 300 street lights as follows: 260 street lights in service District E, 40 street lights in Service Districts I, J, K, L. Also, convert 500 existing street lights in the target areas and install 300 new street lights as requested by citizens in areas which do not meet minimum lighting standards.
- Conduct a minimum of 20 night time surveys to identify lighting conditions after new street lights are installed and/or investigate citizens complaints.
- Conduct an on site inspection on a monthly basis of all sites with City owned lighting systems and schedule repairs and lighting improvements or upgrades whenever warranted.

OBJECTIVE-B: To ensure that the traffic flow on arterials does not fall below a stable level of service (Level C) during peak hours (7:00 a.m. to 9:00 a.m. and 4:00 p.m. to 6:00 p.m.), and vehicular traffic does not wait more than one cycle at signalized intersections.

No. of intersections where vehicles are delayed more than one cycle

	1995	1996	1997	Level of Service	1995	1996	1997
Abercorn St - DeRenne to Abercorn Ext. Montg X-Rds	27	26	26	B	2	2	1
Montgomery X-Rds	n/a	n/a	n/a	n/a	2	2	2
Abercorn Ext. Montg X-Rds to Rio Road	20	22	22	B	1	1	1
Victory Dr.-MLK Jr. Blvd to Skidaway	25	22	22	B	0	0	0
Bay St.-Fahm to E. Broad	28	27	27	B	0	0	0
Drayton St. - Victory to Broughton	27	27	27	B	0	0	0
Whitaker St.-Broughton to Victory	27	27	27	B	0	0	0
1995	196	196	197	B	2	2	1
1996	26	26	26	B	2	2	1
1997	27	26	26	B	2	2	1

Overall Travel Speed	Service	one cycle	1995				1996				1997				1998				
			1995	1996	1997	1998	1995	1996	1997	1998	1995	1996	1997	1998	1995	1996	1997	1998	
*Skidaway Rd-Henry to LaRoche	B	-	21	20	-	21	21	22	22	21	21	21	21	22	22	21	21	21	21
White Bluff Rd - 61st to Abercorn	B	B	21	21	21	21	21	22	22	21	21	21	21	22	22	21	21	21	21
Montgomery X Rds- Abercorn to Waters	B	B	23	23	22	23	23	17	17	23	23	22	23	17	17	23	23	22	23
*Waters - Victory to Montgomery X Rds	C	-	19	19	-	19	19	19	19	19	19	19	19	19	19	19	19	19	19
Henry St. - MLK Jr. Blvd to Waters	B	B	23	23	23	23	27	27	27	23	23	23	23	27	27	23	23	23	23
Anderson - MLK Jr. Blvd to Waters	B	B	22	22	22	22	20	20	20	22	22	22	22	20	20	22	22	22	22
DeRenne Ave. - Montg to Waters Ave.	D	C	15	15	15	13	13	13	13	15	15	15	15	13	13	15	15	15	15
*Hodgson-Stephenson to Montgomery X Rds.	B	-	-	-	-	15	15	15	15	-	-	-	-	15	15	-	-	-	-
*Eisenhower-Abercorn to Waters	B	-	-	-	-	15	15	15	15	-	-	-	-	15	15	-	-	-	-

* - The corridor is not included in the 1997 work program because it is not a part of the central computer system.

Level of Service	Description	Average Overall Speed (MPH)
A	Free flow (relatively - some stops will occur)	30
B	Stable flow (delays not unreasonable)	20
C	Stable flow (delays significant, but acceptable)	15
D	Approaching unstable flow (delays tolerable)	10
E	Unstable flow (congestion - intolerable delay) but moving	Below 10
F	Force flow (jammed)	Stop & go

STRATEGY:

1. Conduct traffic studies along major arterials to determine congestion problems and barriers to provide free flow conditions and monitor changing traffic conditions.
2. Develop traffic engineering improvements to mitigate congestion and develop Capital Improvement Program to implement recommended projects.
3. Coordinate design plans with Chatham County Engineering department to implement major roadway improvements under the One Percent Tax Improvement Program.
4. Program and develop long range Roadway Improvement Program along with Chatham Urban Transportation Study (CUTS).

OBJECTIVE-C: To reduce the base year accident rate¹ by 4% at the top ten high hazard locations.

¹ Base year (1994) is defined as the rate of accidents per million vehicle miles.

Location	1996 Accident Rate	1997 Actual Accident Rate
Congress @ Whitaker	2.71	2.71
*Gwinnett @ Price	3.35	2.50
Anderson @ Atlantic	1.40	1.40
Anderson @ MLK Blvd	2.37	2.37
*Broughton @ Whitaker	1.40	1.20
37th @ Whitaker	2.93	2.93
Drayton @ Liberty	2.59	2.59
37th @ Drayton	3.70	3.70
Montgomery @ Oglethorpe	3.05	3.05

* - These intersections will be replaced in 1997 by: 37th Street & Abercorn Gwinnett & Habersham

STRATEGY:

1. Investigate the target location accidents to determine accident rate per one million vehicles for 1996.

2. Prepare recommendations to correct safety hazards, or select the most appropriate treatment to prevent vehicular accidents.
3. After improvements are implemented, perform a before and after analysis.

OBJECTIVE-D: To ensure that 85% of locations with pavement markings in the City are Condition I or Condition II at all times.

1995	1996	1997
710	710	710
Total Number of Locations Where Pavement Markings Are Applied	43(6%)	40(5%)
48(7%)	Locations Where Markings Are Deficient	

STRATEGY:

1. During the first quarter of the year, a field survey will be conducted to determine actual conditions of all markings.
2. Markings in the category of dull, faded and barely visible will be painted or marked in plastic as a priority.

STRATEGY:

1. Survey regulatory traffic signs on all City streets.
2. Schedule work based on sign inventory, surveys, and citizen requests.
3. Schedule the replacement of defective signs.

1995	1996	1997
16,581	16,600	16,700
Total Number of Regulatory Signs	6%	5%
5,500	5,500	5,500
Total Number of Intersections	5%(274)	2%(110)
5%(274)	Percent of Intersections With Missing Signs	

street name sign per approach.

OBJECTIVE-E: To ensure that 95% of regulatory traffic signs (except parking signs) provide minimum retro-reflectivity during night time hours, and 98% of all intersections have at least one reflective street name sign per approach.

3. Markings in the visible but partially faded category will be prioritized based on certain criteria.

1 Traffic signs visible for a minimum distance of two hundred feet (200')

STORMWATER MANAGEMENT

Trends and Issues

department is required to increase its focus on monitoring and site visits to assure compliance with all regulations.

Another major issue challenging the department in 1997 will be the continuation of the flood elimination program. This program includes major projects in the Springfield Canal, Casey Canal, Fell Street and Windsor/Wilshire basins. These projects include construction of new pump stations, detention basins, and conveyance systems. They are designed to achieve the goal of eliminating structural flooding within the respective basins as a result of a 10-year storm event. The department continues to add sites to the critical site check list for flooding emergency response.

Significant Expenditure Changes

The Stormwater Management budget increases \$207,812 or 9% above 1996 projected expenditures. The increase is due primarily to an increase in Personal Services due to the full year's cost of the 1996 wage increase, the 1997 wage increase, and vacancies in 1996. Within Outside Services, which increases \$87,680, \$30,000 is due to an increase in electricity for a new pump station and \$64,644 is for planned maintenance at one of the pump stations in 1997.

The Stormwater Management Department is responsible for assuring both the open and closed stormwater systems in the city operate at maximum capacity. This is achieved through a preventive maintenance program that includes 118 miles of ditches and canals, 204 miles of storm piping, 11,987 storm inlets and manholes, and 3 stormwater pump stations. In addition, departmental activities include stormwater quality monitoring to assure discharge is free of pollutants. The department is also a key player in the management of the flood elimination program.

The most significant trend in 1997 will continue to be the aging stormwater pipes. Structural failures are occurring in increasing numbers and are more extensive. Repair and maintenance programs have not been able to keep pace with the deterioration.

Additionally, a comprehensive evaluation to identify potential structural failures and other maintenance needs will be conducted. This will lead to development of a program for cleaning and rehabilitation of major outfall. Increased funding for contractual repairs and pipe rehabilitation is needed.

Another trend has been the emphasis on stormwater quality. With the adoption of the Stormwater Management Ordinance and the parameters of the city's NPDES permit, the

<u>Expenditures By Type</u>	
1995	1996
Actual	Projected
\$ 1,152,152	\$ 1,285,239
536,986	200,910
204,776	245,928
498,941	418,476
7,647	38,743
23,811	0
142,776	228,143
Other Expenses	282,469
Interfund Transfers	0
Capital Outlay	0
Interfund Services	425,594
Commodities	249,328
Outside Services	288,590
Personal Services	\$ 1,379,270
Expenditure Area	<u>Budget</u>
1995	1997
%	% Change
7.3	96 - 97
43.6	1.4
1.7	-100.0
0.0	23.8
8.6	TOTAL
\$ 2,567,089	\$ 2,417,439
\$ 2,625,251	\$ 2,625,251

Positions

Class Title	1995	1996	1997
Maintenance Worker	10.00	10.00	11.00
Maintenance Worker, Senior	12.00	12.00	11.00
Medium Equipment Operator	9.00	9.00	6.00
Principal Maintenance Worker	6.00	6.00	6.00
Heavy Equipment Operator	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Heavy Construction Equip Oper	4.00	4.00	4.00
Maintenance Supervisor	3.00	3.00	3.00
Electronic Control Technician	1.00	1.00	1.00
Engineering Technician	2.00	2.00	2.00
Stormwater Projects Coordinator	1.00	1.00	1.00
Maintenance Supt	1.00	1.00	1.00
Stormwater Director	1.00	1.00	1.00
TOTAL	52.00	52.00	52.00

SERVICE QUANTITY

1995 1996 1997
 COST ALLOCATION

WP-1: Maintain closed storm drainage system

Miles Cleaned Annually on Schedule	36.3	25	25
Inlets Cleaned Annually	1,674	1,500	1,500
Responses to Valid Service Requests	472	300	300
Repairs Performed	475	390	390
Unit: \$216	25	390	390
Unit: \$329,000	\$329,000	\$494,000	\$494,000
Unit: \$716	390	390	390
Unit: \$716	390	390	390

WP-2: Maintain open storm drainage system

Miles Cleaned Automated	58.5	69	72
Miles Cleaned Manually	46	46	53
Miles Mowed Three Times Annually	52	52	52
Miles Chemically Treated Twice Annually	201	106	106
Responses to Valid Service Requests	386	138	120
Repairs Performed	56	56	75
Unit: \$9,072	72	69	72
Unit: \$1,134,000	\$1,134,000	\$370,000	\$370,000
Unit: \$1,048	120	138	120
Unit: \$1,048	120	138	120

WP-3: Maintain Kayton Box, Fell Street and Gwinnett Street Storm Stations

Pump Stations	3	3	4
Unit: \$27,500	3	3	4
Unit: \$27,500	3	3	4

1 This includes service requests and repairs.
 2 Mowed includes mowing, chemical treatment, service requests, and repairs.

WP-4: Sites inspected, sampled or analyzed for stormwater pollutants to comply with the NPDES permit

Sites Inspected	74	74	71	Unit: \$2,633
Drainage Basins Inspected	9	9	9	/site
24 Hour Composite Samplings Completed	10	5	10	
Community Awareness Seminars	20	12	20	

GOAL: A CITY WHERE PROPERTY DOES NOT FLOOD AFTER A 10-YEAR STORM EVENT (8 INCHES OVER 24 HOURS), AND WHERE TRAFFIC DISRUPTION DOES NOT OCCUR AS A RESULT OF STREET FLOODING, DURING OR AFTER A TWO-YEAR STORM EVENT.

OBJECTIVE-A: To ensure the number of structural and street flooding incidents does not increase in any Service District (identified in the RSP and field evaluations) during, up to, and including a 10-year storm event.

Service Districts	1995	1996	1997	Total Incidents	Citywide Avg
A	8.00	2.50	2.00	130.00	1.08
B	9.00	2.00	2.00	88.00	7.33
C	26.00	7.00	27.50	27.50	2.29
D	24.00	1.00	0.00	0.00	0.00
E	8.00	1.00	0.00	0.00	0.00
F	11.00	3.00	0.00	0.00	0.00
G	15.00	1.00	0.00	0.00	0.00
H	7.00	1.00	0.00	0.00	0.00
I	2.00	2.00	0.00	0.00	0.00
J	9.00	2.00	0.00	0.00	0.00
K	9.00	3.00	0.00	0.00	0.00
L	2.00	2.00	0.00	0.00	0.00
Structural	3.00	2.50	2.00	88.00	7.33
Street	26.00	7.00	27.50	27.50	2.29
Structural	8.00	1.00	0.00	0.00	0.00
Street	24.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	3.00	3.00	0.00	0.00	0.00
Street	1.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	2.00	2.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	3.00	3.00	0.00	0.00	0.00
Street	1.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	2.00	2.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	3.00	3.00	0.00	0.00	0.00
Street	1.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	2.00	2.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	3.00	3.00	0.00	0.00	0.00
Street	1.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	2.00	2.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	3.00	3.00	0.00	0.00	0.00
Street	1.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	2.00	2.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	3.00	3.00	0.00	0.00	0.00
Street	1.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	2.00	2.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	3.00	3.00	0.00	0.00	0.00
Street	1.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	2.00	2.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	3.00	3.00	0.00	0.00	0.00
Street	1.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	2.00	2.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	3.00	3.00	0.00	0.00	0.00
Street	1.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	2.00	2.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	3.00	3.00	0.00	0.00	0.00
Street	1.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	2.00	2.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	3.00	3.00	0.00	0.00	0.00
Street	1.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	2.00	2.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	3.00	3.00	0.00	0.00	0.00
Street	1.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	2.00	2.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	3.00	3.00	0.00	0.00	0.00
Street	1.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	2.00	2.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	3.00	3.00	0.00	0.00	0.00
Street	1.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	2.00	2.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	3.00	3.00	0.00	0.00	0.00
Street	1.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	2.00	2.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	3.00	3.00	0.00	0.00	0.00
Street	1.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	2.00	2.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	3.00	3.00	0.00	0.00	0.00
Street	1.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	2.00	2.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	3.00	3.00	0.00	0.00	0.00
Street	1.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	2.00	2.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	3.00	3.00	0.00	0.00	0.00
Street	1.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	2.00	2.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00
Structural	3.00	3.00	0.00	0.00	0.00
Street	1.00	1.00	0.00	0.00	0.00
Structural	1.00	1.00	0.00	0.00	0.00
Street	2.00	2.00	0.00	0.00	0.00

STRATEGY:

1. Conduct semi-annual evaluation of 10% of the open stormwater system.
2. Update and revise maintenance routes and inventory for preventive maintenance.
3. Respond to 100% of service requests within standard response time.

OBJECTIVE-C: To ensure the number of valid requests per mile for ditch cleaning does not exceed the citywide average of 1.8 in any Service District.

Number of Valid Ditch Cleaning Requests Per Mile

Service Districts	Miles	1995	1996	1997
A	4.550	1.76	2.0	2.0
B	--	--	--	--
C	0.862	2.32	3.5	2.0
D	3.968	5.04	2.5	3.5
E	4.536	5.07	3.5	2.5
F	0.504	19.84	2.0	3.5
G	1.440	34.70	1.0	2.0
H	3.950	3.54	2.2	1.0
I	13.750	4.94	--	2.2
J	8.500	3.29	1.5	--
K	20.740	1.30	1.5	1.5
L	5.510	11.97	2.0	2.0
Citywide Average	68.13	7.81	1.8	1.8

STRATEGY:

1. Mow and spray to keep vegetation less than 12-24 inches in height.
2. Keep erosion to within two feet inside of the top of the ditch bank.
3. Respond to 100% of service requests within the standard response time.

STRATEGY:

1. Monitor canals and major outfalls monthly.
2. Visit industries to assure best management practices are in place to prevent illegal discharges.
3. Identify cross connections and assure they are connected.

OBJECTIVE-E: No violations of the EPD Stormwater Permit.

1. Conduct evaluation of outfalls.
2. Administer an annual contract for repairs.
3. Apply state of the art technology to repairs.

STRATEGY:

Citywide Average Number of Cave-Ins Per Service District

Service District	1995	1996	1997
A	11	10	9
B	7	6	5
C	29	27	26
D	34	32	31
E	33	31	29
F	21	19	18
G	39	37	35
H	22	20	19
I	39	37	35
J	2	1	0
K	21	19	18
L	28	27	25
Citywide Average	1995	1996	1997

OBJECTIVE-D: Reduce the city wide average of structural failures (cave-ins) by 5% annually.

STREETS MAINTENANCE

Trends and Issues

handle a greater share of the repair burden so the in-house workforce can respond to immediate or emergency requirements.

Prompt, high quality repair of utility cuts repair is a major issue to be addressed. Utility cuts failure in the past have contributed to street deterioration. This issue will be addressed through both city and private utility cooperating to assure that high quality repairs are completed. The goal will be zero failures. Another issue is the appearance of the right-of-way. Again, past practice has not kept these areas in the park-like condition desired by both citizens and the department. With the emphasis on improving quality in both areas, the department will ensure work programs are being provided in an efficient and effective manner as well.

Significant Expenditure Changes

The Streets Maintenance budget increases \$166,762 or 7% over 1996 projected expenditures. The major changes include an increase in Personal Services due to vacancies in 1996, the full year's cost of the 1996 pay increase, the 1997 pay increase, and an intern. Interfund Services increase due to an increase in Sanitation Disposal Charges and Risk Management charges. Other Expenses increase primarily for Vehicle Use charges for 1996 and 1997 replacements.

The Streets Maintenance Department maintains paved streets, unpaved streets, rights-of-way, and City owned lots. The department continues to focus on maintenance of an aging infrastructure while the demand for service increases.

Streets Maintenance continues to address one chronic and perennial trend: how to meet the annual and future requirements of an aging infrastructure, i.e., streets, sidewalks and curbs, that is falling due to inadequate resources. The department must constantly respond to a growing backlog of service requests that cannot be completed within prescribed time standards due to the continuing deterioration of the infrastructure. This is compounded by newly constructed and improved highways and bridges that are added to the maintenance requirements as the 1% transportation projects are completed. A review of the department's output over the past several years has revealed an increase in the quantity and frequency of infrastructure repairs. Recently the backlog of service requests has also increased. Adequate maintenance of streets, sidewalks and curbs are very resource intensive, especially in terms of manpower and dollars. Frequently the lack of funding has dictated that we repair potholes and other defects rather than resurface the street. Responding to the growing workload without additional in-house resources required that the department rely more on annual contracts to

Expenditures By Type	
1995	1996
Actual	Projected
\$ 1,206,483	\$ 1,344,892
68,278	52,999
231,802	335,443
542,697	492,738
7,675	20,900
99,708	114,547
Capital Outlay	0
Interfund Services	550,861
Commodities	341,123
Outside Services	64,596
Personal Services	\$ 1,399,298
Expenditure Area	Budget
1995	1997
\$ 2,156,643	\$ 2,528,281
7.1	%
4.1	96 - 97
21.9	Change
1.7	
11.8	
-100.0	
50.5	
7.1	

Class Title	1995	1996	1997
Maintenance Worker	5.00	5.00	5.00
Maintenance Worker, Senior	16.00	16.00	16.00
Medium Equipment Operator	12.00	12.00	12.00
Secretary	0.00	1.00	1.00
Principal Maintenance Worker	2.00	2.00	2.00
Heavy Equipment Operator	4.00	4.00	4.00
Property Maintenance Monitor	1.00	1.00	1.00
Field Maintenance Supervisor	1.00	1.00	1.00
Construction Inspector	4.00	4.00	4.00
Maint Superintendent	1.00	1.00	1.00
Assistant Streets Director	1.00	1.00	1.00
Streets Director	0.00	1.00	1.00
TOTAL	48.00	50.00	50.00

Positions

7
9
9
10
11
12
13
17
18
22
27
36
Grade

WP-1: Service utility cuts

Sites Prepared	1,161	1,500	1,500
Sites Patched	1,529	1,600	1,600
WP-2: Maintain paved streets			
Defects Repaired	794	900	1,000
Miles of Road Shoulders Repaired	36	36	40

Miles of Street Inspected	352	350	350
Miles of Sidewalk Inspected	96	320	320
Miles of Curbing Inspected	385	380	380
Sidewalk Sites Repaired	168	220	220
L. F. Curb Repaired	na	600	600
WP-3: Maintain City rights-of-way, parkway, access ramps and property			
ROW Miles Mowed Manually (6 times annually)	95	99	96
ROW Miles Mowed by Automated Means (6 times annually)	338	387	338
Parkway and Access Ramps (Miles Mowed 6 times annually)	56	56	59
Apply Herbicide and Growth Retardant (Miles treated 3 times annually)	56	56	59
Mow City owned property (Locations mowed 4 times annually)	62	62	62

Miles of Street Inspected	\$313,000	\$313,000	\$313,000
ROW Miles Mowed Manually (6 times annually)	Unit: \$3,260	Unit: \$3,260	Unit: \$3,260
ROW Miles Mowed by Automated Means (6 times annually)	Unit: \$295,000	Unit: \$295,000	Unit: \$295,000
Parkway and Access Ramps (Miles Mowed 6 times annually)	Unit: \$873	Unit: \$873	Unit: \$873
Apply Herbicide and Growth Retardant (Miles treated 3 times annually)	Unit: \$57,000	Unit: \$57,000	Unit: \$57,000
Mow City owned property (Locations mowed 4 times annually)	Unit: \$78,000	Unit: \$78,000	Unit: \$78,000
	Unit: \$1,322	Unit: \$1,322	Unit: \$1,322

WP-4: Maintain unpaved streets	Miles Graded Bi-Monthly	21	4	4	\$260,000 Unit: \$65,000 /mile/year
WP-5: Maintain lanes	Miles Graded Annually (April-September)	33	37	72	\$192,000 Unit: \$5,189 /mile/year

GOAL: A CITY IN WHICH EACH PROPERTY ABUTS A PAVED STREET AND SIDEWALK WHICH ARE FREE OF DEFECTS; LANES ARE FREE OF UNCONTROLLED VEGETATION AND PROVIDE A COMFORTABLE RIDE; AND RIGHTS-OF-WAY AND CITY-OWNED LOTS ARE MAINTAINED IN A PARK-LIKE CONDITION.

OBJECTIVE-A: To ensure the condition rating of unpaved streets does not exceed 1.95 in any Service District.

No. Miles Service District	Service Districts Above Citywide Average		Citywide Average	Unpaved Streets Condition Rating
	Unpaved Streets	1995		
G	1.35	2.00	2.00	1.70
F	0.10	2.00	2.00	1.95
I	0.84	2.00	2.00	1.50
D	0.86	2.00	2.00	1.80
C	0.59	2.00	2.00	1.70
	<u>3.74</u>	2.00	2.00	1.73
	Unpaved Streets	1995	1996	1997

- STRATEGY:**
1. Use crushed stone in lieu of fill dirt.
 2. Conduct a semi-annual condition evaluation of 10% of total unpaved street segments per
 3. Complete 6 miles of new paving in 1996.

OBJECTIVE-B: To ensure that 95% of Savannah's 561 miles of paved streets are maintained at a Condition level 2 or better.

Paved Streets Condition Rating¹

Service District	1996 Paved Mileage	1997 Paved Mileage
A	29.46	31
B	19.50	20
C	75.94	77
D	65.39	67
E	61.41	63
F	34.07	35
G	48.09	50
H	32.68	34
I	58.18	60
J	23.78	25
K	31.99	33
L	56.03	57
Total Miles	536.52	552
Condition Rating %	97%	98%

STRATEGY:

- Using the updated street condition inventory, determine problem sites in the target neighborhoods and apply resources accordingly.
- Conduct a semi-annual condition evaluation of 10% of total street mileage per Service District.
- Place streets in need of resurfacing on the 1997 Local Resurfacing Program List. (Standard - Minor defects less than across may exist. Minor bumps less than 3 1/2" high may exist. Rideability is slightly less than perfect. Curbing may have minor cracking or defects.)

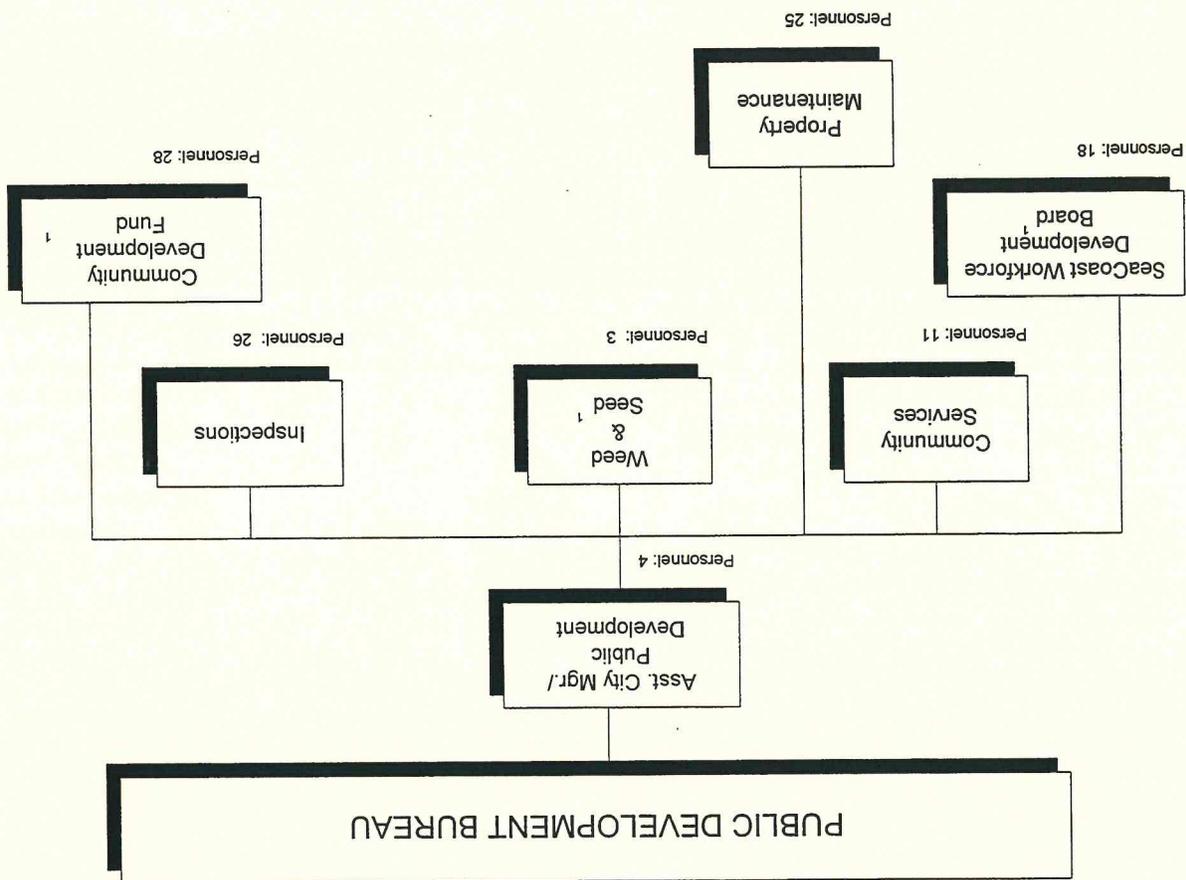
¹ Condition 1 - Provide a smooth, comfortable ride with no utility patches or potholes. Condition 2 - Provide a comfortable ride but utility patches and potholes are present.

OBJECTIVE-C: To reduce by at least 12% the street defects per mile in the City's Service Districts above the citywide average of 1.38 defects/mile.

Defects Per Mile of Paved Streets ¹

Service District	No. Miles of Paved Streets	Defects Per Mile of Paved Streets ²	Average No. of Defects Per Mile
A	29.02	0.83	536.84
B	20.39	1.52	
C	74.70	1.49	
D	67.70	0.84	
E	60.84	0.81	
F	31.80	2.87	
G	51.69	2.22	
H	34.90	0.50	
I	58.40	1.55	
J	24.40	0.61	
K	31.12	2.09	
L	51.88	0.98	
		1.00	
		1.60	
		0.60	
		1.60	
		0.50	
		1.60	
		2.00	
		0.85	
		0.85	
		1.40	
		1.40	
		0.80	
		<u>1.997</u>	
		1.38	
		1.18	

¹ Condition 1 - Provide a smooth, comfortable ride with no utility patches or potholes.
² Condition 2 - Provide a comfortable ride but utility patches and potholes are present. Standard - Minor defects less than 1/2" across may exist. Minor bumps less than 3 1/2" high may exist. Rideability is slightly less than perfect. Curbing may have minor cracking or defects.



¹ Administered in separate funds

PUBLIC DEVELOPMENT

Expenditures By Type

The 1997 General Fund budget for Public Development is \$3,605,649, a decrease of \$192,288 or 5% below 1996 projected expenditures.

	1995	1996	1997	% Change
Expenditure Area	Actual	Projected	Budget	96 - 97
Personal Services	\$ 2,232,242	\$ 2,489,137	\$ 2,526,533	1.5
Outside Services	496,109	747,783	612,544	-18.1
Commodities	89,754	116,699	108,443	-7.1
Interfund Services	329,559	345,033	310,678	-10.0
Capital Outlay	438	2,000	0	-100.0
Interfund Transfers	0	36,000	0	-100.0
Other Expenses	53,076	61,285	47,451	-22.6
TOTAL	\$ 3,201,178	\$ 3,797,937	\$ 3,605,649	-5.1

Activity Summary

	1995	1996	1997	% Change
Activity	Actual	Projected	Budget	96 - 97
Asst CM/Public Develop	\$ 265,016	\$ 293,375	\$ 298,743	1.8
Inspections	1,117,935	1,173,572	1,184,132	0.9
Property Maintenance	1,267,505	1,751,868	1,568,230	-10.5
Community Svcs	550,722	579,122	554,544	-4.2
TOTAL	\$ 3,201,178	\$ 3,797,937	\$ 3,605,649	-5.1

ASSISTANT CITY MANAGER/PUBLIC DEVELOPMENT

Trends and Issues

tends to limit reporting of such conditions and result in deterioration of the housing market.

- Illegal disposal of scrap tires, which tends to result in health hazards.

- Increasing construction costs due to the recent construction frenzy, which tends to decrease housing affordability.

- Substantial volume of unpermitted construction activity, which tends to compromise the safety of structures and decreases local revenues.

The bureau will respond to these challenges through proactive and systematic code enforcement; by developing new sources of financial support, and holding down construction costs through volunteer labor and sweat equity programs. Also, to encourage residents to develop community initiatives, and create a marketing/public education campaign to ensure greater cooperation from the public. Additionally, to build on existing local capacity, and to increase effectiveness of existing programs.

Significant Expenditure Changes

The 1997 allocation for the Assistant City Manager/Public Development increases \$5,368 or 2% above 1996 projected expenditures. Salaries and Wages increase \$12,150 reflecting the full year's cost of the 1996 pay increase and 1997 wage increase. This increase is partially offset by decreases in Capital Outlay and Commodities.

The Bureau mission is to assist citizens, businesses, and neighborhoods to achieve and sustain viable, functioning communities.

This is accomplished through programs that promote:

- Safe, clean and healthy environment.
- Neighborhoods free of criminal activity and full of constructive opportunities for their residents.
- Affordable housing and employment opportunities for the disadvantaged.
- Safe and lasting construction.
- The development of human and other resources to achieve self-sustaining communities.

The principal areas of concentration for the bureau in 1997 will be: Community organizing, development of affordable/safe housing, neighborhood revitalization, small business creation, elimination of street level drug activity and the Weed and Seed program.

Issues the bureau is facing in 1997 include:

- Diminishing financial resources and national trends to limit government property rights versus private property rights, which tend to limit opportunities for public programs.
- Pressures to renters - due to the short supply of rental units - to accept substandard housing conditions, which

Expenditures By Type

Expenditure Area	1995 Actual	1996 Projected	1997 Budget	% Change 96 - 97
Personal Services	\$ 211,653	\$ 219,955	227,354	3.4
Outside Services	14,463	23,713	26,213	10.5
Commodities	4,104	7,100	5,773	-18.7
Interfund Services	34,986	37,036	37,245	0.6
Capital Outlay	-3,358	2,000	0	100.0
Other Expenses	3,168	3,571	2,158	39.6
TOTAL	\$ 265,016	\$ 293,375	\$ 298,743	1.8

Positions

Class Title	1995	1996	1997	Grade
Secretary to Assistant City Manager	1.00	1.00	1.00	18
Downtown Proj Coordinator	1.00	1.00	1.00	21
Pub Dev Proj Coordinator	1.00	1.00	1.00	22
Asst CM Pub Dev	1.00	1.00	1.00	52
TOTAL	4.00	4.00	4.00	

INSPECTIONS

Trends and Issues

The Inspections Department consists of two separate divisions: the Property Maintenance Division and the Building Inspections Division. The Building Inspection Division is responsible for maximizing the safety of City residents and their property by enforcing the Standard Building Code, the Life Safety Code, and the City Zoning Ordinance. Division activities include site development, building plan review, and timely inspection of construction sites by trade qualified and certified inspectors to ensure code compliance. Of equal importance are the activities of the Fire Prevention Section which conducts periodic inspections of child care facilities, business facilities, high rise buildings, and other high density buildings of public assembly to help minimize the risk of fire.

2. Division management is concerned with the drop in revenue and has intensified efforts to identify unpermitted work activity within Savannah. Under consideration is assignment of inspectors to evening and week end hours.
3. Movement of the Building Inspections Division and the Property Maintenance Division to one location (the Gamble Building) has begun. In light of possible consolidation with the County this operation must be reviewed.

Significant Expenditure Changes

The 1997 allocation for inspections increases \$10,560 or 1% above 1996 projected expenditures. Salaries and Wages within Personal Services increase \$49,821 due to the full year's cost of the 1996 pay increase and vacancies in 1996. This increase is partially offset by decreases in other Personal Services; and a \$8,800 decrease in Computer Capital Charge due to the department not buying any new equipment in 1997.

Results from the first five months of 1996 indicate "permitting activity" is equal to the 1995 pace but fees collected in the same period are down 8%. The concern is that the drop in fees collected is mostly attributable to additions, alterations, and conversions which have been a mainstay in Division revenues.

Issues the Division will face in 1997 include the following:

1. An in depth study of City and County Inspection Department consolidation is being concluded. If consolidation occurs the City Inspections Department will split in half with PMD remaining with the City, while the Building Inspection Division will be merged

Expenditures By Type

Expenditure Area	1995	1996	1997	% Change
Personal Services	\$ 999,139	\$ 962,613	\$ 984,507	2.3
Outside Services	40,171	56,356	51,748	-8.2
Commodities	18,730	19,298	17,363	-10.0
Interfund Services	107,543	116,738	110,893	-5.0
Other Expenses	32,352	18,567	19,621	5.7
TOTAL	\$ 1,117,935	\$ 1,173,572	\$ 1,184,132	0.9

Positions

Class Title	1995	1996	1997	Grade
Office Assistant, Senior	2.00	2.00	2.00	8
Permit Specialist	2.00	2.00	2.00	10
Administrative Assistant	2.00	2.00	2.00	13
Plans Examiner, Assistant	1.00	1.00	1.00	16
Pumbing/Mechanical Inspector	3.00	3.00	3.00	18
Fire Prevention Inspector	2.00	2.00	2.00	18
Zoning Inspector	1.00	1.00	1.00	18
Electrical Inspector	2.00	2.00	2.00	18
Building Inspector	1.00	1.00	1.00	18
Engineering Technician	0.00	1.00	1.00	19
Plumb/Mech Insp, Principal	1.00	1.00	1.00	20
Building Inspector, Principal	1.00	1.00	1.00	20
Fire Prevention Insp, Principal	1.00	1.00	1.00	20
Zoning Inspector, Principal	1.00	1.00	1.00	20
Electrical Insp, Principal	1.00	1.00	1.00	20
Plans Examiner	1.00	1.00	1.00	22
Program Coordinator	1.00	1.00	1.00	22
Development Svcs Administrator	1.00	1.00	1.00	30
Inspections Director	1.00	1.00	1.00	36
TOTAL	25.00	26.00	26.00	

SERVICE QUANTITY

	1995	1996	1997	COST ALLOCATION
WP-1: Issue Permits				
Building	1,949	2,000	2,030	\$355,000
Electrical	1,785	1,880	1,765	Unit: \$38
Pumbing/ Mechanical	2,106	2,230	2,030	/permit
Sewer/Water	2,277	2,925	2,475	
Fire/State Fire/Fuel Tanks	58	50	50	
Business License	667	1,000	1,000	
Total Permits Issued	9,282	10,085	9,350	
WP-2: Review Plans				
Plans Reviewed	5,941	6,280	6,000	\$130,000
Conduct Inspections				Unit: \$22
WP-3: Conduct Inspections				
Zoning/Signs	757	750	750	\$699,000
Fire/UGT	7,181	7,950	7,000	Unit: \$31
Building/Trades	14,956	19,100	14,500	/inspect.
Total Inspections Conducted	22,894	27,800	22,250	

GOAL: A CITY WITH BUILDINGS AND STRUCTURES FREE OF SAFETY HAZARDS.

OBJECTIVE-A: To conduct inspections such that 95 percent are made within two work days of request and 100 percent within three work days of request.

	1995	1996	1997	% of Inspections Conducted within 2 Work Days of Request	% of Inspections Conducted within 3 Work Days of Request
	99%	95%	95%	95%	100%
	100%	100%	100%	100%	100%

STRATEGY:

1. Purge and correct departmental data base to help ensure timely and accurate data is available for inspectors and record keeping purposes.
2. Obtain and implement use of hand-held terminals for inspector and clerical use.
3. Pursue installation and use of an inspection request telephone line.

PROPERTY MAINTENANCE

Trends and Issues

The Property Maintenance Division (PMD) is responsible for the enforcement of the City's property maintenance ordinances and housing-related codes. The focus of code enforcement is promoting a safe, clean and healthy environment for all City residents and visitors. The Division uses a variety of enforcement techniques to accomplish its responsibilities, including public information aids, support of neighborhood action plans, and legal action.

Approximately 97% of all available rental units in the City are occupied. The premium placed on the available units increases the likelihood that substandard units will be rented. Which also reduces the likelihood that tenants will complain when landlords fail to maintain their units to minimum code standards. This trend will require PMD to intensify its systematic enforcement effort to identify and correct housing code issues.

Since implementation of systematic code enforcement versus complaint only service, citizen complaints have fallen from over 10,000 in 1993 to a projected 3,300 in 1996, while enforcement cases have increased 32%. PMD must now develop a strategy to perform systematic housing code inspections to ensure code compliance in all rental units.

The number of tires being disposed illegally has increased significantly due to disposal costs and reduction in available disposal sites. It is estimated that over 250,000 tires are illegally dumped in the city/county area and that number is growing every day. Tires are being dumped on public right-of-ways and in undeveloped areas throughout the City. These tires pose a dangerous threat to the health and safety of our citizens and to our environment. Reversing this trend will require a combination of citizen awareness and involvement, plus enforcement and dump site abatement.

As landfill charges to the public go up and more restrictions are placed on the type and amount of waste that landfills can take, illegal dumping problems will grow. Scrap tires are a major contributor to this growing problem. In 1996, PMD was given the responsibility for administering a three year, \$55,000 state grant as part of the state's Scrap Tire Management Program. PMD is developing an auditing/monitoring program to ensure scrap tire generators, carriers, and processors properly dispose of scrap tires. PMD is also cleaning illegal dumps and developing programs to raise citizen awareness and promote citizen involvement. The key to the success of this program lies with the individual citizen. PMD's challenge will be to develop a program which provides disposal alternatives and the motivation to use them.

In 1995 and 1996, PMD made significant improvements in its administrative and operational processes, thereby improving the Division's efficiency. These gains were made primarily by using automation and new technologies. PMD must continue these improvements by facilitating the development of a consolidated property database and providing a platform for delivering real time data to the inspector in the field.

Significant Expenditure Changes

The 1997 allocation for Property Maintenance decreases \$183,638 or 10% below 1996 projected expenditures.

Outside Services decrease \$129,933 reflecting a \$127,577 decrease in Housing Demolitions. Commodities decrease \$5,417 reflecting a \$3,000 decrease in Small Fixed Assets and a \$2,500 decrease in Postage.

Interfund Services decreases \$26,814 primarily due to a decrease of \$21,801 in Tele-Electronic Charges after purchasing radios in 1996.

Interfund Transfers decrease \$24,000 after purchasing two new vehicles as part of a service change in 1996.
 Other Expenses reflect a decrease of \$6,800 in Computer Capital Charge due to the department not purchasing any computers in 1997.

Expenditures By Type

Expenditure Area	1995	1996	1997	% Change 96 - 97
Personal Services	\$ 660,603	\$ 871,942	\$ 879,171	0.8
Outside Services	410,341	625,476	495,543	-20.8
Commodities	55,558	75,706	70,289	-7.2
Interfund Services	129,094	129,676	102,862	-20.7
Capital Outlay	3,796	0	0	--
Interfund Transfers	0	24,000	0	-100.0
Other Expenses	8,112	25,068	20,365	-18.8
TOTAL	\$ 1,267,504	\$ 1,751,868	\$ 1,568,230	-10.5

Positions

Class Title	1995	1996	1997	Grade
Office Assistant	1.00	1.00	1.00	7
Customer Service Rep	3.00	3.00	3.00	11
Administrative Assistant	1.00	1.00	1.00	13
Properties Inspector	12.00	14.00	14.00	14
Properties Inspector, Principal	3.00	3.00	3.00	18
Property Maint Specialist	1.00	1.00	1.00	20
Property Maint Admin, Asst	1.00	1.00	1.00	24
Property Maint Admin	1.00	1.00	1.00	27
TOTAL	23.00	25.00	25.00	

SERVICE QUANTITY

	1995	1996	1997	COST ALLOCATION
--	------	------	------	-----------------

WP-1: Enforce the Property Maintenance Ordinance				
General Property Maintenance	3,989	5,000	5,800	Unit: \$214 /PMD action
Compliance				
Abandoned/Derelict Vehicles	2,961	3,000	3,000	
Removed				
Lots Cut/Cleaned as Result of	2,937	3,000	4,750	
PMD Action				

WP-2: Enforce Vacant and Unsafe Building Codes

Buildings Secured or Re-secured	115	168	200	\$458,000
Buildings Demolished	97	129	100	Unit: \$1,388
Buildings Repaired or Rehabilitated	10	26	30	/bldg

WP-3: Enforce the Standard Housing Code

Cases Completed/Minor Code Violations	601	1,000	1,100	\$94,000
Cases Completed/Major Code Violations	202	600	650	Unit: \$54 /units

GOAL: A CITY OF NEIGHBORHOODS FREE OF INCOMPATIBLE USES; DILAPIDATED STRUCTURES AND DEBRIS, OVERGROWN VEGETATION AND DERELICT VEHICLES.

OBJECTIVE-A: To abate 13,550 Property Maintenance Ordinance violations in 1997.

1995	1996	1997
11,276	14,000	13,550
Number of PMO Violations Abated		

OBJECTIVE-B: To abate 330 vacant, unsafe and nuisance building violations in 1997.

1995	1996	1997
222	310	330
Number of Vacant and Unsafe Buildings Secured, Demolished, or Repaired		

OBJECTIVE-C: To reduce the number of occupied housing units not in compliance with the City's codes by 1,200 units in 1997.

- STRATEGIES A, B, & C:**
1. Continue operational and administrative process improvements by focusing on:
 - a. Automated complaint form.
 - b. Improved case tracking procedures.
 - c. Division's procedure manual update.
 2. Develop method to conduct systematic housing code inspections in each neighborhood, focusing on rental units.
 3. Develop closer coordination between Housing Department, PMD, and private agencies (ie, Historic Savannah, NHS, etc.) To provide additional alternative to owners of dilapidated properties.

COMMUNITY SERVICES

Trends and Issues

Council, a council of neighborhood organizations.

Along with continuing these efforts in 1997, Community Services increase its efforts to promote/market inner-city neighborhoods and expand its support of neighborhoods to include non-CDBG neighborhoods which comprised the majority of Savannah. The department will encourage the development of neighborhood organizations, open leadership training opportunities to all interested citizens, and develop training and resource materials for resident groups.

Significant Expenditure Changes

The 1997 budget for Community Services decreases \$24,578 or 4% below projected 1996 expenditures. Interfund Transfer decreases \$12,000 after buying a new vehicle in 1996. Computer Capital Charge decreases \$6,000 due to not buying any computer equipment in 1997. These decreases are partially offset by a \$11,511 increase in Salaries and Wages due to the wage increase in 1997 and the full year's cost of the 1996 pay increase.

The Community Services Department provides direct assistance to individual residents and community organizations in targeted Community Development Block Grant (CDBG) eligible neighborhoods. The Department's mission is to increase the level of resident and community involvement in the eradication of blight conditions which affect these neighborhoods. It is understood that, while local government can improve an area, the active participation and leadership of residents is essential to sustaining revitalization efforts.

In 1996, Community Services concentrated its efforts on increasing training opportunities and incentives for the growing number of block-level neighborhood leaders, increasing the distribution and quality of its publications which highlight neighborhood successes, and working with residents to implement neighborhood improvement projects. Community Services also began to target neighborhood businesses, churches and schools for involvement in resident-led improvement projects. Finally, Community Services began providing needed staff support to the new Inter-Neighborhood

<u>Expenditures By Type</u>			
	1995	1996	1997
Expenditure Area	Actual	Budget	Budget
Personal Services	\$ 440,846	\$ 434,627	\$ 435,501
Outside Services	31,134	42,238	39,040
Commodities	11,362	14,595	15,018
Interfund Services	57,936	61,583	59,678
Interfund Transfers	0	12,000	0
Other Expenses	9,444	14,079	5,307
TOTAL	\$ 550,722	\$ 579,122	\$ 554,544
% Change	96-97	96-97	96-97
	-0.2	-7.6	2.9
	-3.1	-100.0	-62.3
	-100.0	-100.0	-100.0

Positions

Class Title	1995	1996	1997	Grade
Community Service Rep	1.00	1.00	1.00	11
Administrative Assistant	1.00	1.00	1.00	13
Neighborhood Services Coord	7.00	7.00	7.00	20
Neighnd Svcs Coord, Senior	1.00	1.00	1.00	22
Community Svcs Director	1.00	1.00	1.00	34
TOTAL	11.00	11.00	11.00	

SERVICE QUANTITY	1995	1996	1997	COST ALLOCATION
WP-1: Maintain effective communication among neighborhood residents, community organizations and City staff	25	25	25	\$555,000 Unit: \$22,200 /neighborhood

GOAL: INCREASE THE NUMBER OF RESIDENTS WHO ACTIVELY PARTICIPATE IN NEIGHBORHOOD ORGANIZATIONS, COALITIONS AND COMMUNITY IMPROVEMENT PROJECTS WHICH ENHANCE AND IMPROVE THE QUALITY OF LIFE FOR RESIDENTS OF CDBG TARGET NEIGHBORHOODS.

OBJECTIVE-A: To increase active participation in the neighborhood organization and coalition activities to 2,900 residents.

Residents Participation	1995	1996	1997
	2,700	2,800	2,900

OBJECTIVE-B: To achieve a level of 70% of all CDBG eligible neighborhood organizations as participants in neighborhood revitalization projects.

% of CDBG Eligible Neighborhoods as Participants	1995	1996	1997
	68%	65%	70%

- STRATEGIES A and B:**
1. Involve neighborhood leadership in all work planning activities.
 2. Conduct 15 educational sessions for residents in resident intervention.
 3. Maintain information sharing process and produce and distribute quarterly newsletter, and monthly newsletter.
 4. Facilitate a process in which agencies and neighborhood leadership can work together and move toward a master planning process which involves these entities.
 5. Facilitate a process through which a coalition can issue reports on proposed plans affecting the target area.
 6. Facilitate a process whereby neighborhoods and/or coalitions engage in 50 actions of self advocacy.
 7. Facilitate the development of four proactive marketing events of target area

WEED AND SEED

Trends and Issues

in the revision of several strategies to control crime and drug use in the target area.

In 1997, the Weed and Seed Department will focus on building local capacity to continue the Weed and Seed effort and will develop a community-based initiative to help residents reach their economic goals. In addition to coordinating the efforts of the various law enforcement and human service agencies, attention will be focused on ensuring that all outcome objectives established for the program are met by the end of 1997.

The Weed and Seed Department administers a federal grant to "weed" out crime and drugs in a specific target neighborhood and to "seed" the area with prevention, intervention, treatment and revitalization programs to rejuvenate the neighborhood. There are 11 goals outlined in the program's implementation plan with specific outcome objectives to be achieved by 1997.

The Department continues to coordinate the implementation of the Weed and Seed program and the collaboration between all participating agencies as it did in 1996. The findings of the first phase of the program's evaluation resulted

(Expenditures Detailed in Special Summaries Section of Document)

Expenditures By Type

Positions

Class Title	1995	1996	1997	Grade
Administrative Assistant	0.00	1.00	1.00	13
Program Coordinator	0.00	1.00	1.00	22
Weed & Seed Director	1.00	1.00	1.00	34
TOTAL	3.00	3.00	3.00	

SERVICE QUANTITY

GOAL: A COMMUNITY FREE OF CRIME, SOCIAL PROBLEMS AND BLIGHT

OBJECTIVE-A: To reduce the number of known drug locations in the area from 24 in 1994 to 0 by 1997.

1995	19	0
1996	2	0
1997	0	0

STRATEGY:

1. Identify high drug intensity areas.
2. Implement buy-bust and reverse sting operations.
3. Ensure that drug cases are prepared to have a high conviction rate.

OBJECTIVE-B: To reduce the number of violent crimes in the target area from 165 in 1995, to 150 in 1996, and to 125 in 1997.

1995	165	125
1996	150	125
1997	125	125

STRATEGY:

1. Place 10 additional officers in target area.
2. Intensify COP efforts in target area.
3. Use repeat offender strategies to ensure swift prosecution and adjudication of cases.

OBJECTIVE-C: To facilitate 30 meetings with all Weed and Seed participating agencies each year.

1995	30	30
1996	30	30
1997	30	30

STRATEGY:

1. Provide a forum through monthly and quarterly meetings for all agencies to collaborate on activities in target area.
2. Produce and distribute a Weed and Seed newsletter to all participating agencies.
3. Provide a forum for the line staff at participating agencies to meet and exchange ideas and concerns on a regular basis.

OBJECTIVE-D: To make available to 180 families living in the target area access to all available assistance needed to overcome problems of unemployment, low educational attainment, teenage pregnancy, substance abuse, and other related problems.

1995	75	180
1996	150	180
1997	180	180

STRATEGY:

1. Conduct intensive outreach to target community and refer families to institutions and organizations for assistance.
2. Implement the Case Management Program at the Family Resource Center.
3. Provide substance abuse awareness and counseling programs at the Family Resource Center.

OBJECTIVE-E: To reduce the high school dropout rate from 32.2% to 30% in 1997.

94/95	32%	30%
95/96	32%	30%
96/97	30%	30%

STRATEGY:

1. Provide tutoring services targeted at African-American males 8-18 years old.
2. Increase support for parents to assist their children with academic performance by providing community based assistance.
3. Develop partnerships with local colleges to provide tutorial programs in community.

OBJECTIVE-F: To reduce the number of offenses by juveniles in the categories of burglary, theft, robbery, weapons violations and aggravated assault from 46% in 1994 to 35% by 1996 and 30% by 1997.

1995	43%	30%
1996	35%	30%
1997	30%	30%

STRATEGY:

1. Identify violent youth and those at-risk for violent behavior and provide conflict resolution skills through Youth Teams.
2. Develop and implement parenting programs in target area to teach conflict resolution skills.
3. Increase recreational and cultural activities for youth that are based in target area.

OBJECTIVE-G: To place 40 unemployed residents in jobs in 1996 and 50 by 1997.

1995	1996	1997
15	40	50

STRATEGY:

1. Identify residents that are interested in employment and refer to training and/or employment.

2. Encourage hiring of target area residents for contracts with agencies participating in the Weed and Seed program.

3. Conduct job readiness sessions in target area.

2. Develop with all housing agencies a plan to prioritize removal and rehabilitation in target area.

3. Provide housing rehab workshops for residents.

OBJECTIVE-I: To establish 200 block captains in the target area to participate in neighborhood revitalization projects.

1995	1996	1997
80	100	200

STRATEGY:

1. Conduct intensive recruitment effort to increase membership in neighborhood organizations.

2. Provide incentives for blocks that are actively involved in beautification projects.

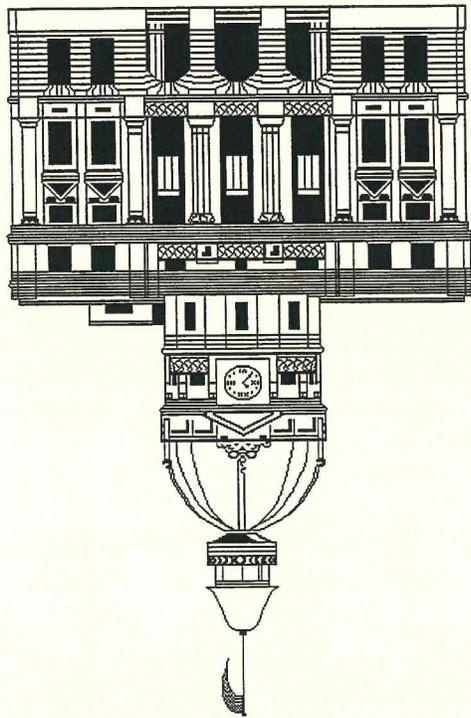
3. Encourage applications for "Grants for Blocks" program.

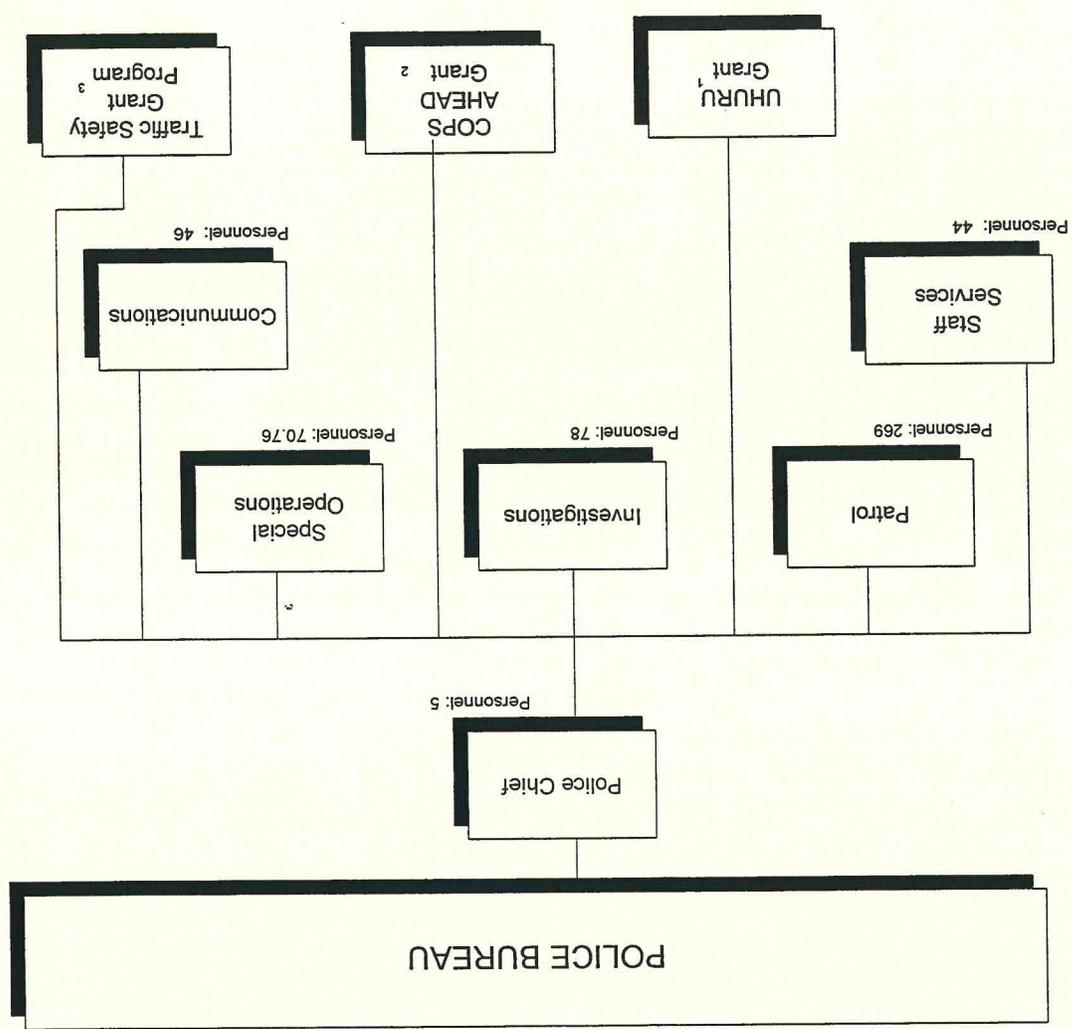
OBJECTIVE-H: Reduce the number of dilapidated houses from 437 in 1995 to 337 in 1996 and to 300 by 1997.

1995	1996	1997
437	337	300

STRATEGY:

1. Categorize condition of all structures in target area as Standard, Minor and Moderate, or Major and Dilapidated.





1 The UHURU Grant ended December 31, 1996. The two positions assigned to the grant have been transferred to Patrol.
2 Includes 10 interim positions.
3 The Traffic Safety Grant program was discontinued in 1996. The six interim positions have been transferred to Special Operations.

POLICE BUREAU

Expenditures By Type

The 1997 budget for the Police Bureau is \$25,524,171. This is \$496,139 or less than 2% below 1996 projected expenditures. Other Expenses decrease \$517,625 primarily due to the elimination of funding to support the Olympics that were completed in 1996. Capital Outlay decreases \$194,164 due to fewer planned purchases and 1997 items being purchased out of 1996 funds. These decreases are offset by an increase of \$243,510 in Personal Services primarily due to the Compensation Study implemented in 1996, the 1997 wage increase, and the additional personnel formerly assigned to the Traffic Safety Grant Program. Outside Services increase \$28,922 primarily due to the reaccreditation fee and equipment maintenance costs.

Expenditure Area	1995	1996	1997	% Change
Personal Services	\$ 18,752,630	\$ 20,056,527	\$ 20,300,037	1.2
Outside Services	897,128	1,011,424	1,040,346	2.9
Commodities	517,060	623,477	619,206	-0.7
Interfund Services	2,650,033	2,772,275	2,719,764	-1.9
Capital Outlay	104,005	194,164	0	-100.0
Interfund Transfers	1,949	0	0	--
Other Expenses	567,718	1,362,443	844,818	-38.0
TOTAL	\$ 23,490,523	\$ 26,020,310	\$ 25,524,171	-1.9

Activity Summary

Activity	1995	1996	1997	% Change
Police Chief	\$ 381,692	\$ 394,499	\$ 398,809	1.1
Patrol	12,038,715	13,880,621	13,774,754	-0.8
Special Operations	3,036,379	2,714,576	2,820,219	3.9
Communications	1,584,521	1,771,677	1,661,763	-6.2
Investigations	3,059,537	3,692,648	3,639,051	-1.5
Staff Services	3,317,270	3,475,045	3,229,575	-7.1
UHURU/Youth Futures Grant	72,409	91,244	0	-100.00
TOTAL	\$ 23,490,523	\$ 26,020,310	\$ 25,524,171	-1.9

POLICE CHIEF

Trends and Issues

From 1991 through 1996, the Savannah Police Department (SPD) has built a national reputation as a leader in Community Oriented Policing (COP). SPD was featured in a recent publication by the Police Executive Research Forum (PERF) as one of the top six departments for COP (*Themes and Variations in Community Policing*). SPD has also been prominently featured on CNN's *World Report*. This special segment, viewed by millions worldwide, distinguished the Savannah Police Department as the model agency for Community Oriented Policing. SPD's Community Oriented Policing experience has also been featured in articles in various publications such as *The Police Chief*, *The Justice Professional*, and *Issues in Community Policing*.

COP is a constantly evolving process. In 1997, SPD will continue to improve upon its community-oriented policing philosophy. An extra effort will be made to stress one of the fundamental elements of COP: informal communication between beat officers and the residents and businesses they serve. Developing these informal relationships between

officers and the community is the cornerstone of COP and forms the basis for taking steps to reduce the chances of crime through crime prevention and suppression.

In 1997, SPD will continue its focus on the enforcement of traffic laws that was begun in 1996. The Traffic Unit's three E's program (Enforcement, Education and Engineering) has been successful in reducing speeding in targeted locations throughout the City. SPD will also begin using the 800 MHZ trunked communication system.

Significant Expenditure Changes

The 1997 budget for the Police Chief totals \$398,809. This is a \$4,310 or 1% increase over 1996 projected expenditures. Outside Services increase \$15,098 primarily due to an increase of \$11,139 in Other Contractual Services for the Police department's 1997 reaccreditation fee and related expenses. This increase is offset by a decrease of \$8,146 in Personal Services.

<u>Expenditures By Type</u>	
1995	1996
<u>Actual</u>	<u>Projected</u>
\$ 302,188	\$ 308,871
17,890	19,934
18,203	16,086
34,771	37,437
0	3,028
8,640	9,143
Other Expenses	9,249
Capital Outlay	0
Interfund Services	36,109
Commodities	17,694
Outside Services	35,032
Personal Services	\$ 300,725
<u>Expenditure Area</u>	<u>Budget</u>
1995	1997
\$ 381,692	\$ 398,809
% Change	96 - 97
1.1	-2.6
75.7	10.0
-3.6	-100.0
1.2	

Positions

<u>Class Title</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>Grade</u>
Office Assistant	1.00	0.00	0.00	7
Administrative Assistant	1.00	2.00	2.00	13
Police Corporal	1.00	1.00	1.00	18
Police Public Information Officer	1.00	1.00	0.00	22
Police Sergeant	1.00	1.00	1.00	22
Police Lieutenant	1.00	0.00	0.00	26
Police Chief	1.00	1.00	1.00	48
TOTAL	7.00	6.00	5.00	

PATROL

Trends and Issues

during the Games.

In 1997, the department will concentrate on reducing unnecessary calls for service which will allow a more productive use of resources.

Significant Expenditure Changes

The 1997 budget for Patrol is \$13,774,754. This is \$105,867 or less than 1% below 1996 projected expenditures. Olympic Public Safety decreases \$507,679 due to completion of the Olympics in 1996. This decrease is offset by a \$286,676 increase in Personal Services primarily due to Salaries and Wages because of the Compensation Study implemented in 1996 and the 1997 wage increase. Other Expenses increase \$82,252 due to Vehicle Use charges. Intfund Services increase \$32,964 primarily due to Insurance by the Risk Management Fund.

Patrol is committed to Community Oriented and Problem Oriented Policing. In 1996, all patrol officers received updated training on COP/POP techniques, department staff worked with the local media to promote and explain the COP/POP philosophy to the citizens of Savannah, and precinct Crime Suppression Units were utilized on POP efforts. Results will be realized in the number, quality, and substance of problem oriented policing projects completed.

A new program called Operation Shut Down was implemented in 1996 in Precinct Two with particular emphasis in the Weed and Seed area. This program is a combination of strict law enforcement and community involvement to eliminate open air drug sales in thirteen locations. Precinct Two personnel, the Counter Narcotics Tea, and residents of the area are all involved in this effort.

Patrol personnel completed extensive training in preparation for the 1996 Centennial Olympic Games. Resources were reallocated and overtime was used to ensure effective coverage

Expenditures By Type

Expenditure Area	1995	1996	1997	% Change
Personal Services	\$ 10,092,529	\$ 11,125,338	\$ 11,412,014	2.6
Outside Services	103,520	111,580	118,022	5.8
Commodities	57,633	87,714	92,258	5.2
Intfund Services	1,376,070	1,434,517	1,467,481	2.3
Capital Outlay	0	1,066	0	-100.0
Intfund Transfers	1,949	0	0	--
Other Expenses	407,014	612,727	684,979	11.8
Olympic Public Safety	0	507,679	0	-100.0
TOTAL	\$ 12,038,715	\$ 13,880,621	\$ 13,774,754	-0.7
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>96 - 97</u>

1 Funds for Olympic Public Safety were budgeted up lther Expenses. The allocation is shown separately for the purpose of the budget.

Positions

Class Title	1995	1996	1997
Secretary	3.00	4.00	4.00
Administrative Assistant	2.00	1.00	1.00
Police Officer	138.00	125.00	131.00
Police Corporal	72.00	87.00	89.00
Police Sergeant	32.00	30.00	30.00
Management Analyst, Senior	0.00	1.00	1.00
Police Lieutenant	9.00	8.00	8.00
Police Captain	3.00	4.00	4.00
Police Major	1.00	1.00	1.00
TOTAL	260.00	261.00	269.00

SERVICE QUANTITY

COST ALLOCATION

WP-1: Respond to all service demands	1995	1996	1997
Part I Crime Calls	12,179	12,000	11,750
Part II & Part III Calls	213,573	215,000	215,000
Unit: \$36			
\$8,265,000			

WP-2: Provide patrol of City by marked vehicles	1995	1996	1997
Hours/Preventive Marked Patrol	95,500	100,100	100,100
During Uncommitted Time			
Unit: \$48			
\$4,821,000			

WP-3: Provide security and patrol service for community events (e.g., St. Patrick's Day Parade)	1995	1996	1997
Hours Preventive Patrol	10,000	10,000	10,000
Unit: \$69			
\$689,000			

GOAL: A CITY WHICH IS FREE OF CRIME, PUBLIC DISORDER, AND OTHER DISTURBANCES.

PRECINCT 1	1995	1996	1997
OBJECTIVE-A: To reduce robberies in Precinct by 5% in 1997.	27	25	24
Commercial Robbery, Precinct 1	156	160	152
Other Robbery, Precinct 1			

1995	18	20	19
1996	19	20	19
1997	19	20	19
Commercial Robberies, Precinct 2	295	285	271
Other Robberies, Precinct 2			

STRATEGY:

1. Continuously analyze robberies to determine location, time of day, method of operation, and possible suspect.
2. Deploy CSU's in places and at times which analysis shows highest probability of street robberies.
3. Increase field interviews in the areas of robbery incidents.
4. Insure that all assigned personnel are kept informed as to location and time of incidents.
5. Coordinate efforts with other units (bureaus).

OBJECTIVE-B: To reduce burglaries in Precinct by 5% in 1997.

1995	404	400	380
1996	400	400	380
1997	380	400	380
Residential Burglaries, Precinct 2	120	140	133
Commercial Burglaries, Precinct 2			

STRATEGY:

1. Continuously analyze burglaries to determine location, time of day, method of operation, and possible suspects.
2. Require supervisor to visit victimized businesses within 48 hours of reported burglary in order to provide information on prevention and target hardening.
3. Provide 80% of victimized businesses with commercial security survey within 72 hours by Precinct Crime Prevention Specialist and offer non-victimised businesses with commercial security surveys at each business Neighborhood Watch meetings.
4. Increase the number of Neighborhood Watch meetings.
5. Increase the number of P.O.P. projects attacking elements that foster residential burglaries.
6. Deploy CSU's in places and times which analysis shows highest probability of residential burglaries.

7. Deploy B units and target directed patrol to area(s) when and where commercial burglaries and burglaries most frequently occur.
8. Require officers to park-walk-and-talk 30 minutes per shift.

OBJECTIVE-C: To reduce larcenies from auto in Precinct by 5% in 1997.

1994	773	800	760
1995	800	800	760
1996	760	800	760
Larcenies from Auto, Precinct 2			

STRATEGY:

1. Continuously analyze larcenies from auto to determine location, time of day, method of operation, and possible suspects.
2. Crime Prevention Specialist will conduct presentations to downtown community watch associations on reducing the chances of being victimized by theft from auto.
3. Officers will identify environmental problems (e.g., poor street lighting, structural barriers, foliage) that foster criminal activity and take corrective action or set up a P.O.P. project.
4. Officers will target directed patrol at locations of larcenies from auto at times when they are most likely to occur.

OBJECTIVE-D: To reduce auto thefts in Precinct by 5% in 1997.

1995	197	210	199
1996	210	210	199
1997	197	210	199
Auto Theft, Precinct 2			

STRATEGY:

1. Continuously analyze auto thefts to determine location, time of day, method of operation, and possible suspects.
2. Deploy CSU's in places and at times which analysis shows highest probability of auto thefts.
3. Increase traffic stops and field interviews in the areas of incidents.
4. Insure that all assigned personnel are kept informed as to location and time of incidents.

PRECINCT 3

OBJECTIVE-A: To reduce robberies in Precinct by 5% in 1997.

1995	42	1996	44	1997	41
Commercial Robberies, Precinct 3	215	215	204	Other Robberies, Precinct 3	204

STRATEGY:

1. Continuously analyze robberies to determine location, time of day, method of operation, and possible suspects.
2. Deploy CSU's in places and at times which analysis shows highest probability of street robberies.
3. Increase field interviews in the areas of robbery incidents.
4. Insure that all assigned personnel are kept informed as to location and time of incidents.
5. Coordinate efforts with other units (bureaus).

OBJECTIVE-B: To reduce burglaries in Precinct by 5% in 1997.

1995	553	1996	560	1997	532
Residential Burglaries, Precinct 3	182	185	175	Commercial Burglaries, Precinct 3	175

STRATEGY:

1. Continuously analyze burglaries to determine location, time of day, method of operation, and possible suspects.
2. Require supervisor to visit victimized businesses within 48 hours of reported burglary in order to provide information on prevention and target hardening.
3. Provide 80% of victimized businesses with commercial security survey within 72 hours by Precinct Crime Prevention Specialist and offer non-victimized businesses with commercial security surveys at each business Neighborhood Watch meeting.
4. Increase the number of Neighborhood Watch

5. Increase the number of P.O.P. projects attacking elements that foster residential burglaries.
6. Deploy CSU's in places and at times which analysis shows highest probability of residential burglaries.
7. Deploy B units and target directed patrol to area(s) when and where commercial burglaries and burglaries most frequently occur.
8. Require officers to park-walk-and-talk 30 minutes per shift.

OBJECTIVE-C: To reduce larcenies from auto in Precinct by 5% in 1997.

1995	1,023	1996	1,000	1997	950
Larcenies from Auto, Precinct 3					

STRATEGY:

1. Continuously analyze larcenies from auto to determine location, time of day, method of operation, and possible suspects.
2. Crime Prevention Specialist will conduct presentations to downtown community watch associations on reducing the chances of being victimized by theft from auto.
3. Officers will identify environmental problems (e.g., poor street lighting, structural barriers, foliage) that foster criminal activity and take corrective action or set up a P.O.P. project.
4. Officers will target directed patrol at locations of larcenies from auto at times when they are most likely to occur.

OBJECTIVE-D: To reduce auto thefts in Precinct by 5% in 1997.

1995	440	1996	440	1997	418
Auto Theft, Precinct 3					

STRATEGY:

1. Continuously analyze auto thefts to determine location, time of day, method of operation, and possible suspects.

PRECINCT 4

OBJECTIVE-A: To reduce robberies in Precinct by 5% in 1997.

2. Deploy CSU's in places and at times which analysis shows highest probability of auto thefts.
3. Increase traffic stops and field interviews in the areas of incidents.
4. Insure that all assigned personnel are kept informed as to location and time of incidents.
5. Coordinate efforts with other units (bureaus).

1995	38	70	Other Robberies, Precinct 4
1996	30	65	Commercial Robbery, Precinct 4
1997	28	61	

STRATEGY:

1. Continuously analyze robberies to determine location, time of day, method of operation, and possible suspects.

2. Deploy CSU's in places and at times which analysis shows highest probability of street robberies.
3. Increase field interviews in the areas of robbery incidents.
4. Insure that all assigned personnel are kept informed as to location and time of incidents.
5. Coordinate efforts with other units (bureaus).

OBJECTIVE-B: To reduce burglaries in Precinct by 5% in 1997.

1995	314	146	Commercial Burglaries, Precinct 4
1996	300	150	Residential Burglaries, Precinct 4
1997	285	142	

STRATEGY:

1. Continuously analyze burglaries to determine location, time of day, method of operation, and possible suspects.
2. Require supervisor to visit victimized businesses within 48 hours of reported burglary in order to provide information on prevention and target hardening.
3. Provide 80% of victimized businesses with

OBJECTIVE-C: To reduce larcenies from auto in Precinct by 5% in 1997.

4. Increase the number of Neighborhood Watch programs or the membership in active programs.
5. Increase the number of P.O.P. projects attacking elements that foster residential burglaries.
6. Deploy CSU's in places and at times which analysis shows highest probability of residential burglaries.
7. Deploy B units and target directed patrol to area(s) when and where commercial burglaries and burglaries most frequently occur.
8. Require officers to park-walk-and-talk 30 minutes per shift.

1995	1,193	1,100	Larcenies from Auto, Precinct 4
1996	1,100	1,100	
1997	1,045	1,045	

STRATEGY:

1. Continuously analyze larcenies from auto to determine location, time of day, method of operation, and possible suspects.

2. Crime Prevention Specialist will conduct at least six presentations to downtown community watch associations on reducing the chances of being victimized by theft from auto.
3. Officers will identify environmental problems (e.g., poor street lighting, structural barriers, foliage) that foster criminal activity and take corrective action or set up a P.O.P. project.
4. Officers will target directed patrol at locations of larcenies from auto at times when they are most likely to occur.

OBJECTIVE-D: To reduce auto thefts in Precinct by 5% in 1997.

1995	177	220	Auto Theft, Precinct 4
1996	220	220	
1997	209	209	

STRATEGY:

1. Continuously analyze thefts to determine location, time of day, method of operation, and possible suspect.
2. Deploy CSU's in places and at times which analysis shows highest probability of auto thefts.
3. Increase traffic stops and field interviews in the areas of incidents.
4. Insure that all assigned personnel are kept informed as to location and time of incidents.
5. Coordinate efforts with other units (bureaus).

SPECIAL OPERATIONS

Trends and Issues

The Volunteer Program will continue to recruit qualified members from the community to support department operations. Special emphasis will be placed on utilizing high school students in a volunteer capacity to meet their community service requirement. The volunteer staff will also be working with Youth Futures and the Savannah-Chatham County School Board to implement Youth Watch in local schools.

Significant Expenditure Changes

The 1997 budget for Special Operations is \$2,820,219. This is a \$105,643 or 4% increase over 1996 projected expenditures. Personal Services increase \$110,022 primarily due to Salaries and Wages because of the Compensation Study implemented in 1996, the 1997 wage increase, and the additional personnel formerly assigned to the Traffic Safety grant program. Outside Services decrease \$4,308 primarily due to a change in Building Maintenance.

Special Operations includes the Tactical Reaction and Prevention Unit (T.R.A.P.), the Community Traffic Safety Unit (C.T.S.U.), and the Volunteer Program.

The T.R.A.P. unit will continue its involvement with the Violent Crimes Task Force which is a multi-jurisdictional task force with participation of local, state, and federal criminal justice agencies. The primary mission of the task force is to reduce violent crimes in Chatham County. The T.R.A.P. unit will also continue to place special emphasis on eliminating street prostitution and youth involvement in gangs.

In 1996, a comprehensive community traffic program was developed which targeted problem speeding locations, problem intersections, and neighborhood concerns. The unit operating under the Traffic Safety Grant Program that focused on DUI enforcement was discontinued and designated as the Community Traffic Safety Unit to address various traffic problems. The C.T.S.U. will focus on education, enforcement, and engineering to reduce serious accidents involving death or personal injury in 1997.

	1996	1997	Budget	96 - 97	% Change
Expenditure Area	Actual	Projected	Budget		
Personal Services	\$ 2,632,082	\$ 2,310,023	\$ 2,420,045	4.8	
Outside Services	119,165	135,484	131,176	-3.2	
Commodities	29,188	32,831	36,091	10.0	
Intfund Services	206,830	187,486	174,740	-6.8	
Capital Outlay	13,175	30,148	0	-100.0	
Other Expenses	35,940	18,604	58,167	212.7	
TOTAL	\$ 3,036,380	\$ 2,714,576	\$ 2,820,219	3.9	

Expenditures By Type

Class Title	1995	1996	1997	Grade
School Crossing Guard	19.76	19.76	19.76	4
Secretary	1.00	1.00	2.00	10
Administrative Assistant	1.00	0.00	1.00	13
Police Officer	17.00	10.00	6.00	15
Police Corporal	29.00	31.00	32.00	18
Police Public Information Officer	0.00	0.00	1.00	22
Police Sergeant	7.00	7.00	6.00	22
Police Lieutenant	2.00	2.00	2.00	26
Police Major	1.00	1.00	1.00	36
TOTAL	77.76	71.76	70.76	

SERVICE QUANTITY

COST ALLOCATION

WP-1: Provide school crossing guards at selected locations
 Sites Manned 54 54 54
 Unit: \$6,796 /site
 \$367,000

WP-2: Enforce traffic laws (Traffic Unit only)
 Traffic and Radar Citations 11,365 15,000 15,000
 Unit: \$51 /citation
 \$761,000

WP-3: Provide horse patrol and crowd control
 Hours of Mounted Patrol 7,520 7,520 7,520
 Crowd Control Events 30 40 40
 Unit: \$48 /hour
 \$367,000

WP-4: Investigate crimes of vice
 Cases Referred to Court 225 250 250
 Unit: \$5,304 /invest.
 \$1,325,000

GOAL: A CITY WHICH IS FREE OF HARMFUL VICE RELATED ACTIVITY.

OBJECTIVE-A: To reduce the number of hot spots for street prostitution by 20% in 1997.

STRATEGY:

1. Maintain spot maps of known prostitution hot spots. These maps will be periodically updated based on current intelligence and observations, and distributed to patrol and detectives.
2. Conduct undercover operations both reverse

Number of Locations	1995	1996	1997
	12	4	3

3. Maintain records of known prostitutes who frequent identified hot spots, and share stings and stings at known hot spots.
 4. Work with courts on a new probation information with patrol and detectives.
 strategy.

GOAL: A CITY IN WHICH THE STREETS AND HIGHWAYS ARE FREE OF MOTOR VEHICLE ACCIDENTS.

OBJECTIVE-B: To reduce the number of accidents caused by drivers operating under the influence of alcohol by 10% in 1997.

1995	1996	1997
265	250	225
Number of DUI Accidents		

STRATEGY:
 1. Assign school guards to all crossings that have been evaluated by the Traffic Engineer.
 2. Conduct safety meetings with school guards and provide annual training for guards.
 3. Assign radar to selected school crossings on a random basis.

OBJECTIVE-D: To reduce injuries in accidents because of the motorist's failure to use seat belts and child restraints by increasing the number of seat belt citations by 20% in 1997.

1995	1996	1997
1,452	1,950	2,340
Seat Belt Citations		

OBJECTIVE-C: To achieve zero accidents at all school crossings staffed by crossing guards during school hours in 1997.

1995	1996	1997
0	0	0
Number of Accidents		

STRATEGY:
 1. The Community Traffic Safety Unit (C.T.S.U.) will use the media to educate and inform the public.
 2. The C.T.S.U. will concentrate on speed and D.U.I. enforcement to promote seat belt usage.
 3. The C.T.S.U. will work in a cooperative effort with traffic personnel to initiate road blocks and S.T.E.P. programs.

GOAL: A CITY WHICH IS FREE OF VIOLENT CRIME.

OBJECTIVE-E: To reduce violent crime (murder, rape, robbery, and aggravated assault) within the city by 5% in 1997.

1995	1996	1997
27	25	24
Number of Murders		

866	850	807
Number of Robberies		
434	420	399
Number of Aggravated Assaults		

STRATEGY:
 1. Identify repeat violent offenders in areas

where violent crimes (murder, rape, robbery and aggravated assault) more frequently occur, and target those offenders with outstanding warrants for apprehension.

2. Assign resources to the Savannah Violent Crimes Task Force, a multi-agency organization, to target wanted and potentially violent offenders, especially repeat offenders.

3. Maintain close liaison with both patrol and detectives to exchange information on the status of violent crime in Savannah.

4. Work closely with social service agencies, the media, groups and other governmental agencies to develop violence prevention strategies.

COMMUNICATIONS

Trends and Issues

system will be converted to an 800 megahertz system. Radio functions will be realigned to take advantage of the improvements the new system offers. Improvements will also be made in operations and space utilization by co-locating fire and police dispatching personnel and expanding the Communications Center.

Significant Expenditure Changes

The 1997 budget for Communications is \$1,661,763. This is a \$109,914 or 6% decrease below 1996 projected expenditures. Personal Services decrease \$66,397 primarily because of a decrease in Salaries and Wages due to the elimination of two interim positions upon term completion. Capital Outlay decreases \$32,417 based on planned purchases for 1997. Other Expenses decrease \$10,100 based on the Computer Capital Charge.

Communications is a multi-functional unit that is divided into two operations: the Communications Center and the Information Desk. The Communications Center handles E911 calls and law enforcement dispatching. The Information Desk provides customer service, information, and report writing. It is the primary point of contact for citizens entering Police headquarters.

Over the past several years, the workload in the Communications Center has steadily increased as calls for service have increased and the number of uniformed officers has increased. The Center receives an average of 2,400 calls each day of which 750 are E911 calls. During emergency situations, the number of E911 calls nearly double. This workload is being managed by Communications Center staff that has increased by only 2 positions in the past five years.

In 1997, the Communications Center radio

Expenditures By Type

Expenditure Area	1995	1996	1997	% Change
<u>Actual</u>	\$ 1,330,216	\$ 1,453,911	\$ 1,387,514	-4.6
<u>Projected</u>				96 - 97
Personal Services	177,600	194,734	196,426	0.9
Outside Services	34,329	36,554	31,981	-12.5
Commodities	40,331	43,961	45,842	4.3
Intfund Services	2,045	32,417	0	-100.0
Capital Outlay	0	10,100	0	-100.0
Other Expenses				
TOTAL	\$ 1,584,521	\$ 1,771,677	\$ 1,661,763	-6.2

Positions

Class Title	1995	1996	1997
Communications Specialist	33.00	33.00	33.00
Communications Specialist, Senior	4.00	4.00	4.00
Police Corporal	5.00	5.00	5.00
Comm. Center Coordinator	1.00	1.00	1.00
Police Sergeant	1.00	1.00	1.00
Systems Analyst, Senior	1.00	1.00	1.00
Police Lieutenant	1.00	1.00	1.00
TOTAL	46.00	46.00	46.00

SERVICE QUANTITY

1995 1996 1997
COST ALLOCATION

WP-1: Provide communication services, including teletype, GIC/NCIC and calls for service

Requests for Service	397,000	940,000	955,000	\$1,662,000
E911 Calls	253,651	260,000	270,000	Unit: \$2
Other Calls in the Communications Center	152,000	600,000	600,000	/request
GIC/NCIC Queries	78,083	80,000	85,000	
Pawn Tickets Checked	30,000	35,000	35,000	

GOAL: A CITY IN WHICH TIMELY RESPONSES ARE MADE TO ALL EMERGENCY TELEPHONE COMPLAINTS RECEIVED BY THE POLICE DEPARTMENT.

OBJECTIVE-A: To ensure that dispatch delays do not exceed the standard for each priority call during 1997.

requests for service by telephone during 1997.

1995 1996 1997

2:22 minutes	2:00 minutes	2:00 minutes	5,250	1997
Maximum Dispatch Delay for Emergency Calls (Priority I)	4:00 minutes	4:00 minutes	70,000	
3:10 minutes	4:00 minutes	66,000	5,290	1995
Maximum Dispatch Delay for Immediate Calls (Priority II)	68,000	4,080	1996	
Reports Processed By Telephone	70,000	5,250	1997	
Reports Processed Department Wide				

Strategy:

1. Transfer calls to "call expediter" positions at the Information Desk to reduce the number of reports written by Patrol officers.
2. Provide opportunities for Desk officers to engage in problem solving where they recognize an ongoing problem which requires police intervention.

OBJECTIVE-B: To process 7.5% of all

1. Monitor data on dispatch times; investigate any instance of inordinate delay.
2. Conduct individual training on call receiving.

STRATEGY:

INVESTIGATIONS

Trends and Issues

In 1997, investigations will continue to establish new and innovative ways to provide an high level of service through the expanded use of technology and equipment and on-going support of other agencies in order to reduce and control crime.

Significant Expenditure Changes

The 1997 budget for investigations is \$3,639,051. This is a \$53,597 or 1% increase over 1996 projected expenditures. Capital Outlay decreases \$89,453 due to equipment being funded in 1996. This decrease is offset by a \$23,459 increase in Outside Services primarily due to Communications charges and Equipment Maintenance. These support services are required for equipment purchased in 1996. Commodities increase \$7,065 primarily in Operating Supplies and Materials for equipment purchased in 1996.

The continuing mission of investigations is to provide thorough follow-up of reported crimes. The location, apprehension, and assistance in the successful prosecution of perpetrators is the expected outcome.

Trends indicate that criminals are using more brutal methods when committing crimes. In response, department personnel will continue to establish a closer relationship with the citizenry through community and problem oriented policing programs, relying on the Forensic Unit to provide evidence to support findings, and maintaining the Violent Crimes Unit. Service delivery has been enhanced by assigning property crimes investigators to precincts, implementing "call back" by investigators when auto thieves are arrested, dividing the Violent Crimes Unit into teams, and assigning crime scene technicians to teams. These changes have resulted in higher than national average clearance rates, a reduction in auto thefts, investigators being more knowledgeable of cases, and increased opportunities to preserve and collect evidence.

<u>Expenditures By Type</u>	
1995	1996
\$ 2,753,224	\$ 3,228,879
<u>Actual</u>	<u>Projected</u>
46,260	76,058
56,353	60,496
153,512	174,472
12,052	89,453
38,136	63,290
3,059,537	\$ 3,692,648
\$ 3,059,537	\$ 3,639,051
TOTAL	
Expenditure Area	1997
Personal Services	\$ 3,217,479
Outside Services	99,517
Commodities	67,561
Intfund Services	172,152
Capital Outlay	0
Other Expenses	82,342
-100.0	30.1
-1.3	11.7
30.8	-0.4
-0.4	96 - 97
% Change	

Positions

Class Title	1995	1996	1997
Office Assistant	2.00	2.00	2.00
Secretary	4.00	4.00	5.00
Administrative Assistant	1.00	1.00	1.00
Crime Prevention Specialist	1.00	1.00	0.00
Police Officer	10.00	11.00	11.00
Police Corporal	40.00	41.00	44.00
Fire Investigator	1.00	1.00	1.00
Police Sergeant	5.00	6.00	7.00
Management Analyst	0.00	1.00	1.00
Chief Fire Investigator	1.00	1.00	1.00
Management Analyst, Senior	1.00	0.00	0.00
Police Lieutenant	2.00	3.00	3.00
Police Captain	2.00	1.00	1.00
Police Major	1.00	1.00	1.00
TOTAL	71.00	74.00	78.00

SERVICE QUANTITY

COST ALLOCATION

	1995	1996	1997
WP-1: Investigate crimes involving major risk of injury			
Homicide Cases Assigned	28	28	28
Rape Cases Assigned	116	120	120
Robbery Cases Assigned	960	1,100	1,000
Aggravated Assault Cases Assigned	436	590	520
Suicide Cases	18	20	20
Suspicious Deaths	12	15	15
Total Cases Assigned	1,570	1,873	1,703
WP-2: Investigate crimes involving risk of property loss			
Burglary Cases Assigned	738	1,100	1,000
Larney Cases Assigned	1,100	1,200	1,200
Auto Theft Cases Assigned	1,000	1,100	1,100
Check Cases Assigned	176	200	200
Other Cases Assigned	1,620	1,700	1,750
Stolen Property Checks	40,000	47,000	47,000
(e.g., pawn shops)			
Total Cases Assigned	4,634	5,300	5,250

\$1,419,000
Unit: \$270
/case

\$1,528,000
Unit: \$897
/case

WP-3: Assist District Attorney in prosecution of cases	WP-4: Provide investigations of crime scenes
Cases Referred to Court	Crime Scenes Investigated
3,000	4,400
3,150	4,860
3,200	4,900
\$255,000	\$437,000
Unit: \$80	Unit: \$89
/case	/investig.

GOAL: A CITY IN WHICH ALL CRIMES ARE PROMPTLY INVESTIGATED AND SUCCESSFULLY CLEARED.

OBJECTIVE-A: To clear 100% of all domestic homicides by arrest in 1997.

1995	1996	1997
0	6	6
0	6	6
0	6	6
100%	100%	100%
% Clearance Rate		

STRATEGY:

1. Monitor all domestic homicides to determine what trends develop and plan strategies to reduce future happenings.

OBJECTIVE-B: To clear at least 77% of all non-domestic homicides by arrest in 1997.

1995	1996	1997
29	22	22
29	17	17
29	17	17
80%	77%	77%
% Clearance Rate		

STRATEGY:

1. To continue training needed to enhance investigators skills.

1 Domestic homicides are those committed by a person residing with the victim and related by blood or marriage (including common law). Non-domestic homicides are all other types.

1. Maintain a program whereby written protest notices are lodged with the Parole Board against any early release of repeat offenders.
2. Continue to identify and arrest recidivists that are committing the majority of burglaries.

STRATEGY:

1995	1996	1997
1,446	1,500	1,500
500	500	500
1,946	2,000	2,000
738	1,400	1,400
352	390	390
352	390	390
17%	17%	17%
Assigned Clearance Rate		
19%	19%	19%
Total % Clearance Rate		

(FBI UCR)

OBJECTIVE-C: To equal or exceed the National Clearance Rate in all burglary cases in 1997. Clearance rate is defined as the number of burglaries cleared by arrest and exceptional means divided by the total number of reported burglaries. National Clearance Rate for burglary was 13% in 1992.

2. Assign a team of investigators to any case which has possibilities of being difficult to clear as a major crime case.
3. Utilize case screening on all homicides in conjunction with the District Attorney's Office.

3. Assign at least two (2) investigators to each precinct to enhance POP/COP.

OBJECTIVE-D: To ensure all auto crimes result in a higher recovery and clearance rate than the national average of 14% in 1997.

1995	1996	1997
1,011	950	1,000
Assigned Auto Theft Cases ¹		
14%	17%	17%
% Clearance Rate		

STRATEGY:

1. Continue distribution of stolen vehicle sheets to patrol and surrounding law enforcement agencies on a weekly basis.
2. Monitor auto theft reports to ensure proper reporting techniques are followed.
3. Continue to promote community awareness programs on auto thefts.

OBJECTIVE-E: To ensure all juvenile criminal cases are cleared by arrest or exceptional clearance through juvenile court and the Department of Family and Children Services in 1997.

1995	1996	1997
500	525	550
Cases Referred to Juvenile Court or DFACS		

STRATEGY:

1. Identify and counsel recidivists who engage in crime or associate with those who are known to commit crimes.
2. Protect juveniles from harm beyond their control and from delinquency inducing situations.
3. Reinforce parental authority, strengthening the family unit crimes.

OBJECTIVE-F: To equal or exceed the

¹ The number of assigned cases is greater than the actual number of auto thefts because of the unfounded cases which must be investigated. National Clearance Rate for auto thefts was 14% in 1992 (FBI UCR).

National Clearance Rate² for rape in 1997.

1995	1996	1997
116	70	80
Total Rapes		
116	120	120
Assigned Rape Cases		
67%	80%	80%
% Clearance Rate		

STRATEGY:

1. Assign 100% of all rape cases.
2. Work jointly with the Rape Crisis Center to make the rape investigation easier for the victim.
3. Give anti-rape speeches and workshops for community awareness.
4. Respond and investigate all rapes 24 hours a day.

OBJECTIVE-G: To ensure all robberies are cleared by arrest, administration, or exception in 1997. (The National Clearance Rate for robberies was 24% in 1992.)

1995	1996	1997
960	980	980
Total Robberies		
960	980	980
Assigned Robberies		
35%	30%	30%
Assigned % Clearance Rate		
25%	25%	30%
% Clearance Rate		

STRATEGY:

1. Develop intelligence files on repeat offenders utilizing information from detectives, intelligence officers and state agencies.
2. Work more closely with community relations to inform the public and commercial establishments on preventive and reaction techniques in the event of a robbery.

² National Clearance Rate (1992) for rapes was 52%.

- 3. Operate and keep functional some surveillance cameras in business establishments.

OBJECTIVE-H: To clear cases by matching latent fingerprints that are visible and unseen at the crime scene in 11% of cases where latent fingerprints are obtained in 1997.

	Cases Cleared	Number of Cases Where Latent Fingerprints Are Obtained
1995	150	1,256
1996	160	1,400
1997	160	1,400

STRATEGY:

1. Maintain an active role in the training of recruits. Instruct the recruits in the types of services offered by the unit that are available to be used at the crime scene.
2. To instruct all officers on their responsibility of crime scene protection and the adverse affects of improper access to a crime scene.
3. Continue to develop computer aided fingerprint matching techniques.

Percentage of Latent Fingerprint Matches
 18%
 11%
 11%

STAFF SERVICES

Trends and Issues

Staff Services provides a variety of support services for Police personnel. Services include: (1) personnel administration to ensure all police officer vacancies are filled within 30 days; (2) training that includes approximately 2,500 training opportunities; (3) information services that includes 15,000 records checks, processing 6,000 fingerprint cards, processing 8,500 arrest booking reports, and conducting 14,500 GCIC/NCIC transactions by the criminal history, warrant control, and microfilm units; (4) management information by the budget, planning and research, and report review units, and (5) logistical support by the Quartermaster and Property Room staff.

In 1997, the department will focus on securing training facilities, remodeling and expanding the radio room, and relocating several internal units. These improvements should enhance service delivery once completed.

Significant Expenditure Changes

The 1997 budget for Staff Services is \$3,229,575. This is a \$245,470 or 7% decrease below 1996 projected expenditures. Other Expenses decrease \$128,860 due to Vehicle Use charges and the Computer Capital Charge; Internal Services decrease \$57,740 primarily due to Data Processing charges; Capital Outlay decreases \$38,052 due to equipment being funded in 1996; and Commodities decrease \$15,691 primarily due to a decrease in purchases planned for uniforms and Small Fixed Assets.

<u>Expenditures By Type</u>			
	1996	1997	% Change 96 - 97
<u>Expenditure Area</u>	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>
Personal Services	\$ 1,573,662	\$ 1,553,926	\$ 1,562,260
Outside Services	432,693	473,634	460,173
Commodities	320,793	389,312	373,621
Interfund Services	837,357	881,180	821,440
Capital Outlay	76,733	38,052	0
Other Expenses	76,032	138,941	10,081
TOTAL	\$ 3,317,270	\$ 3,475,045	\$ 3,229,575
			-7.1
			-92.7
			-100.0
			-6.6
			-4.0
			-2.8
			1.0

Class Title	1995	1996	1997	Grade
Custodian	1.00	1.00	1.00	6
Maintenance Worker	1.00	1.00	1.00	7
Office Assistant	5.00	6.00	6.00	7
Secretary	4.00	3.00	3.00	10
Storekeeper, Senior	1.00	1.00	1.00	10
Office Assistant, Senior	12.00	13.00	13.00	11
Account Clerk, Senior	1.00	1.00	1.00	11
Administrative Assistant	2.00	2.00	2.00	13
Police Officer	0.00	1.00	0.00	15
Police Corporal	4.00	4.00	3.00	18
Personnel Coordinator	1.00	1.00	1.00	20
Police Sergeant	2.00	3.00	3.00	22
Management Analyst, Senior	2.00	1.00	1.00	23
Police Budget Administrator	1.00	1.00	1.00	24
Systems Analyst, Senior	1.00	0.00	0.00	24
Management Analyst, Principal	1.00	1.00	1.00	25
Planning & Research Coordinator	1.00	1.00	1.00	26
Police Lieutenant	0.00	2.00	2.00	26
Police Training Coordinator	1.00	1.00	1.00	27
Police Captain	1.00	1.00	1.00	30
Police Major	1.00	1.00	1.00	36
TOTAL	43.00	46.00	44.00	

SERVICE QUANTITY

COST ALLOCATION

WP-1: Recruit, test, and screen applicants and provide other personnel support services	1995	1996	1997	Unit: \$1,936 /applicant	Unit: \$39 /trainee
Applicants Processed	216	100	250	\$484,000	\$97,000
WP-2: Provide in-house and in-service training, professional seminars, conferences, and schools	2,643	2,500	2,500	Unit: \$39	
SPD Personnel Receiving Training					

WP-3: Provide budget services to department and liaison with other departments as required

Budget Reports	86	86	86	Unit: \$756 /report
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WP-4: Provide case management

Reports Processed	190,996	200,000	210,000	Unit: \$2.30 /case
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WP-5: Provide records checks

Records Checked	7,164	8,500	9,000	Unit: \$54 /record
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WP-6: Provide armorer services, range instruction and weapons qualifying classes

Qualification and Recruit Classes Conducted	20	20	20	Unit: \$1,152 /officer
Officers Qualifying	421	421	421	

WP-7: Provide Quartermaster services for daily operations (uniforms, office supplies, janitorial services, and building maintenance)

Sworn Officers Receiving Service	421	421	421	Unit: \$2,684 /officer
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GOAL: ENSURE ALL SAVANNAH POLICE DEPARTMENT PERSONNEL STAFFING NEEDS ARE MET DAILY.

OBJECTIVE-A: To fill 95% of all police officer vacancies within 30 days in 1997.

1995	1996	1997	
100%	100%	95%	% Vacancies Filled Within 30 Days
1995	1995	1995	
184	179	165	Minority Sworn Officers
90	82	80	Female Applicants
200	180	161	Minority Applicants
1997	1996	1995	

STRATEGY:

1. Reduce voluntary employee separations.
2. Conduct periodic orientation sessions apprising employees of benefits and rights.

OBJECTIVE-B: To increase the number of minority and female sworn officers by a minimum of 3% in 1997.

- STRATEGY:**
1. Initiate recruitment drives each semester or quarter, where feasible at colleges. Recruit monthly at military bases, and utilize public sector employment agencies.

¹ This figure represents sworn officers in permanent and interim positions.

2. Engage minority and female officers of all ranks to speak at public and private functions where audiences are primarily composed of minorities and females.

OBJECTIVE-C: To require all officers to receive twenty hours of in-service training in 1997. (Firearms, radar, and first-aid/CPR may not be included in these twenty hours.)

	1995	1996	1997
% of Officers at Firing Range 4 times/year	100%	100%	100%
Number of Officers to Receive 20 Hours of In-Service Training	421	421	421

STRATEGY:

1. Implement a training schedule that will allow each officer a minimum of 20 hours of in-service training as required by law.
2. Continue to upgrade in-house instructors so that the SPD can conduct much of its own training.

OBJECTIVE-D: To ensure all officers are able to qualify during department firearms training with their issued service weapon.

STRATEGY:

1. Identify the officers who score below 80%, the minimal score allowed for departmental qualifications.
2. Evaluate participating officers on knowledge and proficiency during the department's established training courses.
3. Ensure that all members of the Barricaded Gunman Neutralization Team are supplied with, and trained in the use and effectiveness of, the special weapons in our inventory.

OBJECTIVE-E: To ensure 100% of all officers receive scheduled COP/POP training in 1997.

	1995	1996	1997
% of Officers Trained in COP/POP	100%	100%	100%

STRATEGY:

1. Initiate and implement a schedule that provides officers with the required training.
2. Maintain a training file to ensure each officer receives the type of training required for the assignment.

GOAL: PROCESS ALL POLICE REPORTS, AND RECEIVE AND RESPOND TO ALL REQUESTS FOR RECORD CHECKS.

OBJECTIVE-F: To process all police reports, including entering data into data base, by the seventh calendar day of the following month in 1997.

	1995	1996	1997
% of Reports Processed by Seventh Day of Following Month	98%	100%	100%

STRATEGY:

1. Maintain close contact with information Services to minimize computer downtime.
2. Maintain productivity standards for data entry clerks.

OBJECTIVE-G: To complete 90% of requests for record checks within 24 hours and 100% within 48 hours in 1997.

	1995	1996	1997
% Requests Completed within 24 hours	90%	90%	90%
% Requests Completed within 48 hours	100%	100%	100%

STRATEGY:

1. Ensure that clerks are knowledgeable of equipment and procedures.

UHURU/YOUTH FUTURES GRANT

Trends and Issues

Funding for this program ended December 31, 1996, but it is hoped that the thrust of UHURU can be continued as part of the efforts of SPD officers involved with the Weed & Seed Project.

Significant Expenditure Changes

The 1997 budget for the UHURU/Youth Futures Grant is \$0. The personnel previously assigned to this grant have been transferred back to patrol.

In March, 1993, the Savannah Police Department entered into an agreement with the Chatham-Savannah Youth Futures Authority to initiate the UHURU Project. This program utilized two SPD officers to help residents of the UHURU area form partnerships with the Police, other City departments and social agencies to improve home and neighborhood safety, and reduce crime. Because of Community Oriented Policing, home visitations by Police officers, establishment of safe travel corridors, and other innovative measures, the youth and parents involved have expressed greater confidence in their safety and well being.

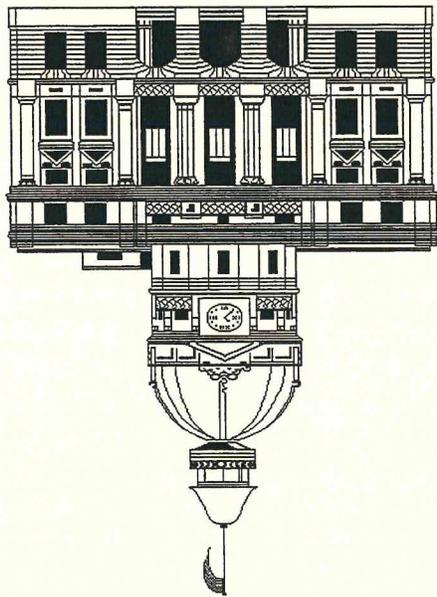
The figures below reflect expenditures for City fiscal (or calendar) years. The expenditures are for a twelve month period.

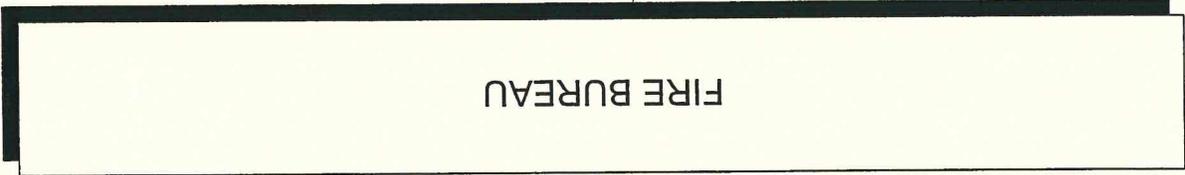
Expenditures By Type

Expenditure Area	Actual 1995	Projected 1996	Budget 1997	% Change 96-97
Personal Services	\$ 68,730	\$ 75,579	\$ 0	-100.0
Outside Services	0	0	0	--
Commodities	561	484	0	-100.0
Interfund Services	1,162	13,222	0	-100.0
Other Expenses	1,956	1,959	0	-100.0
TOTAL	\$ 72,409	\$ 91,244	\$ 0	-100.0

Positions

Class Title	1995	1996	1997	Grade
Police Officer	2.00	2.00	0.00	62
Police Corporal	0.00	0.00	0.00	69
TOTAL	2.00	2.00	0.00	





Expenditures By Type

The 1997 budget for the Fire Bureau is \$11,372,421. This is a decrease of \$212,515, or 2% below 1996 projected expenditures.

Expenditure Area	1995	1996	1997	% Change
<u>Personal Services</u>	\$ 8,069,450	\$ 8,504,901	\$ 8,544,131	0.5
Outside Services	1,572,525	1,702,358	1,679,710	-1.3
Commodities	189,590	226,324	205,089	-9.4
Interfund Services	617,616	646,209	648,448	0.4
Capital Outlay	18,574	71,015	0	-100.0
Interfund Transfers	0	35,000	0	-100.0
Other Expenses	420,960	399,129	295,043	-26.1
TOTAL	\$ 10,888,715	\$ 11,584,936	\$ 11,372,421	-1.8

Activity Summary

Activity	1995	1996	1997	% Change
<u>Fire Administration</u>	\$ 379,680	\$ 403,849	\$ 407,275	0.9
Fire Operations	10,509,035	11,181,087	10,965,146	-1.9
Total	\$ 10,888,715	\$ 11,584,936	\$ 11,372,421	-1.8

FIRE ADMINISTRATION

Trends and Issues

insurance rating.

An in depth inspection of the fire stations reveals that major repairs and renovations to be made as soon as possible to some of these facilities. These repairs and renovations will be prioritized so that work can begin on the most serious problems in 1997.

Significant Expenditure Changes

The budget for 1996 increases \$3,426, or less than 1% over 1996 projected expenses. The increase is attributable to a \$2,281 rise in Outside Services for tuition reimbursement, and a \$4,384 rise in the Vehicle Use Charge due to a new vehicle purchased in 1996.

Fire Administration is responsible for maintaining a community safe from fires so the citizens of Savannah may live, work and prosper. The Fire Chief and his staff direct and coordinate the functions of the department to reach that goal by ensuring that the department has adequate personnel, equipment and facilities.

A 1996 pre-ISO study indicated that resources need to be re-allocated at some fire stations to equalize city-wide service levels. Fire Administration will be developing a long-term strategy that will allow for this re-allocation at the lowest cost to the taxpayers.

Some of the recommendations from the pre-ISO inspectors will be implemented in 1997 to help insure that the city maintains its current

<u>Expenditures By Type</u>			
	1995	1996	1997
Expenditure Area	Actual	Projected	Budget
Personal Services	\$ 323,945	\$ 344,444	\$ 341,430
Outside Services	11,931	16,923	19,204
Commodities	10,621	10,912	11,069
Interfund Services	24,947	28,145	27,763
Capital Outlay	3,868	0	0
Other Expenses	4,368	3,425	7,809
TOTAL	\$ 379,680	\$ 403,849	\$ 407,275
	0.9		

Positions

	1995	1996	1997
Class Title	1995	1996	1997
Office Assistant, Senior	1.00	1.00	1.00
Administrative Asst.	1.00	1.00	1.00
Fire Captain	1.00	1.00	1.00
Management Analyst, Senior	1.00	1.00	1.00
Fire Training Chief	1.00	1.00	1.00
Asst. Fire Chief	1.00	1.00	1.00
Fire Chief	1.00	1.00	1.00
TOTAL	7.00	7.00	7.00
Grade	1995	1996	1997
8	1.00	1.00	1.00
13	1.00	1.00	1.00
22	1.00	1.00	1.00
23	1.00	1.00	1.00
27	1.00	1.00	1.00
36	1.00	1.00	1.00
46	1.00	1.00	1.00

SERVICE QUANTITY

1995 1996 1997 COST ALLOCATION

WP-1: Administer and oversee fire services, programs, personnel, and budget; collect and manage data and data systems; and prepare special reports.

Monthly Activity Reports	12	12	12	\$273,000
Monthly Leave Reports	12	12	12	Unit: \$7,184
Annual Report	1	1	1	/report
Incidental Reports	12	12	12	
Budget	1	1	1	

WP-2: Manage and oversee training program

Courses of Instruction in Fire Science	12	12	12	\$94,000
				Unit: \$7,833
				/course

WP-3: Conduct fire investigations to determine the causes of structural and vehicle fires (includes Southside)

Structural Fire Investigations	470	430	400	\$28,000
Vehicle Fire Investigations	334	312	300	Unit: \$38
Other Investigations	34	34	34	/investig.

WP-4: Investigate arson cases

Arson Investigations	148	100	100	\$12,000
				Unit: \$120
				/investig.

GOAL: A CITY SAFE FROM FIRE.

OBJECTIVE-A: To increase the percentage of officers receiving 20 hours of training outside of the Fire Department during 1997 by 10%.

1995	57	
1996	63	
1997	69	Officers Receiving Outside Training

STRATEGY:

1. Have officers attend the City of Savannah Academy.
2. Have officers attend Fire Science courses at Savannah Tech.
3. Have officers attend the Georgia Fire Academy.

OBJECTIVE-B: To reduce the number of structural fires by 5% in 1997.

Arson investigations include collecting and analyzing evidence, investigating leads as to possible suspects, and arresting and prosecuting when possible. Fire investigators work as part of the Police Criminal Investigations Bureau.

by 5% through an aggressive investigation and prosecution program.

1995	84	Arson Investigations
1996	80	
1997	76	

STRATEGY:

1. Initiate investigations of all suspicious fires within 72 hours of occurrence and determine if they were incendiary.
2. Use Police department personnel and resources when needed to help with investigations and extra patrols in areas with a high number of fires.

1995	519	Structural Fires
1996	493	
1997	468	

STRATEGY:

1. Maintain a reporting system to identify all structural fires by incident number, location, and date.
2. Report and identify the type, cause of fire, property value, and fire loss on each incident using standardized classifications.
3. Analyze data on fire causes and design fire prevention programs based on this data to reduce major fire causes.

OBJECTIVE-C: To reduce incidents of arson

FIRE OPERATIONS

Trends and Issues

implemented during 1996 and 1997.

Significant Expenditure Changes

The 1997 budget for Fire Operations decreases \$215,941, or 2% below 1996 projected expenses. The decrease is attributable to the following:

Outside Services decrease \$24,929 primarily due to a \$24,000 decrease in Professional Services fees. Also, Commodities decrease \$21,392 due to purchasing the items needed for the upcoming ISO inspection in 1996.

Capital Outlay decreases \$71,015 after purchasing equipment for the upcoming ISO inspection. Also, Vehicle Use Charges decrease \$84,830 due to vehicles being fully depreciated and Intfund Transfers decrease \$35,000 after purchasing a vehicle in 1996 for the Haz-Mat Team.

The main emphasis of the Fire Operations Division is to make all service areas within the city safe from loss of life and property due to dwelling fires and other fire related incidents. The large number of fire-related deaths during the first half of 1996 has caused the department to review closely and identify the underlying reasons for these deaths; and to implement necessary programs to reduce the loss of life. In 1997, Fire Operations will review fire hazards, especially in rental properties. The department will also look at public education programs that will reach those citizens who live in economically depressed areas. The division will continue to identify new and more cost efficient means of service delivery by closely reviewing current practices and procedures for emergency services. This will insure that they are current and in tune with national trends. The 1996 pre-ISO study indicates that some refinements to Fire Operations record keeping and training practices are needed. These refinements will be

Expenditures By Type

	1995	1996	1997	% Change 96 - 97
Expenditure Area	Actual	Projected	Budget	
Personal Services	\$ 7,745,505	\$ 8,160,457	\$ 8,202,701	0.5
Outside Services	1,560,594	1,685,435	1,660,506	-1.5
Commodities	178,969	215,412	194,020	-9.9
Intfund Services	592,669	618,064	620,685	0.4
Capital Outlay	14,706	71,015	0	-100.0
Intfund Transfers	0	35,000	0	-100.0
Other Expenses	416,592	395,704	287,234	-27.4
TOTAL	\$ 10,509,035	\$ 11,181,087	\$ 10,965,146	-1.9

WP-6:	Respond to False Alarms	777	930	930	\$187,000 Unit:\$201 /false alarm
WP-7:	Stand-By on Alert Duty	52.2	52.2	52.2	\$4,543,000 Unit:\$87,031 /firefighter
WP-8:	Conduct Home Inspections	1,864	3,000	3,000	\$111,000 Unit:\$37 /home inspec.
WP-9:	Provide Southside Fire Protection Services (Contract)	244	240	240	\$1,512,000 Unit:\$2,374 /call
WP-10:	Conduct Fire Prevention Programs	13,735	13,735	13,735	\$132,000 Unit:\$16,500 /program
	School Visits (Pupils)	13,735	13,735	13,735	
	"Learn Not To Burn" (Pupils)	16,442	16,442	16,442	
	Media Events	30	30	30	
	Pre-Fire Plans	156	156	156	
	Station Visits	139	139	139	
	Neighborhood Talks	66	66	66	
	High Rise Safety Walk-Througths	36	36	36	
	Fire and Life Safety Inspections	178	178	178	
	Total Programs	8	8	8	
WP-11:	Conduct Hazardous Materials Incident Prevention Program	187,000	20	20	\$187,000 Unit:\$9,350 /inspection
WP-12:	Provide Community Service Programs	\$110,000	n/a	n/a	\$110,000 Unit:\$27 /check
	Provide Blood Pressure Checks at every Fire Station	n/a	n/a	n/a	

GOAL: A CITY IN WHICH ALL NEIGHBORHOODS ARE SAFE FROM FIRES AND LOSS OF LIFE AND PROPERTY DUE TO FIRES, OTHER MATERIAL AND MAN MADE DISASTERS.

OBJECTIVE-A: To reduce the number of dwelling fires in any service area by 10% that exceed the City average of 9.0 per thousand structures in 1997.

OBJECTIVE-C: To reduce the average loss per dwelling fire by 5% in 1997.

1995	1996	1997
\$3,818	\$2,507	\$2,382
Average Dwelling Fire Loss		

Service Area	1995	1996	1997
A	10.83	9.75	8.75
B	8.68	8.68	8.68
C	8.37	8.37	8.37
D	8.52	8.52	8.52
E	4.49	4.49	4.49
F	4.19	4.19	4.19
G	7.46	7.46	7.46
H	8.55	8.55	8.55
I	3.52	3.52	3.52
J	4.60	4.60	4.60
K	3.38	3.38	3.38
L	3.35	3.35	3.35
Rate Per Thousand Structures			

OBJECTIVE-B: To reduce the major types of dwelling fires by 10% in 1997.

OBJECTIVE-D: To reduce by 10% the number of locations from which multiple false alarms are received in 1997.

1995	1996	1997
40	36	32
Locations From Which Multiple False Alarms Received		

STRATEGY:

1. Furnish each of the multiple false alarm locations complete information on their 1995 experience.
2. Report any flagged locations to the Inspections Department for further corrective action.

Type	1995	1996	1997
Kitchen fires	106	95	86
Arson fires	89	80	72
Electrical appliances	27	24	22
Open lights and flames	29	26	23
Def. electrical wiring	55	49	44
Combustibles near heat	27	24	22
Unknown	15	13	12
Careless smoking	22	20	18
Children with matches	27	24	22
Misc known causes	21	19	17
Type of Dwelling Fires			

GOAL: TO PROTECT THE LIFE, PROPERTY AND THE ENVIRONMENT FROM HAZARDOUS MATERIALS THAT ARE MANUFACTURED, USED, STORED AND TRANSPORTED IN CHATHAM COUNTY.

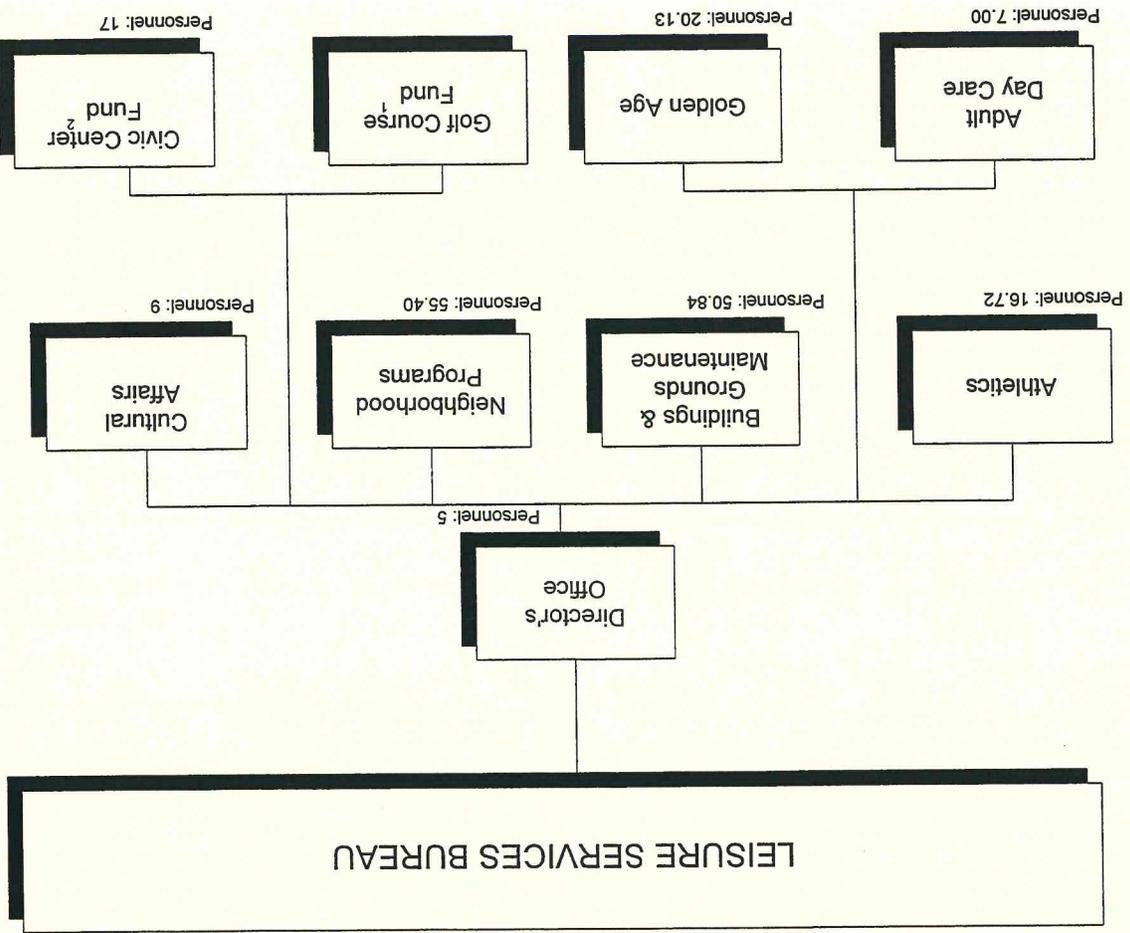
OBJECTIVE-E: To reduce the risk of Hazardous Materials Incidents in 1997 by doing 30 pre-incident site plans and 30 community education projects.

1995	1996	1997
n/a	30	30
Produce Pre-Incident Site Plan		
n/a	30	30
Education Projects		
n/a	30	30

STRATEGY:

1. Organize, plan, administer activities of the Haz-Mat Team, with CEMA, Task Force, individual industries, and community groups.
2. Hire three (3) Haz-Mat Firefighters to assist

3. Conduct on-site inspections of industries that the Haz-Mat Coordinator.
4. Maintain a data base on the types, amounts and location of all hazardous materials in the County.
5. Ensure all members of the hazardous materials team receive all mandated technical training necessary to provide assistance in handling/mitigating any hazardous materials incident in the City or County.
6. Conduct annual disaster drill to test the preparedness of all agencies.



- 1 The Golf Course operations are contracted.
- 2 The Civic Center Fund is a separate fund.

LEISURE SERVICES BUREAU

Expenditures By Type

At \$7,301,993, expenditures for 1997 increase over 1996 projected by \$149,704 or 2%. The following significant changes are included for 1997: \$50,000 to operate the Liberty Center, \$95,000 to operate the Carver Center and \$10,000 for a part time bus driver for Adult Daycare. These changes result in 2.7 new positions in the 1997 budget. A comparison of the 1997 budget with 1996 projected expenses and 1995 actual expenses is presented below.

	1995	1996	1997	% Change
	Actual	Projected	Budget	96 - 97
Expenditure Area				
Personal Services	\$ 3,937,025	\$ 4,457,549	\$ 4,620,683	3.7
Outside Services	1,049,616	1,300,996	1,407,676	8.2
Commodities	504,283	549,486	579,280	5.4
Interfund Services	526,048	544,074	559,043	2.8
Capital Outlay	45,293	154,965	0	-100.0
Interfund Transfers	5,500	15,000	0	-100.0
Other Expenses	83,269	130,219	135,311	3.9
TOTAL	\$ 6,151,034	\$ 7,152,289	\$ 7,301,993	2.1

Activity Summary

	1995	1996	1997	% Change
	Actual	Projected	Budget	96 - 97
Activity				
Leisure Services Director	\$ 246,990	\$ 269,338	\$ 266,967	-0.9
Athletics	932,874	1,078,846	1,048,301	-2.8
Neighborhood Programs	1,622,988	1,941,513	1,987,200	2.4
Adult Day Care	256,741	284,260	284,131	-0.1
Golden Age	706,662	835,434	953,854	14.2
Cultural Affairs	424,120	458,581	456,120	-0.5
Bldgs & Grounds	1,960,659	2,284,317	2,305,420	0.9
TOTAL	\$ 6,151,034	\$ 7,152,289	\$ 7,301,993	2.1

LEISURE SERVICES DIRECTOR

Trends and Issues

new facilities are needed for our Cultural Affairs program and Therapeutics program.

The City continues to be the main provider of recreation services to not only the residents of Savannah, but to the entire Coastal Empire. In many programs, such as tennis and softball, nonresidents surpass city residents.

The Leisure Services Bureau provides the affordable access to leisure time programs and facilities. This is accomplished by offering programs and facilities for all ages and interests to include senior activities, therapeutics, athletics, neighborhood programs, and cultural opportunities.

The basic issues to be faced by the Bureau in 1997 are the result of successful programming in previous years. These issues include:

- Major Capital Needs
- Nonresident Participation
- Accreditation
- Program Growth

In order to ensure efficiency and effectiveness of our programs, Leisure Services is pursuing national accreditation through the Commission for Accreditation of Park and Recreation Agencies. With the importance of recreation experiences to the quality of life, Leisure Services has an essential responsibility in the lives of many individuals. We hope to use the accreditation process to be a dynamic force for change by stimulation of staff and policy makers toward better and safer services, programs, and facilities.

Program growth, especially for youth team sports, continues to place a burden on facilities that are already at capacity. While the recently completed new soccer complex has resolved the soccer field shortage, programming costs continue to increase as the sport becomes more and more popular.

Significant Expenditure Changes

There are no major changes in this budget.

In the early 1970's, Leisure Services took advantage of funding via the Federal Government's Land & Water Conservation Fund and UPPAR to construct many new facilities. These facilities included community centers, tennis courts, playgrounds, and swimming pools. The citizens of this community have benefited greatly from these facilities. However, due to age and use, many are now in need of major renovations. W. W. Law, Thompkins, and Grant Centers are all in need of \$500,000 each for renovations. Cunningham and Wimberly Golden Age Centers also need in excess of \$200,000 each. Daffin Park renovations are projected to cost over \$3,000,000. Additionally,

Expenditures By Type

	1995	1996	1997	% Change 96 - 97
Expenditure Area	Actual	Projected	Budget	
Personal Services	\$ 207,426	\$ 218,225	\$ 217,529	-0.3
Outside Services	5,721	14,977	17,740	18.5
Commodities	3,393	3,916	3,828	-2.3
Interfund Services	27,246	26,714	25,311	-5.3
Other Expenses	3,204	5,506	2,559	-53.5
TOTAL	\$ 246,990	\$ 269,338	\$ 266,967	-0.9

Class Title	1995	1996	1997	Grade
Office Assistant	1.00	1.00	1.00	7
Administrative Assistant	1.00	1.00	1.00	13
Program Coordinator	1.00	1.00	1.00	22
Senior Management Analyst	1.00	1.00	1.00	23
Leisure Services Director	1.00	1.00	1.00	43
TOTAL	5.00	5.00	5.00	

SERVICE QUANTITY

GOAL: A CITY IN WHICH ALL CITIZENS REGARDLESS OF AGE, GENDER, AND PHYSICAL AND MENTAL CAPACITIES HAVE CONVENIENT AND AFFORDABLE ACCESS TO LEISURE TIME FACILITIES AND PROGRAMS OF THEIR CHOOSING.

OBJECTIVE-A: To achieve an average program participation of 12% in each service area of the City not presently meeting the City average of 19.5% in 1996.

Service Area	Actual Population	Participants 1996	% 1996	Participants 1997	% 1997
A	6,427	2,854	44.4	2,854	44.4
B	3,942	1,914	48.6	1,914	48.6
C	22,416	5,418	24.2	5,418	24.2
D	19,764	4,655	23.6	4,655	23.6
E	11,146	1,647	14.8	1,647	14.8
F	7,426	891	12.0	891	12.0
G	10,708	2,672	25.0	2,672	25.0
H	5,761	1,317	22.9	1,317	22.9
I	12,830	1,540	12.0	1,540	12.0
J	5,138	615	12.0	615	12.0
K	12,962	1,555	12.0	1,555	12.0
L	14,431	1,732	12.0	1,732	12.0
TOTAL	132,951	26,810	19.5	26,810	20.2

STRATEGY:

1. Provide team sports.
2. Provide league and recreational tennis opportunities.
3. Provide instructional, organized, and recreational swimming.
4. Provide cultural opportunities through dance, music, art, drama, and ceramics.
5. Provide organized and recreation activities through the playgrounds and indoor centers.
6. Provide recreation activities to challenge the mentally and physically disabled.
7. Provide at-risk youth with alternative activities through after-school programs and public housing sports clubs.
8. Provide leisure activities, home management, education and physical programs, and congregate meals to the elderly.

OBJECTIVE-B: To increase female participation in leisure time activities by 2% in 1997.

1995	11,868	Female Participation
1996	12,375	
1997	12,623	

STRATEGY:

1. Offer special programs targeted to teenage girls, i.e., dancing, modeling, etc.
2. Promote girls volleyball, softball, and basketball programs at neighborhood centers.
3. Coordinate girls high school softball with the Board of Education to be played at Allen E. Paulson Complex.
4. Promote youth football cheerleading and conduct summer cheerleading camp.

OBJECTIVE-C: To increase adult participation in leisure time activities by 2% in 1997.

OBJECTIVE-D: To increase senior citizen participation in leisure time activities by 5% in 1996.

1995	8,025	Adult Participation
1996	8,931	
1997	9,110	

STRATEGY:

1. Assist Savannah Rugby Club in the promotion of their program.
2. Coordinate and promote adult team tennis leagues with Savannah Area Tennis Association and Ladies Day Leagues.
3. Promote adult programs offered at neighborhood centers.

STRATEGY:

1. Promote senior golf at Bacon Park Golf Course, the senior tennis league, senior walking program, and Golden Age Centers.
2. Coordinate senior softball league.

1995	1,115	Senior Participation
1996	945	
1997	992	

RECREATION SERVICES

Trends and Issues

throughout the city and there are year-round programs at various sites. Tennis centers are heavily used during peak times, and consideration for additional opportunities for play is an issue that we are faced with along with expanding opportunities at satellite courts.

The After-School Program is currently held at Hubert Middle School through Leisure Services. This provides a daily tutorial program, recreation, and cultural activities in an effort to improve the quality of life of youngsters who are experiencing failure in school.

In partnership with the Weed and Seed Program, a reading program to strengthen skills of youth began in 1996.

Issues to be addressed in 1997 will include the level of service to be provided at the Eastside Center. Also, due to the increased number of youth teams, the demand for practice facilities and additional game sites will be addressed. Recreation services are provided in two activities: Athletics and Neighborhood Programs.

Recreation Services, a department within the Bureau of Leisure Services, provides programs and athletics for youth and adults that are convenient, affordable and available during their leisure time.

A variety of programs to meet the needs of the community are offered, including daily operation of five community and four neighborhood centers, 20 supervised playgrounds, two therapeutics for individuals with disabilities, youth sports clubs, cheerleader camps, an after-school program, athletic leagues in football, basketball, baseball, soccer, tennis, and softball and a basketball complex.

These programs are expanding each year to meet the needs of residents in the City. In 1996, the Hudson Hill center began operation. The demand for youth team sports, and field facilities for fall, spring, and summer sports continues to increase with the number of teams each year. Providing practice sites and upgrading playing sites are primary issues that are evaluated annually and considered with CIP requests and the Comprehensive Recreation Plan.

Supervised playground activities are located

ATHLETICS

Significant Expenditure Changes

Personal Services which includes an increase in Salaries and Wages and a decrease in Temporary Labor.

Athletics decrease \$30,545 or 3%. The major change in this activity is a \$14,076 decrease in

Expenditures By Type

Expenditure Area	1995	1996	1997	% Change 96 - 97
Personal Services	\$ 443,520	\$ 566,634	\$ 552,558	- 2.5
Outside Services	235,000	248,399	253,169	1.9
Commodities	182,250	184,778	193,663	4.8
Interfund Services	40,055	42,610	42,028	-1.4
Capital Outlay	10,073	32,496	0	-100.0
Interfund Transfers	5,500	0	0	--
Other Expenses	16,476	3,929	6,883	75.2
TOTAL	\$ 932,874	\$ 1,078,846	\$ 1,048,301	-2.8

Positions

Class Title	1995	1996	1997	Grade
Senior Storekeeper	1.00	0.00	0.00	--
Maintenance Worker	1.59	1.59	1.59	7
Clubhouse Attendant	2.13	3.13	3.13	7
Leisure Services Leader	4.25	4.46	4.46	9
Maintenance Worker, Senior	1.00	1.00	1.00	9
Administrative Assistant	1.00	1.00	1.00	13
Leisure Services Supervisor	3.00	3.00	3.00	17
Concession Supervisor	0.75	0.00	0.00	--
Tennis Coordinator	1.00	1.00	1.00	17
Athletics Administrator	1.00	1.00	1.00	21
TOTAL	16.72	16.18	16.18	

SERVICE QUANTITY

	1995	1996	1997	COST ALLOCATION
WP-1: Youth Baseball				
Registered Participants	1,087	1,740	1,800	\$203,000
Participant Hours	170,280	186,180	186,180	Unit: \$1
				/partic. hr.
WP-2: Basketball				
Registered Participants ¹	1,220	1,500	1,500	\$144,000
Participant Hours	43,178	68,076	68,076	Unit: \$2
				/partic.hr.

¹ Includes Blackshear participants.

WP-3: Football	WP-4: Soccer	WP-5: Softball	WP-6: Tennis
Registered Participants Participant Hours	Registered Participants Participant Hours	Registered Participants Participant Hours	Registered Participants Participant Hours
1,038 133,788	1,357 133,788	1,654 260,820	1,434 42,599
1,250 151,250	1,500 142,500	2,200 303,150	1,496 58,500
Unit: \$0.59 \$89,000	Unit: \$0.27 \$39,000	Unit: \$1 \$307,000	Unit: \$5 \$266,000
/partic.hr.	/partic.hr.	/partic.hr.	/partic.hr.

GOAL: A CITY IN WHICH ALL CITIZENS REGARDLESS OF AGE, GENDER, AND PHYSICAL AND MENTAL CAPACITIES HAVE CONVENIENT AND AFFORDABLE ACCESS TO LEISURE TIME FACILITIES AND PROGRAMS OF THEIR CHOOSING.

OBJECTIVE-A: To increase minority participation in the organized tennis program by 5% in 1997.

1995	1996	1997
101	221	232
Minority Participation		

STRATEGY:

1. Record minority participation in tennis clinics
2. Promote tennis at satellite courts by offering one day tennis clinics at Forsyth, Cloverdale, Daffin, Kennedy, Forest Hills and Whitney.
3. Provide summer tennis clinics at Daffin and Forsyth Parks for four weeks, twice a week.

NEIGHBORHOOD PROGRAMS

Significant Expenditure Changes

1997. There is an allocation of \$37,000 for Liberty Community Center, \$62,000 for Carver Community Center and \$13,000 for Eastside Community Center.

Neighborhood Programs increase \$45,687 or 2% and includes funds for 3 new centers in

Expenditures By Type

	1995	1996	1997	% Change 96 - 97
Expenditure Area	Actual	Projected	Budget	
Personal Services	\$ 1,185,349	\$ 1,426,521	\$ 1,468,668	3.0
Outside Services	240,478	254,084	281,207	10.7
Commodities	76,815	90,634	105,083	15.9
Intfund Services	93,566	93,245	101,552	8.9
Capital Outlay	10,292	33,780	0	-100.0
Other Expenses	16,488	43,249	30,690	-29.0
TOTAL	\$ 1,622,988	\$ 1,941,513	\$ 1,987,200	2.4

Positions¹

Class Title	1995	1996	1997	Grade
Lifeguard	6.75	6.75	6.75	5
Lifeguard, Senior	2.25	2.25	2.25	6
Office Assistant	0.50	0.50	0.50	7
Swimming Pool Mgr	0.25	0.25	0.25	8
Leisure Services Leader	22.72	24.62	25.82	9
Bus Driver	1.00	1.00	1.00	9
Leisure Services Specialist	1.30	1.30	1.30	13
Administrative Assistant	1.00	1.00	1.00	13
Leisure Services Specialist	0.25	0.25	0.25	13
Leisure Services Center Supervisor	7.09	8.09	9.09	14
After School Program Asst Prog Coord	0.25	0.25	0.25	14
After School Program Tutors	0.83	0.83	0.83	15
Leisure Services Supervisor	0.36	0.36	0.36	17
Community Programs Coordinator	1.00	1.00	1.00	20
Program Coordinator	3.75	3.75	3.75	22
Recreation Services Director	1.00	1.00	1.00	36
TOTAL	50.30	53.20	55.40	

SERVICE QUANTITY

WP-1: Neighborhood Centers	1995	1996	1997	COST ALLOCATION
Registered Participants	8,602	9,748	10,000	\$745,000
Supervised Hours	15,936	20,540	20,540	Unit: \$75 /partic.

¹ Positions shown for 1995, 1996, and 1997, do not include the interim and temporary positions associated with the Yamacraw and Garden Homes Youth Sports Clubs.

WP-1: Neighborhood Centers (cont'd)

	1995	1996	1997
Neighborhood Center Participants	8,602	9,748	10,000
Number of Supervised Centers	9	9	11
Unit: \$457	144	175	175
/After School partic.	3	1	1
Number of After School Centers	923	925	925
Yamacraw/Garden Homes Youth Sports Club Participants			
Registered Participants	6,545	6,600	8,636
Supervised Hours	15,877	18,000	18,000
Unit: \$60	29	29	29
/partic.	6,800	6,936	6,936
Supervised Playground Participants	537	850	850
Community Festival Participants			

WP-2: Playgrounds

Registered Participants	401	464	464
Participant Hours	27,671	31,981	31,981
Unit: \$218,000			
/partic.			
Registered Participants	2,878	3,055	3,055
Participant Hours	75,027	75,100	75,100
Unit: \$231,000			
/partic.			

WP-4: Pools

Registered Participants	86	120	120
Participant Hours			
Unit: \$125			
/partic.			

WP-5: Soccer In The Streets

Registered Participants	75	75	75
Participant Hours			
Unit: \$15,000			
/partic.			

WP-6: Weightlifting Program

Registered Participants	184	200	200
Participant Hours			
Unit: \$30,000			
/partic.			

WP-7: West Broad St. YMCA Community Center

GOAL: A CITY IN WHICH ALL CITIZENS REGARDLESS OF AGE, GENDER, AND PHYSICAL AND MENTAL CAPACITIES HAVE CONVENIENT AND AFFORDABLE ACCESS TO LEISURE TIME FACILITIES AND PROGRAMS OF THEIR CHOOSING.

OBJECTIVE-A: To increase non-minority participation in neighborhood centers by 5% in 1997.

1995	724	724	760
1996			
1997			
Non-Minority Participation			

STRATEGY:

- 1. To promote programs and activities in the schools.
- 2. To publicize programs, activities and services to be provided at the Windsor Forest Community Center.
- 3. Organize community meetings at the Windsor Forest Community Center for resident input on the operation of the center.

OBJECTIVE-B: To increase adult participation in the aquatic program by 5% in 1997.

1995	1996	1997
371	389	409
<u>1995</u>	<u>1996</u>	<u>1997</u>
	Adult Participation	

STRATEGY:

- 1. Track adult participation during recreation swim times.
- 2. Organize evening adult and family swim sessions.

ADULT DAY CARE

Trends and Issues

Issues to be addressed in 1997 include maintaining the current level of services, addressing the increasing dependent needs of the participants, and access to the current transportation services to enhance the program.

Significant Expenditure Changes

Adult Daycare increases \$129. This budget includes one service change: the addition of a part-time bus driver for program participants.

The Adult Day Care Program is a division of the Recreation Services Department within the Bureau of Leisure Services. The Adult Day Care Program provides a community-based program of services during the day for frail seniors, helping them to maintain independence and prevent institutionalization.

The Adult Day Care Program receives funding from the Older American's Act Title III Grant Nutrition Program and the Social Services Block Grant. Funds from these sources are expected to continue in 1997.

<u>Expenditures By Type</u>			
<u>Expenditure Area</u>	1995	1996	1997
Personal Services	\$ 170,428	\$ 180,967	\$ 185,775
Outside Services	59,704	59,441	59,441
Commodities	6,050	12,083	5,853
Intfund Services	16,311	20,619	20,912
Capital Outlay	0	0	0
Other Expenses	4,248	11,150	12,150
TOTAL	\$ 256,741	\$ 284,260	\$ 284,131
			-0.1
			9.0
			0.0
			1.4
			-51.6
			0.0
			2.7
			<u>96 - 97</u>
			% Change

<u>Positions</u>			
<u>Class Title</u>	1995	1996	1997
Custodian	0.75	0.00	0.00
Leisure Services Bus Driver	0.00	0.50	1.00
Leisure Services Leader	1.50	1.50	1.50
Office Assistant	0.50	0.50	0.50
Leisure Services Center Supervisor	1.00	1.00	1.00
Leisure Services Specialist	1.00	1.00	1.00
Leisure Services Supervisor	1.00	1.00	1.00
Program Coordinator	1.00	1.00	1.00
TOTAL	6.75	6.50	7.00
			22
			14
			13
			12
			9
			9
			9
			6
			<u>Grade</u>

GOAL: A CITY IN WHICH ALL SENIOR CITIZENS REGARDLESS OF GENDER, PHYSICAL, AND MENTAL CAPACITIES HAVE CONVENIENT AND AFFORDABLE ACCESS TO LEISURE TIME FACILITIES AND PROGRAMS OF THEIR CHOOSING.

	1995	1996	1997
SERVICE QUANTITY			
WP-1: Adult Day Care			

Registered Participants	104	104	110	Unit: \$1,545
Participant Hours	60,852	61,000	62,400	/partic.
Congregate Meals ¹	10,409	10,740	10,740	\$43,000
Transportation Round Trips	8,375	8,861	8,861	Unit: \$4
Average Daily Participants	42	49	49	/meal
				\$71,000
				Unit: \$8
				/round trip

OBJECTIVE-A: To maintain adult day care average daily participation in 1997.

1995	42	
1996	49	
1997	49	
		Average Daily Participation

STRATEGY:

1. Train staff in effective ways of communicating and responding to participants with physical and emotional needs.
2. Maintain close contact with community agencies and educate the community to adult day care services.
3. Structure program for flexibility and develop activities for participants to maintain maximum physical and cognitive level of functioning.

¹ Widow's Society will fund approximately 1,500 of these meals.

GOLDEN AGE

Trends and Issues

Issues to be addressed in 1997 will include the level of services to be provided at the Liberty, Carver Heights, and Eastside Centers. Federal funding for congregate meals has seen a reduction, which means either services will be reduced, or the City will have to subsidize the meals program.

Significant Expenditure Changes

Golden Age increases \$118,420 or 14%. The major changes in this budget include a \$74,525 increase in Personal Services for part time staff for the Liberty and Carver Centers, as well as the full year's cost of staff at centers that opened in 1996. In addition, this budget includes \$46,813 for meals at Liberty and Carver Centers as well as the full year's cost for meals at centers that opened in 1996.

The Golden Age Program is a division of the Recreation Services Department within the Bureau of Leisure Services.

The Golden Age Program meets the needs of senior citizens by providing daily programs at ten full time Golden Age Centers, two part-time centers, and senior citizens activities at Crusader Neighborhood Center.

Services include daily socialization, noon lunch meals provided by the Older American's Act Title III, daily leisure, arts and crafts, field trips and nutrition education.

In 1997, activities at Windsor Forest continue to expand in participation with inter-generational programs with schools. Male participation continues to increase at all centers, which was non-existent a few years ago.

<u>Expenditures By Type</u>			
	1995	Projected	1996
Expenditure Area	Actual	484,683	Budget
Personal Services	\$ 408,278	\$ 484,683	\$ 559,208
Outside Services	227,693	285,794	335,340
Commodities	43,430	35,808	32,178
Intfund Services	20,591	26,549	27,128
Capital Outlay	6,670	2,600	0
TOTAL	\$ 706,662	\$ 835,434	\$ 953,854
	14.2		

<u>Positions</u>			
	1995	1996	1997
Class Title	8.13	9.13	10.13
Leisure Services Leader	9.00	9.00	9.00
Leisure Services Center Supervisor	1.00	1.00	1.00
Program Coordinator	18.13	19.13	20.13
TOTAL	18.13	19.13	20.13
	9	14	22
Grade	9	14	22

SERVICE QUANTITY

COST ALLOCATION

WP-1: Golden Age

	1995	1996	1997
Leisure Activities Participants	735	735	775
Participant Hours	560,683	575,000	595,000
Home Management Participants	735	732	775
Congregate Meals	74,368	81,250	81,250
Transportation Round Trips	9,165	9,850	9,850
Average Daily Participants	425	435	445
			Unit: \$4
			/meal
			\$95,000
			Unit: \$10
			/round trip
			\$100,000
			Unit: \$129
			/leisure act. partic.
			\$434,000
			Unit: \$560
			/home mgt. partic.
			\$325,000

GOAL: A CITY IN WHICH ALL SENIOR CITIZENS REGARDLESS OF GENDER AND PHYSICAL AND MENTAL CAPACITIES HAVE CONVENIENT AND AFFORDABLE ACCESS TO LEISURE TIME FACILITIES AND PROGRAMS OF THEIR CHOOSING.

OBJECTIVE-A: To increase male participation in the Golden Age Program by 20 participants in 1997.

STRATEGY:

- Promote monthly programs to include activities for men in the areas of socialization, dance and field trips.
- Attempt quarterly special events for men such as attending baseball games and fishing rodeos.

Male Participation	1995	1996	1997
	174	176	196

CULTURAL AFFAIRS

Trends and Issues

Significant expansion occurred in 1995 with the addition of Cultural Arts to Cultural Affairs. The educational and cultural programs which were formerly in Neighborhood Programs are now a major component of Cultural Affairs. Activities include classes and workshops in visual art, ceramics, theatre, dance and performing opportunities. Savannah Studio Theatre, Savannah Center Stage Dance Company and Savannah Touring Children's Theatre are all important programs.

In the past, (before Cultural Arts was moved) all Cultural Affairs programs and services were presented free of charge to the public. There is now a responsibility to generate revenue through classes and performances. Over the years, Cultural Affairs has become a service provider in addition to purchasing cultural services for the City.

Significant Expenditure Changes

Cultural Affairs decreases \$2,461 or less than 1%. Personal Services increase \$20,215 or 7% primarily as a result of vacancies in 1996. This is offset by decreases in Outside Services and Commodities.

The Department of Cultural Affairs is responsible for serving all citizens of Savannah, regardless of age, ethnicity, religion, gender, physical and mental capacities or economic condition by presenting and supporting a wide range of artistic and cultural activities. Cultural Affairs strives to provide a high aesthetic and cultural quality of life for all people. The Department works to serve in a leadership role in fostering aesthetic excellence, celebrating creativity and diversity, creating educational opportunities and encouraging economic growth and tourism through cultural activities.

A major priority continues to be providing access to artists and cultural opportunities for the underserved areas of the community. This is accomplished through educational activities such as arts classes, performances, interaction with artists and trips to cultural facilities for those who would otherwise not have these opportunities.

The performing arts, the many festivals and the promotion and enhancement of Savannah's growing visual arts community provide an impetus for economic development, the creation of a downtown cultural district and an increase in tourism.

<u>Expenditures By Type</u>			
Expenditure Area	Actual	Projected	1997 Budget
Personal Services	\$ 296,952	\$ 294,509	314,724
Outside Services	65,775	86,489	76,355
Commodities	34,319	38,634	33,062
Interfund Services	19,802	28,154	27,964
Capital Outlay	6,426	3,500	0
Other Expenses	846	7,295	4,015
TOTAL	\$ 424,120	\$ 458,481	456,120
			% Change
			<u>96-97</u>
			6.9
			-11.7
			-14.4
			-0.7
			-100.0
			-45.0
			-0.5

Positions

Class Title	1995	1996	1997	Grade
Leisure Services Leader	1.50	1.50	1.50	9
Leisure Services Specialist	1.50	1.50	1.50	13
Administrative Assistant	1.00	1.00	1.00	13
Cultural Arts Coordinator	2.00	2.00	2.00	17
Affairs Coordinator	1.00	1.00	1.00	19
Cultural Arts Coordinator	1.00	1.00	1.00	20
Director of Cultural Affairs	1.00	1.00	1.00	36
TOTAL	9.00	9.00	9.00	

SERVICE QUANTITY

COST ALLOCATION 1995 1996 1997

WP-1: Programs and Contracted Services

Participants	300,000	450,000	300,000	\$149,000
Contracts Managed	85	93	80	Unit: \$0.49
Activities Coordinated	813	863	800	/partic.

WP-2: Information and Assistance

Cultural Calendars Distributed	27,000	35,000	25,000	\$56,000
Participants in Workshops, Technical Assistance and Lectures	4,639	500	500	/partic.
Arts Line Information Service	2,650	3,000	2,500	

WP-3: Educational Programs and Classes

Registered Participants	2,096	2,800	2,800	\$251,000
Participant Hours (Registered)	52,796	50,000	50,000	Unit: \$5
Visual Art Participants	825	800	800	/partic.hr.
Ceramics Participants	1,047	650	650	
Dance Participants	622	660	660	
Music Participants	0	20	20	
Theatre Participants	669	660	660	
Non Registered Participants	11,738	8,000	8,000	

GOAL: A CITY WHERE ACCESS TO ARTISTIC AND CULTURAL OPPORTUNITIES ARE AVAILABLE TO ALL CITIZENS REGARDLESS OF AGE, ETHNICITY, RELIGION, GENDER, PHYSICAL AND MENTAL CAPACITIES OR ECONOMIC CONDITION.

OBJECTIVE-A: To present 400 activities which reach out into the community.

1995	7	1996	6	1997	6
Opportunities to Celebrate Diversity					

1995	na	1996	400	1997	400
Activities					

STRATEGY:

1. Summer in Savannah.
2. Programs in therapeutic centers, community centers, Golden Age centers.
3. Programs in parks and schools.
4. Savannah Studio Theatre Touring Company.

OBJECTIVE-C: To provide educational opportunities in the arts through offering 400 classes, workshops and lectures in visual art, ceramics, theatre, dance and music.

1995	na	1996	400	1997	412
Classes					

STRATEGY:

1. Weave-a-Dream Programs.
2. Classes offered in City studios.
3. Savannah Studio Theatre.
4. Center Stage Dance Company.

OBJECTIVE-B: To bring people together providing at least 5 opportunities to showcase and celebrate the racial and ethnic diversity of the community.

OBJECTIVE-D: To present at least 50 cultural events in the historic district.

1995	74	1996	127	1997	50
Cultural Events in the Historic District					

STRATEGY:

1. Arts-on-the River
2. Picnic in the Park
3. Jazz Festival
4. English Arts Festival
5. Black Heritage Festival
6. Shakespeare Festival
7. Forsyth Festival
8. Music for Lunch
9. Tara Feis
10. International Cultural Exchanges
11. Savannah Asian Festival
12. Civil Rights Museum Exhibits/Lectures
13. Telfair Museum Exhibits/Lectures
14. Coastal Heritage Society Weekends in History

GOAL: A CITY WHERE CULTURAL PROGRAMS ARE IMPORTANT FOR ECONOMIC DEVELOPMENT, TOURISM AND CREATING A DOWNTOWN CULTURAL DISTRICT.

BUILDINGS AND GROUNDS

Trends and Issues

has been at the expense of our building repair program. As playground equipment and buildings age, they require more attention to insure that they remain in a safe condition. At current staffing level, we are having to perform a balancing act between our building repair staff and our playground repair staff. In many instances, one area goes lacking while we divert one staff to assist the other with a major repair.

Last year a new Landscape Gardener's position and a vehicle were added. Presently, our landscape maintenance staff consists of one supervisor and four staff members. During drought conditions, the entire staff is needed to keep the existing landscapes watered. Since this area of operation was initially understaffed coupled with the addition of new and future facilities, the maintenance frequencies will continue to decline. This will result in a decrease in site quality and an increase in user complaints.

Significant Expenditure Changes

Buildings and Grounds increases \$21,103 or less than 1%. Outside Services increases \$32,612 primarily for the full year's cost of services at centers that opened in 1996 and the centers that are scheduled to open in 1997. Also, there is a planned increase in building repairs. Commodities increase \$21,980 for supplies for new centers and for chemicals for the renovated Daffin Park Mall.

The Buildings and Grounds Department is responsible for development and maintenance of all Leisure Services Bureau facilities with the exception of the Civic Center and the Bacon Park Golf Course. This entails the administration of a scheduled maintenance plan and capital development plan.

Since 1992, the Leisure Services Bureau has acquired five new community centers, renovated two athletic fields (one with new restrooms and scores' booth), installed four new irrigation systems (one of which is an eighteen acre system in Daffin Park) and built four new playgrounds. We have also completed the sidewalks around the perimeter of Daffin Park and around the Daffin Park lake. By the end of 1997, the following facilities should be finished or nearing completion: two new community centers, the renovation of two existing centers, the addition and renovation of the Moses Jackson School, and Phase I of the Tatemville recreation area. During this same period of time, staff has increased by only one landscape gardener's position. The Department is quickly reaching the limit of what existing staff can adequately and safely maintain.

For the last several years this department has emphasized the accessibility and safety guidelines for park and playground equipment as outlined in the Americans with Disabilities Act, the Consumer Product Safety Commission and the American Society for Testing and Materials. While there has been significant improvement, it

Expenditures By Type

Expenditure Area	1995	1996	1997	% Change
Personal Services	\$ 1,225,072	\$ 1,286,010	\$ 1,322,221	2.8
Outside Services	215,245	351,812	384,424	9.3
Commodities	158,026	183,633	205,613	12.0
Interfund Services	308,477	306,183	314,148	2.6
Capital Outlay	11,832	82,589	0	-100.0
Interfund Transfers	0	15,000	0	-100.0
Other Expenses	42,007	59,090	79,014	33.7
TOTAL	\$ 1,960,659	\$ 2,284,317	\$ 2,305,420	0.9

Class Title	1995	1996	1997	Grade
Custodian	4.84	4.84	4.84	6
Maintenance Worker	18.00	18.00	18.00	7
Office Assistant	1.00	1.00	1.00	7
Light Equipment Operator	3.00	3.00	3.00	8
Medium Equipment Operator	6.00	6.00	6.00	9
Maintenance Worker, Senior	4.00	5.00	5.00	9
Principal Maintenance Worker	1.00	1.00	1.00	11
Maintenance Crew Chief	1.00	1.00	1.00	13
Administrative Assistant	1.00	1.00	1.00	13
Bldg Maintenance Technician	2.00	2.00	2.00	16
Equipment Maintenance Tech	1.00	1.00	1.00	16
Maintenance Supervisor	3.00	3.00	3.00	17
Maintenance Supt	2.00	2.00	2.00	22
Buildings & Grounds Maint Admin	1.00	1.00	1.00	27
Buildings & Grounds Director	1.00	1.00	1.00	36
TOTAL	49.84	50.84	50.84	

SERVICE QUANTITY

	1995	1996	1997	COST ALLOCATION
WP-1: Building Maintenance				
Cleanings	4,951	5,780	5,300	Unit: \$94
Repairs	1,269	1,132	1,132	Unit: \$227
				\$257,000
WP-2: Park Maintenance				
Cleanings	9,563	9,791	9,791	Unit: \$54
Repairs	854	922	922	Unit: \$121,000
Mowings	2,010	1,850	1,900	Unit: \$131
				\$216,000
WP-3: Athletic Field Maintenance				
Cleanings	883	950	950	Unit: \$114
Repairs	2,545	2,238	2,400	Unit: \$368
Mowings	213	250	250	Unit: \$350,000
				\$309,000
				Unit: \$128
				\$28,000
				Unit: \$112
				/repair

GOAL: A CITY IN WHICH ALL CITIZENS REGARDLESS OF AGE, GENDER, AND PHYSICAL AND MENTAL CAPACITIES HAVE CONVENIENT AND AFFORDABLE ACCESS TO LEISURE TIME FACILITIES AND PROGRAMS OF THEIR CHOOSING.

OBJECTIVE-A: To effect a minimum of \$1,000,000 in infrastructure improvements as identified by the Comprehensive Recreation Plan in 1997.

1995	1996	1997
\$933,033	\$1,000,000	\$1,000,000
Infrastructure Improvements		

STRATEGY:

1. Request funding through the five year Capital Infrastructure Plan.
2. Request funding for eligible projects through CDBG.
3. Apply for Land and Water conservation and UPARR funding for applicable projects.
4. Update the Comprehensive Recreation Plan annually.

OBJECTIVE-B: To maintain a condition rating of "good" or "excellent" 90% of the time at all recreation facilities.

1. Inspect Priority 1 facilities weekly and Priority 2 and 3 facilities bi-weekly.
2. Clean Priority 1 parks and buildings daily, Priority 2 three times weekly, and Priority 3 twice weekly.
3. Perform repairs in parks and buildings as needed, and mow parks and athletic fields as scheduled.

STRATEGY:

1995	1996	1997
92%	93%	93%
% of Time Playgrounds, Parks, Athletic Facilities are Rated Good or Better		
91%	90%	90%
% of Time Buildings are Rated Good or Better		
95%	98%	98%
% of Time Pools are Rated Good or Better		

1

Definition of Standards	
1 = excellent	
2 = good	
3 = fair	
4 = poor	
Number of Facilities	

71	Parks
57	Playgrounds
43	Athletic Fields
41	Tennis Courts
64	Basketball Courts
9	Swimming Pools
9	Spray Pools
10	Golden Age Centers
11	Community Centers
2	Volleyball Courts

Ratings are based on regular inspections made at each facility.

INTERDEPARTMENTAL

The Interdepartmental budget for 1997 totals \$17,113,630 and includes those accounts and activities within the General Fund that are not exclusive to a particular operating bureau. The 1996 projected expenditures and 1997 proposed budget are summarized below.

Expenditure Summary

Expenditure Area	1996 Projected	1997 Budget	% Change 1996 - 1997
Services from Other Funds	\$ 79,000	88,500	12.0%
Civic Center Services	1,527,574	1,506,017	-1.4%
Sanitation Services	319,467	337,411	5.6%
Engineering Services	1,926,041	1,931,928	0.3%
SUBTOTAL	2,310,000	60,000	-97.4%
Jail			
Tourism & Promotion	211,182	266,740	26.3%
Roundhouse Insurance	25,000	25,000	0.0%
River Street Restrooms	0	12,630	--
July 4 Fireworks	15,000	15,000	0.0%
Savannah History Museum	739,699	698,267	-5.6%
Convention & Visitors Bureau	1,241,667	1,241,667	0.0%
-- Airline Marketing	45,000	0	-100.0%
Lucas Theater	162,500	187,500	15.4%
Film Services Office	87,864	100,643	14.5%
VISTA	12,500	16,000	28.0%
SUBTOTAL	2,540,412	2,563,447	0.9%
Planning & Development			
MPC Services	850,056	761,493	-10.4%
Sav'n Development & Renewal Auth.	198,718	204,383	2.9%
Broughton Street Flags	2,000	0	-100.0%
MLK/Montgomery Program	70,400	15,000	-78.7%
SUBTOTAL	1,121,174	980,876	-12.5%
Human Services			
Social Services Contributions	271,850	308,500	13.5%
Youth Futures Authority	500,000	500,000	0.0%
Youth Corps	97,500	97,500	0.0%
SUBTOTAL	869,350	906,000	4.2%
CDBG Agencies			
Savannah Science Museum	30,000	0	-100.0%
Frank Callen Boys & Girls Club	0	25,000	--
SUBTOTAL	30,000	25,000	-16.7%
Cultural Services			
Annual Cultural Contracts	750,000	765,000	2.0%

1997	1996	% Change
<u>Budget</u>	<u>Projected</u>	<u>1996 - 1997</u>
765,000	851,000	-10.1%
0	101,000	-100.0%
SUBTOTAL	SUBTOTAL	

1,291,360	541,782	138.4%
7,227,399	6,972,451	3.7%
0	1,821,209	-100.0%
0	506,228	-100.0%
0	231,448	-100.0%
265,000	265,000	0.0%
92,000	57,490	60.0%
447,000	625,125	-28.5%
9,322,759	11,020,733	-15.4%
SUBTOTAL	SUBTOTAL	

6,535	6,284	4.0%
30,000	29,550	1.5%
3,000	3,000	0.0%
55,024	55,024	0.0%
6,000	6,000	0.0%
100,559	99,858	0.7%
SUBTOTAL	SUBTOTAL	

17,500	0	--
1,250	1,250	0.0%
14,000	14,000	0.0%
3,600	3,600	0.0%
250,000	250,000	0.0%
286,350	268,850	6.5%
171,711	0	--
SUBTOTAL	SUBTOTAL	

\$ 21,037,418	\$ 17,113,630	-18.7%
TOTAL INTERDEPARTMENTAL		

EXPENDITURE DESCRIPTION

The 1997 Interdepartmental budget totals \$17,113,630 which is \$3,923,788 or 18.7% below the projected 1996 expenditures of \$21,037,418. Major changes are described below.

Jail: In 1997, through intergovernmental agreement, the City will no longer pay for jail services.

Tourism & Promotion: The 1997 allocation for

these services is projected to increase \$23,035. The cost of operating the Roundhouse will increase by \$55,558 due to stabilization of Battlefield Park. A total of \$350,000 is provided between 1996 and 1997 for the Lucas Theater.

Planning and Development: A total of \$980,876 is budgeted for this area. The major change from 1996 is a reduction in the City's contribution to the Metropolitan Planning Commission. Funding is provided in 1996 for

the **MLK/Montgomery Program** which will be administered by SDR.A.

Human Services: A detailed list of the City's social services contributions is available in the Appendix section of this document.

CDBG Agencies: The City was unable to fund several community agencies' request for CDBG service contracts. The Mayor and Aldermen chose to fund two of these agencies, Savannah Science Museum and Frank Callen Boys and Girls Club, with General Fund monies.

Cultural Services: A detailed list of all cultural contracts is available in the Appendix.

Transfer to Other Funds: A total of \$9,322,759 is budgeted in 1997. The major changes are highlighted below:

- **CIP Contribution:** In 1996, \$519,000 is projected to be available to pay cash for a capital project which otherwise would require issuance of debt (e.g. 800 Mhz Radio System). Funding for the 1997 Capital Improvement Projects is \$1,291,360, the amount presented to City Council in the CIP workshops in September.

- **Transfer to Debt Service:** The increase in debt service is due to street and drainage General Obligation bonds.

- **Sanitation Subsidy:** The 1996 General Fund subsidy to the Sanitation Fund is projected to

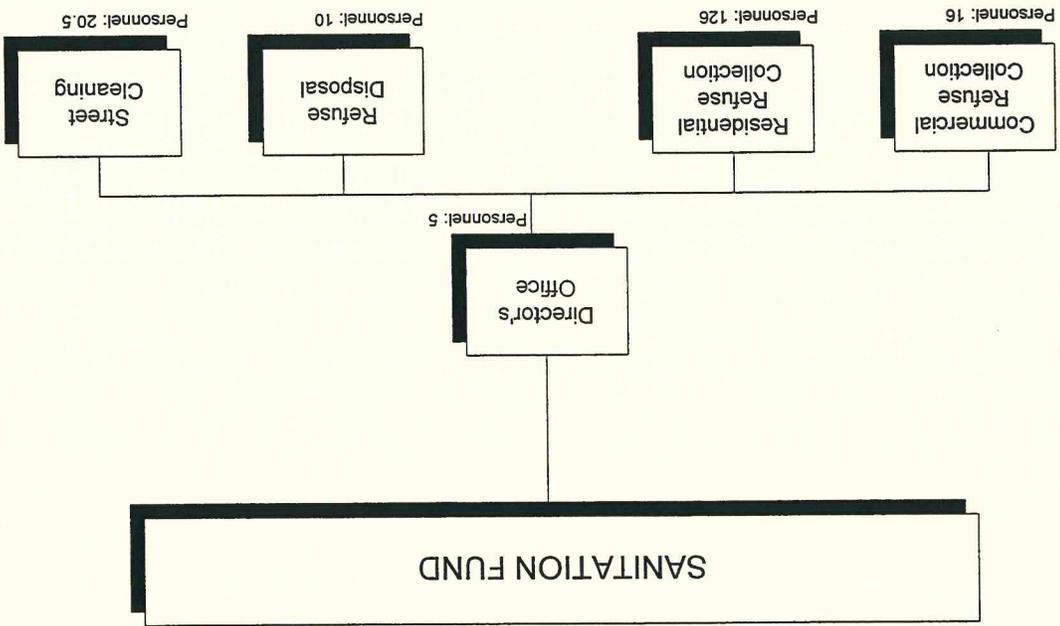
be \$500,000 higher than originally budgeted. This increase is due to a reduction in tonnage at the Resource Recovery Plant as a result of the loss of flow control.

The subsidy has been eliminated in 1997 by instituting volume based tipping fees and increasing residential refuse fees by 6% or \$1.

- **Civic Center Subsidy:** The 1996 Civic Center subsidy is \$230,000 less than originally budgeted due to the new Auto Rental Tax instituted earlier the year. The Civic Center receives 75% of revenue generated by this tax. The subsidy will be eliminated in 1997 due to the full year of the Auto Rental Tax, and a recommended 28% share of the new 1% Hotel/Motel Tax beginning in January 1997.

- **Police Traffic Grant:** A three year state grant for increased Police Traffic services concluded in 1995. In 1996, the General Fund supported this program. In 1997, the interim officers originally funded by the grant will be made permanent and moved to the Special Operations Division of the Police Department.

- **Hotel/Motel Tax Reserve:** The additional 1% approved by City Council in 1995 will be accounted for separately by this transfer. Beginning in 1997, 28% of the revenue will go directly to the Civic Center. The 28% is based on available space for convention/meeting rooms and exhibits between the new International Maritime Trade Center and the newly expanded Savannah Civic Center.



SANITATION FUND

Revenues By Source

The Sanitation Fund collects revenue as shown in the table below. Revenue from services provided account for 100% of the total revenue in 1997. The budgeted revenue includes a \$1.00 increase in Residential Refuse fees which is expected to generate an additional \$471,344; a \$1.329,416 in revenue for Ash Disposal is expected due to a voluntary increase in private Refuse fees for Downtown/River Street customers and a variable rate structure for all other Commercial Refuse customers is expected to generate an additional \$458,027; a voluntary volume based rate structure in the Refuse Disposal tip fee is expected to generate an additional \$44,977; and an additional \$1,329,416 in revenue for Ash Disposal is expected due to a voluntary increase in private tonnage deliveries to the Resource Recovery Facility.

Revenue Source		Actual	Projected	Budget
		1995	1996	1997
Operating Revenues				
Residential Refuse Fees	\$ 8,781,780	\$ 8,820,000	\$ 9,291,344	\$ 9,291,344
Commercial Refuse Fees	1,489,675	1,620,048	2,078,075	2,078,075
C & D Waste	0	49,500	484,000	484,000
Refuse Disposal Tip Fees	118,344	50,023	95,000	95,000
Sweeper Parking Citations	173,828	300,000	300,000	300,000
Ash Disposal	1,243,399	1,400,584	2,730,000	2,730,000
Subtotal	\$ 11,807,026	\$ 12,240,155	\$ 14,978,419	\$ 14,978,419
Interfund Revenues				
Services to General Fund	1,751,174	1,527,574	1,506,017	1,506,017
Interfund Disposal Fees	281,645	336,048	417,279	417,279
Interfund Commercial Fees	89,364	110,025	153,504	153,504
Subtotal	\$ 2,122,183	\$ 1,973,647	\$ 2,076,800	\$ 2,076,800
Other				
Interest Earned	\$ (65,210)	\$ 0	\$ 0	\$ 0
Senior Citizen Discounts	0	0	(50,000)	(50,000)
Miscellaneous	11,120	23,600	5,000	5,000
Miscellaneous Uncollected	(67,048)	0	0	0
Open Purchase Orders	n/a	44,000	0	0
Subtotal	\$ (121,138)	\$ 67,600	\$ (45,000)	\$ (45,000)
General Fund Contribution	\$ 1,596,279	\$ 1,821,209	\$ 0	\$ 0
TOTAL	\$ 15,404,350	\$ 16,102,611	\$ 17,010,219	\$ 17,010,219

Expenditures By Type

The 1997 budget for the Sanitation Fund totals \$17,010,219. This is a \$907,608 or 6% increase over 1996 projected expenditures. Other Expenses increase \$1,000,224 primarily due to an increase in the Resource Recovery Fee and Vehicle Use charges. These increases are offset by a decrease of \$87,084 in Intertund Transfers.

Expenditure Area	1995 Actual	1996 Projected	1997 Budget	% Change 96 - 97
Personal Services	\$ 5,020,278	\$ 5,102,253	\$ 5,148,905	0.9
Outside Services	989,354	593,618	418,495	-29.5
Commodities	250,365	249,993	290,937	16.4
Intertund Services	3,161,614	2,806,601	2,824,045	0.6
Capital Outlay	29,916	80,915	103,100	27.4
Debt Related Charges	229,992	1,099,638	1,142,004	3.9
Intertund Transfers	335,825	87,084	0	-100.0
Other Expenses	5,384,892	6,082,509	7,082,733	16.4
TOTAL	\$ 15,402,236	\$ 16,102,611	\$ 17,010,219	5.6

Activity Summary

Activity	1995 Actual	1996 Projected	1997 Budget	% Change 96 - 97
Sanitation Director	\$ 292,258	\$ 300,389	\$ 296,401	-1.3
Residential Refuse Collection	5,607,445	5,303,555	5,372,727	1.3
Refuse Disposal	6,009,713	7,178,486	7,628,544	6.3
Street Cleaning	1,351,467	1,450,424	1,490,374	2.8
Commercial Refuse Collection	974,646	1,076,825	1,390,496	29.1
Interdepartmental	1,166,707	792,932	831,677	4.9
TOTAL	\$ 15,402,236	\$ 16,102,611	\$ 17,010,219	5.6

SANITATION DIRECTOR

Trends and Issues

The Sanitation Bureau will continue its efforts to provide prompt, efficient, and cost effective solid waste services on a scheduled basis. In 1997, the bureau will focus on the efficiency and effectiveness of all Residential Refuse Collection systems, Street Cleaning services, developing and maintaining a self-supporting Commercial Refuse Collection program, and ensuring compliance with solid waste disposal regulations.

continue under the requirements established by the Georgia Comprehensive Solid Waste Management Act in compliance with the design requirements of the Resource Conservation and Recovery Act, Subtitle D facility. The landfill expansion will provide fifteen (15) additional years of disposal capacity upon construction completion.

Significant Expenditure Changes

The 1997 budget for the Sanitation Director decreases \$3,988 or 1% below 1996 projected expenditures. This is primarily due to a \$3,226 decrease in Intfund Services.

Solid waste disposal activities must comply with the Georgia Comprehensive Solid Waste Management Act, the Clean Air Act for Resource Recovery, and full cost accounting must be provided to the Department of Community Affairs for the Solid Waste Management Plan. Expansion of the Dean Forest Landfill will

<u>Expenditures By Type</u>			
	1995	Projected	1996
Expenditure Area	Actual	227,598	Budget
Personal Services	\$ 213,122	\$	229,568
Outside Services	9,552	12,284	12,905
Commodities	4,584	3,546	3,371
Intfund Services	55,324	50,224	46,998
Capital Outlay	1,888	0	0
Other Expenses	7,788	6,737	3,559
TOTAL	\$ 292,258	\$ 300,389	296,401
			96 - 97
			% Change
			0.9
			5.1
			-4.9
			-16.4
			-100.0
			-47.2
			-1.3

Positions

	1995	1996	1997	
Class Title	1.00	1.00	1.00	Grade
Secretary	1.00	1.00	1.00	10
Administrative Assistant	1.00	1.00	1.00	13
Environmental Compliance Coordinator	1.00	1.00	1.00	20
Management Analyst	1.00	1.00	1.00	21
Sanitation Director	1.00	1.00	1.00	43
TOTAL	5.00	5.00	5.00	

SERVICE QUANTITY

GOAL: TO ENSURE ALL PREMISES, STREETS, LANES, RIGHTS-OF-WAY, AND LOTS ARE FREE OF LITTER, AND DEBRIS.

OBJECTIVE-A: To ensure 100% of Sanitation Bureau program objectives are met.

1995	1996	1997
86%	100%	100%
% of Objectives Met		

STRATEGY:

1. Require monthly statistical reports for each program activity to ensure performance standards are met.
2. Monitor Service Center reports and bureau generated reports to ensure service requests are fulfilled within established standards.
3. Ensure Sanitation Bureau department heads take appropriate action to correct program performance deficiencies as warranted.

OBJECTIVE-B: To complete 100% of special projects within assigned schedules and budget allotments.

1995	1996	1997
100%	100%	100%
% of Special Projects Completed		

STRATEGY:

1. Require project plan and milestone steps with scheduled target dates for each special objective.
 2. Require department heads to submit a memo report on each scheduled step for Sanitation Director's approval.
 3. Maintain an up-to-date project tracking file as soon as project phases are completed.
- OBJECTIVE-C: To ensure activity expenditures are maintained within appropriation.**

1995	1996	1997
99%	100%	100%
% of Annual Budget Expended		

STRATEGY:

1. Scrutinize activity expenditures on a monthly basis and implement cost reduction efforts when line-item expenditures exceed acceptable levels by 5%.
2. Provide in-house analytical support to identify potential programmatic and procedural improvement on a continuous basis to reduce costs.

OBJECTIVE-D: To receive zero complaints of discourtseous employees.

1995	1996	1997
0	0	0
Complaints		

STRATEGY:

1. Investigate each citizen complaint of discourtseous employees and take appropriate action.
2. Stress the importance of courtesy to the public in employee meetings.
3. Require each employee to affirm in writing his understanding of Sanitation Bureau courtesy policies.

OBJECTIVE-E: To reduce sick leave usage by 5% bureau wide.

1995	1996	1997
4.37	4.15	3.94
Days of Sick Leave Per Employee Per Year		

STRATEGY:

1. Monitor computerized listing of abusers and potential abusers of sick leave and provide counseling in all cases.
2. Refer employees with chronic absentee problems to the Employee Assistance program for counseling.
3. Issue letters of commendation and certificates to employees not using any sick leave for an entire year.

OBJECTIVE-F: To reduce injuries by 5% bureau wide.

- STRATEGY:
1. Monitor injury rates, determine causes of injuries and include analysis of injuries and their avoidance in weekly crew safety meetings.
 2. Identify potential modifications of equipment and processes which could reduce accidents and injuries.
 3. Conduct safety training for all Sanitation crew members as needed.

1995	64	Injuries
1996	61	
1997	58	

RESIDENTIAL REFUSE

Trends and Issues

The Residential Refuse Collection Department is responsible for the collection of residential refuse and trash, providing scheduled bulk item pickup, special collection of trash, and the removal of litter from City streets and rights-of-way.

The City of Savannah uses the curbside collection system for refuse collection. Implementation of this system began in October 1994 and was fully implemented in April 1995. Route size and design are still being refined in an effort to reap maximum benefits and savings from this collection method. The department will also begin analyzing alternatives to the flat residential refuse collection fee in an effort to provide a more equitable fee structure based on actual usage.

Community service workers will continue to be utilized to assist in maintaining a litter free community. The program will be expanded to provide litter control services to areas not currently serviced and will help to provide more frequent service in litter problem areas. The community service litter control program will have full-time supervision in 1997 thus enhancing program effectiveness.

In 1997, the department will have fully implemented a citywide recycling program to recycle metals, glass and aluminum utilizing the Dean Forest Landfill, the Bacon Park Transfer Station, and twelve Chatham County school sites as drop-off points. The implementation of an effective recycling program will help to increase available landfill space thus reducing landfill operating costs. Only non-burnable items will be recycled as all burnable debris represents increased tonnage for the Resource Recovery facility which produces revenue from the steam generated.

Significant Expenditure Changes

The 1997 budget for Residential Refuse Collection increases \$69,172 or 1% above 1996 projected expenditures. Other Expenses increase \$160,842 primarily due to Vehicle Use charges for replacement vehicles to be purchased in 1997. This increase is offset by a decrease of \$67,084 in Intfund Transfers. The purchase of fleet additions are not planned for 1997. Outside Services decrease \$23,596 based on projects planned for 1997.

<u>Expenditures By Type</u>					
	1995	1996	1997	% Change	96 - 97
Expenditure Area	Actual	Projected	Budget		
Personal Services	\$ 3,536,170	\$ 3,381,653	\$ 3,367,498	-0.4	
Outside Services	142,252	42,582	18,986	-55.4	
Commodities	106,816	112,447	148,683	32.2	
Intfund Services	1,319,939	1,265,623	1,242,085	-1.9	
Capital Outlay	2,168	32,433	32,900	1.4	
Intfund Transfers	65,592	67,084	0	-100.0	
Other Expenses	434,508	401,733	562,575	40.0	
TOTAL	\$ 5,607,445	\$ 5,303,555	\$ 5,372,727	1.3	

Class Title	Positions		
	1995 ¹	1996 ²	1997
Sanitation Worker	93.00	71.00	71.00
Medium Equipment Operator	5.00	5.00	5.00
Res Refuse Truck Operator	38.00	38.00	38.00
Heavy Equipment Operator	1.00	1.00	1.00
Vehicle Maintenance Coordinator	1.00	1.00	1.00
Sanitation Supervisor	7.00	8.00	8.00
Sanitation Superintendent	1.00	1.00	1.00
Residential Refuse Collections Director	1.00	1.00	1.00
TOTAL	147.00	126.00	126.00

SERVICE QUANTITY

COST ALLOCATION

WP-1: Collect Residential Refuse and Trash

Units Served	42,555	42,555	42,555
Return Carts (Put-Back Crew) Units Served ²	25,000	1,050	1,100
Unit: \$92	\$4,030,0002		

WP-2: Collect Non-Residential Refuse and Trash

Units Served	4,150	1,811	1,811
Unit: \$89	\$161,000		

WP-3: Collect Bulk Item Trash

Units Served	42,555	42,555	42,555
Unit: \$13	\$537,000		

WP-4: Special Collections

Special Requested Collections Per Month	80	60	80
Unit: \$79	\$161,000		
Illegal Dumping/Non-Requested Collections Per Month	22	90	90

1 With the implementation of curbside collection, 30.75 positions were deleted in 1995.
 2 The decrease of 22 positions in 1996 reflects the deletion of the put-back crew. However, disabled citizens will still receive this service. A Sanitation supervisor position was added in 1996 to supervise the litter control program.

WP-5: Litter Control

Day Litter:	Blocks/Rights-of-Way Cleaned	Per Year	177,346	131,600	131,600	1,091	1,091	Unit:\$1	/block/right of way
	Tonnage Collected Per Year		n/a	1,091	1,091				
Night Litter:	Blocks/Rights-of-Way Cleaned	Per Year	81,174	90,698	90,698	328	328		
	Tonnage Collected Per Year		n/a	328	328				
Community Service:	Litter Baskets Emptied Per Month	3,184	2,500	2,500					
	Blocks/Rights-of-Way Cleaned	n/a	30,000	30,000					
	Per Year		n/a	60,000	60,000				
	Tonnage Collected Per Year		n/a	25	50				

WP-6: Recycling

Number of Drop-Off Locations	n/a	7	14	Unit: \$3,857	/location
Vehicle Support	360	106	106	Unit: \$25	/shuttle
Vehicle Shuttles Emptied Per Month					
Vehicles Washed/Sanitized Per Month					

WP-7: Vehicle Support

Vehicle Shuttles Emptied Per Month	360	106	106	Unit: \$25	/shuttle
Vehicles Washed/Sanitized Per Month					

GOAL: TO KEEP ALL REFUSE COLLECTION ZONES EQUALLY FREE OF MISSED RESIDENTIAL GARBAGE AND TRASH COLLECTION.

OBJECTIVE-A: To reduce the number of missed collections by 10% for each district that meets or exceeds the citywide average of 60 misses per district (15 misses per zone) with each district supervisor having 4 zones).

STRATEGY:

1. Establish monthly recognition for districts achieving objective of controlling missed collections.
2. Conduct investigations on each missed collection complaint.
3. Hold monthly counseling sessions with supervisors whose districts exceed the citywide average.
4. Develop and maintain up-to-date route maps.
5. Identify problem routes within districts exceeding the citywide missed collection rate average.

District I	60	57	51
District II	60	57	51
District III	60	57	51
District IV	60	57	51

1995	1996	1997
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REFUSE DISPOSAL

Trends and Issues

efforts were associated with the Dean Forest Road Solid Waste Reclamation and Disposal Center. These included the approval of a major expansion of the landfill, procurement of a general contractor for the expansion, full implementation of the bulky waste volume reduction program, and a pilot program for composting street cleaning debris.

Plans for 1997 include commencement of the air pollution control system retrofit at the Resource Recovery facility and expansion of the landfill on Dean Forest Road. In addition, Refuse Disposal will continue to improve quality management.

Significant Expenditure Changes

The 1997 budget for Refuse Disposal increases \$450,058 or 6% above 1996 projected expenditures. Other Expenses increase \$544,962 primarily due to the 1997 Resource Recovery Service Fee. Capital Outlay increases \$37,318 for equipment. This increase is offset by a \$148,450 decrease in Outside Services primarily in Rentals due to the planned purchase of equipment.

The Department of Refuse Disposal provides solid waste processing and disposal services to City departments, citizens of the City of Savannah and unincorporated areas of Chatham County, and to businesses in the region. The City's integrated solid waste management system consists of a variety of programs including waste-to-energy, municipal solid waste landfill, inert waste landfill, two transfer stations, bulky waste volume reduction, and scrap metal recycling. The department's essential function is to efficiently and effectively manage the solid wastes generated in the City while minimizing impacts on the environment.

There were several major efforts associated with the Resource Recovery facility in 1996, in addition to routine operations. These included the development of alternate waste stream flow control strategies to ensure sufficient quantities of solid waste were delivered to meet City commitments, completion of the ash treatment system installation, development of a ferrous metal recovery program, and completion of procurement for the air pollution control retrofit in compliance with the Clean Air Act. Other major

<u>Expenditure Area</u>		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>		<u>% Change</u>
		1995	1996	1997			96 - 97	
Personal Services	\$	360,346	\$ 420,475	\$ 415,888			-1.1	
Outside Services		831,511	525,443	376,993			-28.3	
Commodities		57,500	71,888	71,702			-0.3	
Interfund Services		193,942	172,591	170,906			-1.0	
Capital Outlay		17,291	6,882	44,200			542.3	
Debt Related Charges		0	861,469	904,155			5.0	
Interfund Transfers		262,333	20,000	0			-100.0	
Other Expenses		4,286,790	5,099,738	5,644,700			10.7	
TOTAL	\$	6,009,713	\$ 7,178,486	\$ 7,628,544			6.3	

Class Title	1995	1996	1997
Sanitation Worker	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00
Heavy Equipment Operator	2.00	2.00	2.00
Heavy Construction Equip Operator	4.00	4.00	4.00
Landfill Administrator	1.00	1.00	1.00
Refuse Disposal Director	1.00	1.00	1.00
TOTAL	10.00	10.00	10.00

Positions

SERVICE QUANTITY

	1995	1996	1997
WP-1: Resource Recovery Project			
Reference tons (4500 BTU/LB) of Municipal Solid Waste Available	212,959	156,000	156,000
			Unit: \$47 /ton
WP-2: Dean Forest Road Municipal Solid Waste Disposal Facility			
Tons Processible Waste	197	2,500	2,500
Ton Nonprocessible Waste	13,535	17,845	22,650
			Unit: \$3 /ton
WP-3: Bacon Park Transfer Station			
Tons Transferred	5,318	5,000	5,000
			Unit: \$15 /ton

GOAL: A CITY IN WHICH THE PUBLIC RECLAMATION AND DISPOSAL OF SOLID WASTE DOES NOT DEplete LAND RESOURCES, DOES NOT CONTAMINATE SURFACE OR GROUNDWATER RESOURCES, DOES NOT CREATE VISUAL POLLUTION, AND DOES NOT DEGRADE AIR QUALITY.

OBJECTIVE-A: To reduce the landfill depletion rate by a minimum of 250,000 cubic yards of disposal capacity and to meet City obligations under the Resource Recovery Project.

1995	1996	1997
303,127	250,000	250,000
		1997
		Cubic Yards of Landfill Capacity Saved

STRATEGY:

1. Monitor Resource Recovery operations to ensure performance guarantees are met and emission limits are not exceeded.
2. Continue operation of ash treatment systems. Continue development of improved air quality control system.
3. Continue waste volume reduction program.

OBJECTIVE-B: To conduct landfill operations in compliance with Georgia Environmental Protection Division Solid Waste Management Rules.

1995	1996	1997
100%	100%	100%
% of Standards Met		

- STRATEGY:**
1. Implement landfill operations quality improvement program.
 2. Develop composting program for street cleaning debris.
 3. Operate dry trash transfer station.
 4. Construct additional lined landfill cell.

STREET CLEANING

Trends and Issues

end loader crews have a tendency to increase from year to year. This increase is due to service calls. Annual projections have remained somewhat stable over the years with permanent increases being inconsequential and not affecting the annual projections. As in past years, the midpoint cleanliness rating decreases during the leaf fall season causing temporary substandard ratings. However, the overall citywide average is always above the acceptable 3.00 average at the end of the year. The department will continue its efforts to accommodate affected areas during the leaf fall season.

The Street Cleaning Department anticipates enhancement of its operations and service delivery to residents in 1997.

Significant Expenditure Changes

The 1997 budget for Street Cleaning increases \$39,950 or 3% above 1996 projected expenditures. Other Expenses increase \$31,251 primarily due to Vehicle Use charges for replacement vehicles to be purchased in 1997.

The Street Cleaning Department provides scheduled sweeping and cleaning of paved/curbed streets and areas inaccessible to street sweepers throughout the City in a timely and efficient manner. Savannah is one of a small number of cities in the United States that has a scheduled sweeping system where every street is consistently swept on the same day or night. The department's work programs include day/night sweeping, a front end loader operation that cleans areas that are inaccessible to sweepers, and a citation writing program for citing parking violators during scheduled sweeping hours.

The department's work programs are responsible for ensuring the maintenance of City streets at an acceptable cleanliness level that minimizes litter and debris. An average of 32,000 curb miles and 720 miles of inaccessible areas that include medians, catch basins, and lane ends are cleaned annually. The citation writing program will issue approximately 35,000 citations in 1997.

The miles cleaned by the sweeping and front

<u>Expenditure Area</u>		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>		<u>% Change</u>	
		1995		1996		1997		96 - 97	
Personal Services	\$	595,510	\$	644,584	\$	611,522	-5.1		
Outside Services		2,652		5,585		1,886	-66.2		
Commodities		10,849		11,356		12,716	12.0		
Interfund Services		573,628		597,217		641,317	7.4		
Other Expenses		168,828		191,682		222,933	16.3		
TOTAL	\$	1,351,467	\$	1,450,424	\$	1,490,374	2.8		

Positions

<u>Class Title</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>Grade</u>
Medium Equipment Operator	5.50	5.50	5.50	9
Heavy Equipment Operator	12.00	12.00	12.00	12
Sanitation Supervisor	2.00	2.00	2.00	19
Street Cleaning Administrator	1.00	1.00	1.00	26
TOTAL	20.50	20.50	20.50	

SERVICE QUANTITY

<u>WP-1: Sweep Streets</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>COST ALLOCATION</u>
Average Daytime Street Curb Miles Swept/Month	632	600	600	\$1,103,000 Unit: \$35 /mile
Average Nighttime Street Curb Miles Swept/Month	2,080	2,000	2,000	
<u>WP-2: Cite Code Violators</u>				
Average Citations Written/Month	3,279	2,900	2,900	\$238,000 Unit: \$7 /citation
<u>WP-3: Clear Streets, Median Ends, Catch Basins and Corners of Leaves, Sand and Debris</u>				
Average Miles Cleaned/Month	68	60	60	\$149,000 Unit: \$207 /mile

GOAL: A CITY WITH ALL CURBED AND PAVED STREETS AT EQUAL CLEANLINESS LEVELS FREE OF LITTER AND DEBRIS.

OBJECTIVE-A: To maintain the annual midpoint rating of service units at the acceptable standard of 3.00 or above in 1997.

- STRATEGY:**
1. Rate streets on a daily basis, with special emphasis being placed on streets that fall below 3.0, within a service unit to ensure that their ratings are in compliance with the established standard by changing sweeping frequency.
 2. Sweep every street that is scheduled at the appropriate time, and operate the front loader on a scheduled basis in high sand and leaf areas after heavy rains, winds, and other accumulations.
 3. Cite all cars parked in zoned areas that are in violation of the sweeping ordinance. Reduce the number of vehicles parked in zone areas through publicity and education.

Service Units	1995	1996 ¹	1997
A	1.23	3.50	3.50
B	0.70	3.72	3.72
C	0.81	3.67	3.67
D	2.15	3.14	3.14
E	1.80	3.28	3.28
F	2.84	2.86	2.91
G	1.24	3.50	3.50
H	1.24	3.50	3.50
I	1.66	3.33	3.33
J	1.99	3.20	3.20
K	1.59	3.36	3.36
L	1.64	3.34	3.34
TOTAL	1.57	3.37	3.37

¹ - Streets were rated on a scale of 0 to 10, with 0 being the best and 10 the worst for 1995. Streets will be rated on a scale of 0 to 4, with 4 being the best in 1996 and 1997.

0 - Heavily Littered
 1 - Moderately Littered
 2 - Lightly to Moderately Littered
 3 - Lightly Littered
 4 - Clean

COMMERCIAL REFUSE

Trends and Issues

marketing program will be designed and implemented. This program will allow Commercial Refuse to solicit new accounts not only in the City but in the county as well. It is projected that with the new marketing program, the average net gain of new accounts will double. Since 1992, the department has increased the number of customers by 23% and the number of cubic yards by 21%.

In 1997, the department will focus on the operations of the newly implemented programs with the main focus placed on the marketing of Commercial Refuse services. It is projected that the marketing program will generate 100 new accounts in 1997. Commercial Refuse will continue to offer customers quality and professional service at competitive prices.

Significant Expenditure Changes

The 1997 budget for Commercial Refuse is \$313,671 or 29% above 1996 projected expenditures. Other Expenses increase \$244,747 primarily due to Vehicle Use charges for replacement vehicles to be purchased in 1997 and new equipment purchased in 1996. Personal Services increase \$96,486 primarily due to Salaries and Wages that include the cost of implementing the Compensation Study in 1996, the 1997 wage increase, and personnel added in 1996 for program expansion and changes in service delivery. These increases are offset by a decrease of \$15,672 in Interfund Services primarily due to Garage Charges.

The Commercial Refuse Department is responsible for collecting refuse from commercial and institutional establishments and maintaining a container maintenance facility that ensures all containers meet environmental standards for cleanliness, safety and health regulations. Commercial Refuse collects approximately 1,065 containers from commercial establishments which total 720,000 cubic yards of refuse annually. Commercial Refuse is the only City department in direct competition with private industry, and the department's main emphasis is customer satisfaction.

In April 1996, the department was given approval to implement two (2) new programs and to change the collection methods on River Street and in Downtown lanes. The objective of the collection method change was to improve cleanliness, aesthetics, and minimize odor problems. The dumpsters on River Street will be eliminated and manual curbside collection implemented. The dumpsters located in the lanes between Bay and State Streets will also be removed and replaced with self contained compactors. A total of 92 dumpsters will be eliminated and replaced with 17 self contained compactors.

In order to be competitive in the commercial market and reduce the number of illegal dumps by small contractors, the leasing of construction and demolition containers will be introduced. This new program will also generate additional revenues as well as additional burnable tonnage at the Resource Recovery facility. A full scale

Expenditures By Type

	1995	1996	1997	% Change 96 - 97
Expenditure Area	Actual	Projected	Budget	
Personal Services	\$ 315,130	\$ 427,943	\$ 524,429	22.6
Outside Services	3,387	7,724	7,725	0.0
Commodities	70,616	50,756	54,465	7.3
Interfund Services	391,808	382,183	366,511	-4.1
Capital Outlay	8,569	41,600	26,000	37.5
Other Expenses	185,136	166,619	411,366	146.9
TOTAL	\$ 974,646	\$ 1,076,825	\$ 1,390,496	29.1

Positions

Class Title	1995	1996	1997	Grade
Sanitation Worker	0.00	1.00	1.00	7
Medium Equipment Operator	0.00	1.00	1.00	9
Heavy Equipment Operator	8.00	11.00	11.00	12
Welder	1.00	1.00	1.00	15
Sanitation Supervisor	0.00	1.00	1.00	19
Commercial Refuse Collection Administrator	1.00	1.00	1.00	26
TOTAL	10.00	16.00	16.00	

SERVICE QUANTITY

WP-1: Collect Commercial Refuse 1995 1996 1997 **COST ALLOCATION**

Total Cu. Yds. Collected/Month	58,293	57,000	57,000	\$1,251,000
Total Pickups Per Month	12,572	12,700	13,400	Unit: \$22
Total Containers In Service	1,055	1,065	1,165	/cu.yd.
Total Commercial Establishments	994	1,034	1,134	

WP-2: Repair and Paint Containers

Containers Repaired Per Year	238	250	250	\$69,000
Containers Painted Per Year	343	343	350	Unit: \$115
				/container

WP-3: Sanitize and Steam Clean Containers

Containers Steam Cleaned Per Year	257	300	300	\$14,000
				Unit: \$47
				/container cleaned

WP-4: Collect Construction and Demolition Containers

Containers Pulled Per Year	n/a	460	2,600	\$56,000	Unit: \$22	/container pulled
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GOAL: ALL CITY COMMERCIAL AND INSTITUTIONAL CUSTOMERS FREE OF UNSANITARY CONTAINERS AND MISSED COLLECTIONS.

OBJECTIVE-A: To maintain a missed collection rate of no more than 10 per 100,000 scheduled collections.

1995	4	Missed/100,000 Scheduled Collections
1996	10	
1997	10	

STRATEGY:

1. Train all operators to be familiar with all routes and to empty every container on each route on schedule.
2. Continue to hold weekly meetings with the Vehicle Maintenance Director to ensure close coordination on vehicle preventive maintenance programs and adequate vehicle availability.
3. Have operators conduct daily vehicle maintenance/inspections of grease fittings for push-out blade runner and lift arms.

OBJECTIVE-B: To ensure 95% of containers in service are Condition 1 or Condition 2 status.

1995	50%	% of Containers Meeting Cleanliness Standards
1996	50%	
1997	50%	

OBJECTIVE-C: To ensure all commercial containers are within sanitary conditions.

1. Continue to maintain a reporting system on the material condition of containers in service.
2. Continue to implement a planned maintenance schedule to repair condition 2 and 3 containers into condition 1 status.
3. Continue to maintain accurate maintenance records for all container repairs to determine the costs and the benefits of repairing containers approaching condition 4 status versus the costs and benefits of replacing them.

STRATEGY:

1995	95%	% of Containers in Condition 1 or 2 Status
1996	95%	
1997	95%	

1 Material Condition for Containers:

- Condition 1: Either a new container or a container recently painted and not in need of repairs.
- Condition 2: In need of minor repairs. Includes painting and minor structural repairs. Can be back in service in 3 days or less.
- Condition 3: In need of major repairs. Includes painting and major structural repair/replacement. Out of service 8 to 10 days.
- Condition 4: Not repairable. Can be used for spare parts only.

1. Steam clean and sanitize commercial containers to meet environmental standards for health and cleanliness on an as needed basis.

2 Commercial Refuse does not have dedicated staff to sanitize commercial containers. The containers are sanitized whenever they are brought in for repairs/painting or upon request by commercial/institutional establishments.

SANITATION INTERDEPARTMENTAL

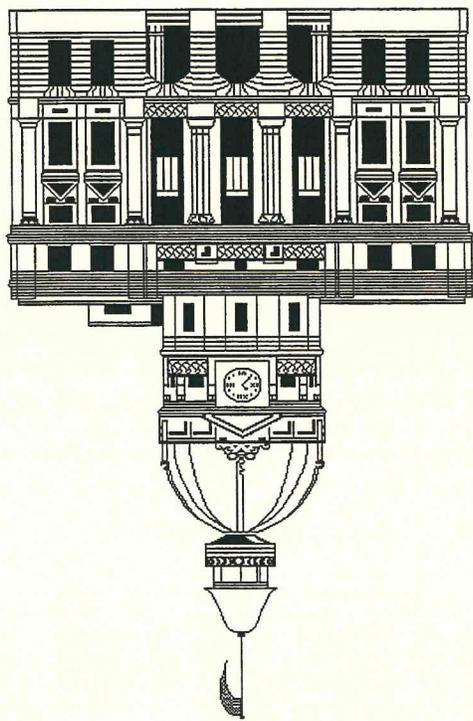
Significant Expenditure Changes

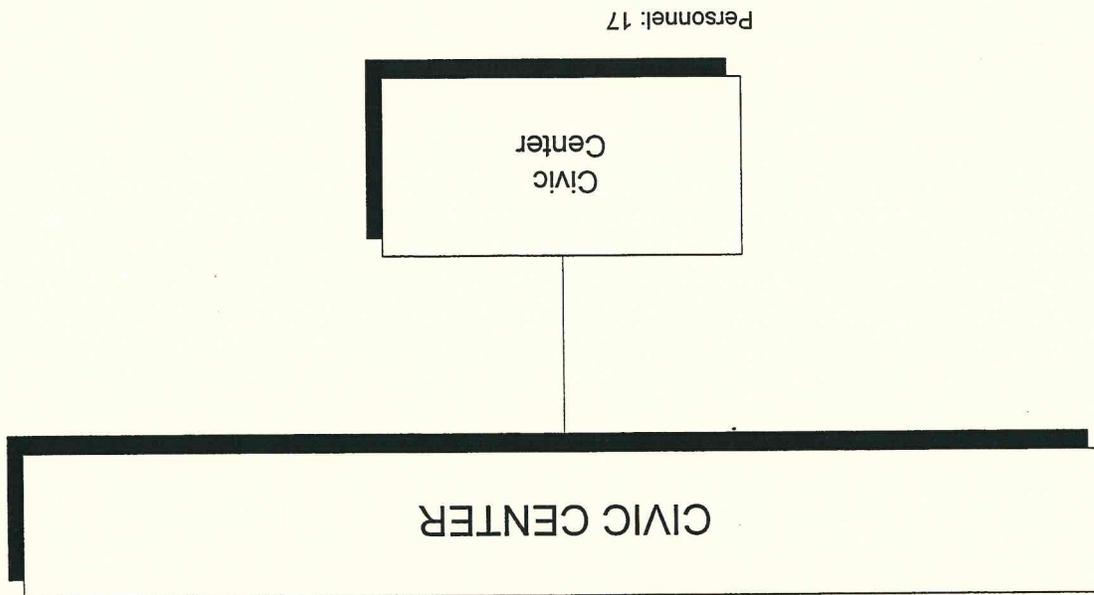
The 1997 budget for Sanitation Interdepartmental is \$831,677 or 5% above 1996 projected expenditures. Bad Debt Expenses increase \$21,600 and Services by the Water & Sewer Revenue Department increase \$11,526.

The Interdepartmental activity includes items such as the cost of services provided by the General Fund, payment collection services provided by the Water Fund, Uncollected Billings, and Debt Service to repay the Lease Purchase Fund for the financing of the roll-out carts and the Vehicle Purchase Fund for the financing of equipment for Commercial Refuse changes.

Expenditures By Type

Expenditure Area	1995	1996	1997	% Change
Services by General Fund	\$ 526,781	\$ 234,298	\$ 241,327	3.0
Services by W & S Revenue Dept	93,996	97,894	109,420	11.8
Engineering Department Service	6,201	6,571	5,481	-16.6
Bond Interest	86,725	0	0	--
Amortization of Bond Discounts	3,305	8,177	7,857	-3.9
Interfund Advance-Principal	128,426	136,132	144,300	6.0
Interfund Advance-Interest	101,566	93,860	85,692	-8.7
Contribution to CIP	7,900	0	0	--
Bad Debt Expense	193,904	216,000	237,600	10.0
Computer Capital Charge	17,900	0	0	--
TOTAL	\$ 1,166,707	\$ 792,932	\$ 831,677	4.9





SAVANNAH CIVIC CENTER

Revenues By Source

The Civic Center is responsible for providing a variety of cultural, business, social and sporting events to all residents. The Civic Center is projected to host over 560 events in 1997. Rental income represents the largest operating revenue source. Building, box office, and equipment rent are collected from those sponsoring a variety of cultural events. The new rental car tax will generate approximately \$495,000 additional revenue in 1997. Also 28% of the new Hotel-Motel tax will generate \$174,000 additional revenue in 1997. In addition, parking fees are charged to event patrons and to the general public for non-event parking. The following table summarizes Civic Center revenues by source.

There will be fee increases for the following in 1997: Savannah Symphony Orchestra performance rental rates, and \$1.00 surcharge per ticket sold by the Savannah Symphony. The surcharge will be paid by the ticket purchaser. These fee increases will generate \$11,000 additional revenue.

Revenue Source	Actual 1995	Projected 1996	Budget 1997
Rental Income	\$ 592,536	\$ 534,624	\$ 556,900
Building			
Box Office	49,286	39,840	41,500
Equipment	40,215	40,000	47,000
Parking	68,794	57,000	70,000
Rental Car	0	247,500	495,000
Hotel-Motel Taxes	0	0	174,000
Reimbursed Labor	15,014	18,000	26,000
Novelty Sales	42,070	30,000	30,000
Concessions			
Food/Beverage	347,171	317,000	317,000
Catering	20,314	7,000	30,000
Interest Earned	34,572	22,500	25,000
Services To General Fund	78,106	79,000	88,500
Ticket Fee	127,644	121,900	125,000
Miscellaneous	9,566	2,000	2,000
Draw from Reserve for 1995			
Open Purchase Orders	11,188	n/a	n/a
Subtotal	\$ 1,436,476	\$ 1,516,364	\$ 2,027,900
General Fund Contribution			
Operating	\$ 21,437	\$ 85,875	\$ 0
Debt Service	0	420,353	0
CIP Projects	547,200	0	0
Subtotal	\$ 568,637	\$ 506,228	\$ 0
TOTAL	\$ 2,005,113	\$ 2,022,592	\$ 2,027,900

Expenditures By Type

The 1997 Civic Center Fund budget totals \$2,027,900 which is a \$5,308 or a .3% increase over the 1996 projected expenditures.

	1996	1997	% Change
Expenditure Area	Actual	Projected	Budget
Personal Services	\$ 755,483	\$ 792,455	796,926
Outside Services	426,014	436,189	428,371
Commodities	94,165	193,838	182,851
Interfund Services	160,881	165,177	147,396
Capital Outlay	10,594	17,359	5,900
Debt Related Charges	0	420,353	253,253
Interfund Transfers	547,200	0	0
Other Expenses	10,776	-2,779	9,852
Capital Projects	0	0	203,351
TOTAL	\$ 2,005,113	\$ 2,022,592	\$ 2,027,900
			0.3

Trends and Issues

arena in comparison to other cities, the promoter profit margin is further reduced. Many facilities alleviate the risk to promoters by offering co-promotion opportunities. By sharing the risk, the Civic Center could attract shows, not normally available to a 6,000 seat arena, and gain a profit from concessions, novelties, ticketing and possibly a percentage of the show.

In 1996, the Savannah Civic Center completed an expansion project that increased and upgraded meeting room facilities, brought the building within reasonable ADA compliance and improved some of the building systems including life safety improvements. However, very little of the arena portion of the building was addressed pending a conceptual expansion project. Additionally, ADA, life safety and system improvements will still be necessary to this area.

The aging facility is in need of mechanical repairs and external refurbishment. The expansion in 1996 was not a "catch-all" for building improvements. Capital improvement money is needed to upgrade and to maintain the

The Savannah Civic Center, which has completed 25 years of service to the area is a multi-purpose facility, providing entertainment and cultural opportunities, as well as conventions, consumer and social events. Located in the historic district, the building is City owned and operated and currently requires no General Fund subsidy. The rental car tax approved in 1995, provides the Civic Center with 75% of its revenue, also 28% of the new 1% Hotel-Motel tax is provided to the Civic Center based on square footage as a percent of conventions' meeting spaces. These new revenues have made the Civic Center a self supporting fund.

As expected, the national touring industry for public ticketed events is taking a downward turn in facilities similar to our size. With a high percentage of the building revenue being provided by these shows, the Civic Center must look at other means of securing these events. Currently, we rely on attracting a promoter who is willing to take the full financial risk for selling these concerts. With Savannah having a small

current facility to provide the level of quality and service expected by our customers.

Significant Expenditure Changes

The Civic Center budget increases \$5,308 primarily due to an increase in Salaries and Wages reflecting the full year's cost of the 1996 pay increase and the 1997 wage increase. Decreases in Debt Related Charges of \$167,100, and Capital Outlay of \$11,459 are partially offset by \$203,351 for CIP projects.

Positions

Class Title	1995	1996	1997
Maintenance Worker	3.00	3.00	3.00
Clubhouse Attendant	0.50	0.50	0.50
Office Assistant	0.00	0.50	0.50
Maintenance Worker, Senior	1.00	1.00	1.00
Box Office Clerk	1.00	1.00	1.00
Admin Assistant	1.00	1.00	1.00
Box Office Supervisor	1.00	1.00	1.00
Stage Manager	1.00	1.00	1.00
Bldg Maint Technician	3.00	3.00	3.00
Concessions Supervisor	1.00	1.00	1.00
Civic Center Marketing Coord	1.00	1.00	1.00
Civic Center Finance Officer	1.00	1.00	1.00
Asst. Civic Ctr Director	1.00	1.00	1.00
Civic Center Director	1.00	1.00	1.00
TOTAL	16.50	17.00	17.00

SERVICE QUANTITY

	1995	1996	1997	COST ALLOCATION
WP-1: Schedule, Market, Coordinate, Staff and Settle Events	22	19	22	
Concerts	20	24	24	
Sporting	40	32	32	
Family	150	110	140	
Cultural	45	49	45	
Trade	91	70	90	
Social	63	40	40	\$655,000
Conventions	237	150	175	Unit: \$1,153
Meetings	668	494	568	/event
Total Events				

WP-2: Maintain Building, Equipment, Fixtures and Furnishings

Events	668	494	568	\$941,000	Unit: \$1,657	/event
Operate Ticketing Service, Food Service and Parking						

WP-3: Operate Ticketing Service, Food Service and Parking

Ticketing Service	60	70	70	\$432,000	Unit: \$3,085	/event
Concessions Events	160	140	140			
Parking Events	120	120	140			

GOAL: A CITY WITH A CIVIC CENTER THAT ENHANCES THE QUALITY OF CITIZENS LIVES BY PROVIDING A SPECTRUM OF ENTERTAINMENT AND CULTURAL OPPORTUNITIES AND SUPPORTING THE ECONOMIC GROWTH OF THE AREA BY HOSTING CONVENTIONS, CONSUMER AND SOCIAL FUNCTIONS WHILE REMAINING FINANCIALLY SELF-SUPPORTING.

OBJECTIVE-A: To generate operating revenues sufficient to account for 85% of operating expenditures excluding debt service and capital projects in 1997.

1995	1996	1997
91%	85%	85%
% Revenue/Cost Ratio		

STRATEGY:

1. Begin co-promotion.
2. Further increase outside ticketing services.
3. Investigate additional avenues for revenue (equipment rental, insurance coverage, ATM revenues).
4. Increase efficiency in concession operations by adding points of sale.
5. Develop profit/loss statement to accurately record subsidy per event.

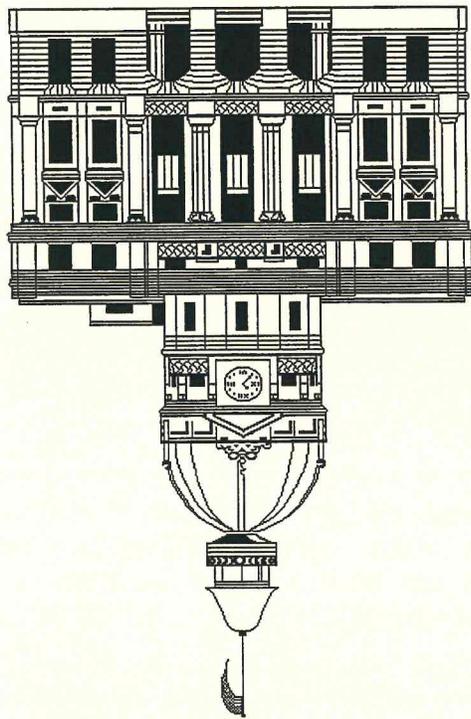
STRATEGY:

1. Review assignments to ensure workload is balanced.
2. Be flexible to cover absences, changes and emergencies.
3. Maintain repair orders and cleaning schedules daily, monthly and annually.
4. Document requests and results.

1995	1996	1997
na	na	na
% Repairs Made Within 48 Hours		
85%	85%	85%
1995	1996	1997
na	na	na
% Repairs Made Within 72 Hours		
100%	100%	100%

OBJECTIVE-B: To conduct building inspections whereby 95% of repairs and cleaning are made within 48 hours and 100% within 72 hours of initial request.

6. Further detail and monitor labor and supply expenses.



Water Fund

WATER FUND

Revenues By Source

The major revenue source is water sales which accounts for 77% of total revenue. An adjustment in outside and inside City water rates is planned in 1997. The typical inside city customer's monthly bill is expected to increase \$.38.

Revenue Source	1995 Actual	1996 Projected	1997 Budget
Operating Revenue	\$ 7,371,396	\$ 7,600,434	\$ 8,091,414
Water Sales-Inside City	2,297,556	2,526,352	2,777,882
Water Sales-Outside City	125,971	102,957	100,000
Reimbursements:			
Sewer Fund	805,074	929,996	1,129,548
I & D Fund	83,914	126,274	129,200
Sanitation Fund	94,000	97,894	109,420
Miscellaneous Revenue	39,386	15,114	15,611
Water Tap-In Fees/Surcharges	645,909	718,344	1,012,100
Industrial Water Sales (Net)	394,568	391,525	400,000
Water Purchased By Other Funds	127,404	129,691	129,691
Elderly/Low Income Credit	NA	NA	-50,000
FEMA Reimbursements	143,017	0	0
Drainage Maintenance Fee	45,036	0	0
Subtotal	\$12,173,231	\$12,638,581	\$13,844,866
Non-Operating Revenue	\$ 297,574	\$ 199,000	\$ 195,000
Interest			
TOTAL REVENUE	\$12,470,805	\$12,837,581	\$14,039,866

Expenditures By Type

The proposed budget for the Water Fund totals \$14,039,866, an increase of \$1,202,285 or 9%. The primary factors accounting for this increase are:

Personal Services increase \$228,418 primarily due to the 1997 wage increase, modular advancements, vacancies in 1996, and the addition of a new three person crew in Water and Sewer Planning and Development to handle routine maintenance for well sites and sewage lift stations.

Outside Services increase \$134,524 primarily as a result of an increase in Other Contractual Services for Water Supply and Treatment due to the Information Collection Rule and for Utility Services because of the administration fee for the new elderly/low income credit which will begin in 1997.

Interfund Services increase \$101,245 mainly for an increase in Information Services Charges because of a more accurate allocation for Utility Services and an increase in Mail and Municipal Buildings Charges for Utility Services to have additional space within the Broughton Municipal Building.

Debt Service increases \$164,169 primarily for GEFA Loan Interest and is based on payment schedules for debt outstanding. Other Expenses increase \$368,964 mainly for an increase in the Water Franchise Fee, the annual allocation for Contingencies, and the Water and Sewer Funds share of SAGIS funding.

The Contribution to CIP increases \$199,298 in 1997.

The 1997 Water Fund budget totals \$14,039,866, an increase of \$1,202,285 or 9% more than projected 1996 expenditures.

Expenditures By Type

Expenditure Area	1995	1996	1997	% Change
Personal Services	\$ 2,772,926	\$ 3,076,700	\$ 3,305,118	7.4
Outside Services	1,097,383	1,349,667	1,484,191	10.0
Commodities	806,200	934,745	953,662	2.0
Interfund Services	1,522,452	1,428,005	1,529,250	7.1
Capital Outlay	86,780	69,475	69,700	0.3
Debt Related Charges	1,622,710	1,665,647	1,829,816	9.9
Interfund Transfers	0	26,275	12,800	-51.3
Other Expenses	325,895	450,253	719,217	59.7
Capital Projects	4,243,000	3,836,814	4,036,112	5.2
Contingencies	0	0	100,000	--
TOTAL	\$ 12,477,346	\$ 12,837,581	\$ 14,039,866	9.4
	Actual	Projected	Budget	

Activity Summary

	1995	1996	1997	% Change
Expenditure Area	Actual	Projected	Budget	96-97
Water and Sewer Director	\$ 251,387	\$ 378,862	\$ 387,639	2.3
Water and Sewer Planning & Dev	404,673	481,655	717,385	48.9
Water Supply and Treatment	2,156,153	2,440,397	2,558,304	4.8
Water Distribution	1,820,981	2,061,375	2,130,653	3.4
Utility Services	1,104,151	1,223,682	1,392,732	13.8
Interdepartmental	6,740,001	6,251,610	6,853,153	9.6
TOTAL	\$ 12,477,346	\$ 12,837,581	\$ 14,039,866	9.4

WATER AND SEWER DIRECTOR

Trends and Issues

- The Water and Sewer Bureau's 1997 goals and objectives are designed to continue the Bureau's provision of quality potable water and efficient wastewater transportation and treatment. These services are made available to area residents, visitors and customers. They are designed and implemented to meet and/or exceed legislated requirements. The continued growth of this community is contingent upon the water and wastewater system's capacity to accommodate needs and demands. Concerns for a safe environment must complement the needs for growth and expansion.
- Many trends continue to set the pace for this city's water and wastewater operations. The bureau must maintain vigilant efforts to address the impact of such trends as: 1) safe drinking water through adequate source and quality, 2) groundwater use mandates, 3) regulatory agency and public acceptance of the Metropolitan Planning Commission's Water Management Plan, 4) success or failure of water conservation programming, 5) Savannah River Reclassification by Environmental Protection Agency (EPA), 6) unfunded mandates for wastewater treatment plants' operations, 7) funding and implementation of wastewater effluent use, 8) adequate wastewater treatment for the northwest quadrant, 9) future of biosolids disposal for four local wastewater treatment plants, 10) impact of stormwater inflow and infiltration, 11) infrastructure improvements for both water and wastewater systems, and 12) absorbing additional system growth and cost sharing of expense.
- Major issues evolving from these trends by activity include:
 - Water Operations
 - Amendment to Safe Drinking Water Act: As concerns for safe water continue, staff monitors state and federal documents for
- Industrial and Domestic (I&D) source and quality issues at Savannah River Cuts 3 and 4: A project that is underway to restore entire water flow from the upper section of Savannah River. The final report has been completed and sent to the Corps of Engineers, South Atlantic Division in Atlanta. The report has been forwarded to the Washington, D.C. Corps Office for congressional approval of funding.
- Groundwater Reduction Mandates: The State Environmental Protection Division (EPD) has submitted their draft report for review. Several public meeting dates have been scheduled to gather citizen input to the plan. Basically, the draft requires Chatham County to reduce groundwater pumpage by 10 MGD over the next ten years.
- I&D Plant Expansion: The expansion is necessary regardless of the issues with industries. Should industries refuse to decrease their groundwater permits in order to accommodate domestic growth, the I & D plant must be expanded to meet the domestic need. However, if industries reduce their groundwater withdrawals, the I&D Plant must be expanded to make up for the groundwater transferred for domestic use.
- Metropolitan Planning Commission Water Management Plan Implementation: Plan awaiting acceptance/inclusion by EPD as "the plan" for this geographical region. EPD has indicated that it will take the contents of MPC plan into consideration.
- Water Conservation Programming: Additional activities are planned to further

the cause of efficient water use and positive behavior modification. A key part of the plan is undertaking baseline data survey. The survey will be conducted to characterize the water conservation attitudes and behavior of the general public; determine the types and extent of water-using hardware that exist for certain economic and geographic areas; and develop an ongoing monitoring and evaluation plan.

Water Quality Control (Wastewater)

• Savannah River Reclassification: The U.S. Environmental Protection Agency (EPA) funding has been cut. Currently, project has been delayed until funding restored.

• Unfunded Wastewater Treatment Plant Mandates: Staff continues to identify cost effective measures of meeting tertiary effluent standards at each treatment site as needed.

• Wastewater Effluent for Irrigation: Planning is underway to transport effluent to nearby golf courses and other open landscaped area for irrigation purposes. One immediate plan is to use treated wastewater, from proposed Maritime Trade Center, for the Maritime Golf Course. Another potential candidate is the Savannah Golf Course located on President Street Extension.

• Crossroads Wastewater Treatment Plant: This facility will provide the northwest quadrant of this community with 4.7 MGD of wastewater capacity.

• Biosolids Dewatering and Disposal: Staff consideration must be given to such alternatives as beneficial use, valuable landfill space, and publicly unacceptable

incineration techniques.

• Stormwater Inflow and Infiltration of Conveyance System Problem: Monitoring of the major sub-basins continues. This is being done at the major lift stations. A determination of dry and wet weather flows will help determine where and when to make appropriate changes.

Water and Wastewater

• Infrastructure Improvements: The impact of an aging system, blending with the new, sets the basis for continual capital improvement planning. The maintenance and improvement of the infrastructure is basis for efficient service delivery.

• System Growth and Cost-sharing of Expense: System expansion costs and the impact on current rates and fees are continually analyzed and adjusted. This is necessary to ensure equitable distribution of expense. Subsequently, adjustments are made to accommodate for growth.

Resolution of many bureau issues is a result of a collaborative of local, state and federal agencies, as well as, community and special interest groups. Comprehensive planning and sharpening stated goals, objectives and strategies continue. This is the agenda of the Water and Sewer Bureau's 1997 budget and work programs.

Significant Expenditure Changes

The Water & Sewer Director's budget increases \$8,777 mainly for the City's contribution toward the water conservation specialist position in MPC.

Expenditures By Type

Expenditure Area	1995	1996	1997	% Change
Personal Services	\$ 201,635	\$ 211,372	\$ 210,205	-0.6
Outside Services	5,385	120,818	134,784	11.6
Commodities	4,016	3,273	2,810	-14.2
Interfund Services	36,738	37,873	35,853	-5.3
Capital Outlay	409	761	0	-100.0
Other Expenses	3,204	4,765	3,987	-16.3
TOTAL	\$ 251,387	\$ 378,862	\$ 387,639	2.3

Positions

Class Title	1995	1996	1997	Grade
Administrative Assistant	1.00	1.00	1.00	13
SCADA Coordinator	1.00	1.00	1.00	20
Water and Sewer Project Coord	1.00	1.00	1.00	27
Water and Sewer Director	1.00	1.00	1.00	43
TOTAL	4.00	4.00	4.00	

SERVICE QUANTITY

GOAL: A CITY WHERE THE EXISTING AND PLANNED WATER AND SEWER UTILITIES PROVIDE FOR CURRENT AND FUTURE COMMUNITY WATER AND WASTEWATER NEEDS IN ACCORDANCE WITH APPLICABLE FEDERAL, STATE AND LOCAL REGULATIONS.

OBJECTIVE-A: To ensure all objectives are met as projected 100% of the time.

STRATEGY:

1. Review customer service reports.
2. Require and monitor monthly status reports on project exceptions.
3. Evaluate quarterly work programs effectiveness.

1995	n/a	100%
1996	n/a	100%
1997	n/a	100%

GOAL: A CITY WITH A SYSTEM-WIDE WATER CONSERVATION PROGRAM IN ACCORDANCE WITH THE CHATHAM COUNTY COMPREHENSIVE WATER SUPPLY MANAGEMENT PLAN.

OBJECTIVE-B: To create and implement programs on water conservation to present to the general public.

4. Coordinate area-wide water conservation announcements, and television interviews.

1995 ¹	7,500
1996 ²	65,000
1997	65,000

Target Participants

STRATEGY:

1. Continue orientations of the Georgia Water Wise Council's water source book to public and private school teachers for inclusion in curriculum.

2. Expand education programs to include county customers of city water (e.g. publicizing plumbing retrofitting devices).

3. Implement water conservation measures such as water bill inserts, public service

1995	n/a
1996	52,000
1997	52,000

Single Family Residential Customers

STRATEGY:

1. Establish on-going data survey methods, implementation and analysis of water conservation effectiveness.

2. Assist in review and analysis of rate-making and water use policies and plans related to water conservation.

Plan for single family residential customers.

OBJECTIVE-C: To prepare annual reviews and five-year plan updates to the Chatham County Comprehensive Water Management Plan for single family residential customers.

1. Target group of 7,500 area 3-5 graders in local schools.

2. The number of customers being served by the city water system.

WATER AND SEWER PLANNING AND DEVELOPMENT

Trends and Issues

sewer services. These increases are due to the large number of site requests that cannot be served by the gravity sewer system. Further, the majority of these requests may represent unincorporated areas. Currently, these are addressed on a case by case basis specific to a particular site. This approach so far has been satisfactory.

Industry wastewater discharges will continue to be monitored by the Industrial Pretreatment Program, to ensure their compliance with federal, state and local governing agencies and to protect the operation of the treatment plants.

Significant Expenditure Changes

Water and Sewer Planning and Development increases \$235,730 in 1997 primarily because of a \$96,672 service change to add a three-person work crew to handle routine maintenance for well sites and sewage lift stations, and an increase of \$122,462 in the Contribution to MPC and Computer Capital Charge accounts for the Water and Sewer Funds' share of SAGIS funding.

Water and Sewer Planning and Development provides technical support to all departments in the Water and Sewer Bureau. This department plans and coordinates in-house water and wastewater projects; confirms that utility plan reviews are in accordance with state and local guidelines; keeps inventory of water and sewer systems; and monitors the industrial pretreatment program for the City.

The Department is also responsible for monitoring the following:

- Water wells of new developments to ensure withdraw permits are not exceeded.
- Increased wastewater withdrawals from new developments to ensure flows can be handled by wastewater conveyance system.
- Wastewater treatment plants to ensure that the new developments do not exceed the plant capacity level.

Increased challenges are anticipated in providing

<u>Expenditures By Type</u>	
1995	1996
<u>Actual</u>	<u>Projected</u>
\$292,943	\$325,850
31,010	57,745
7,285	8,656
61,290	65,825
2,002	0
0	0
10,143	23,579
\$404,673	\$481,655
Expenditure Area	1997
Personal Services	<u>Budget</u>
Outside Services	\$406,353
Commodities	58,568
Interfund Services	12,757
Capital Outlay	73,516
Interfund Transfers	0
Other Expenses	12,800
TOTAL	153,391
	\$717,385
	48.9
	<u>96-97</u>
	24.7
	1.4
	47.4
	11.7
	--
	--
	550.5
	% Change

Class Title	Positions			Grade
	1995	1996	1997	
Maintenance Worker	0.00	0.00	1.00	7
Secretary	1.00	1.00	1.00	10
Carpenter	0.00	0.00	1.00	13
Engineering Aide, Senior	1.00	1.00	1.00	13
Water & Sewer Utilities Plans Coord	1.00	1.00	1.00	13
Industrial Pretreatment Technician	1.00	1.00	1.00	17
Water & Sewer Supervisor	0.00	0.00	1.00	18
Engineering Technician	1.00	1.00	1.00	19
Water and Sewer Utilities Coord	1.00	1.00	1.00	19
Civil Engineer, Senior	1.00	1.00	1.00	32
Water and Sewer Engineering Director	1.00	1.00	1.00	36
TOTAL	8.00	8.00	11.00	

SERVICE QUANTITY

COST ALLOCATION

	1995	1996	1997	
WP-1: Review plans and specifications for public and private water and sewer projects				
Plans Reviewed	414	210	390	\$239,000 Unit: \$613 /plan
WP-2: Process water tap and water connection requests within two (2) working days				
Requests	218	220	214	\$68,000 Unit: \$318 /request
WP-3: Collect wastewater samples of area industrial users to ensure compliance with water pollution control regulations				
Samples Collected	63	70	70	\$101,000 Unit: \$1,443 /sample
WP-4: To locate, exercise, and map water distribution valves				
Valves Located	178	400	500	\$190,000 Unit: \$380 /valve
WP-5: To field verify and/or use as built information to label sanitary sewer lines				
Sewer Miles	30	55	30	\$21,000 Unit: \$700 /line

WP-6: Provide building maintenance for well sites and lift stations \$98,000	Well Sites	na	na	40	Unit: \$480
	Lift Stations	na	na	164	/site

GOAL: TO ENSURE COMPLIANCE OF ALL PUBLIC AND PRIVATE UTILITIES' PLANS IN A TIMELY MANNER.

OBJECTIVE-A: To review 98% of utilities plans of minor and major subdivisions that do not require regional approach within ten working days.

1995	98%	% Completed Within Standard
1996	98%	
1997	98%	

STRATEGY:

1. To review plans to ensure compliance with Federal, State, and local guidelines.
2. To review plans to ensure consistency with engineering standards.

OBJECTIVE-B: To process 99% of water tap and water connection requests within two working days.

1995	99%	% Completed Within Standard
1996	99%	
1997	99%	

STRATEGY:

1. To review and evaluate all public and private utilities plans submitted for compatibility with federal, state, and local guidelines and engineering standards.
2. To notify the customer of approved requests.

OBJECTIVE-C: To locate 100%¹ of all valves 4" and larger in the present City water distribution system by the end of 1997.

1995	5,523	Cumulative Total of Previously Identified Valves
1996	5,773	
1997	6,023	

STRATEGY:

1. Locate valves.
2. Compile graphical information on located valves.
3. Transfer identified valve information onto the new networked computer system.

¹ Present projected number of valves in the Water Distribution System is 5,523. However, this number continues to increase as new developments are added to the system. A portion of the valves located cannot be exercised because the valves are under paved streets.

GOAL: TO ENSURE LOCAL INDUSTRIAL WASTEWATER CUSTOMERS COMPLY WITH LOCAL DISCHARGE PERMIT STANDARDS.

OBJECTIVE-D: To monitor compliance of discharges to the City's sewer system to ensure they are within the industrial pretreatment permit limits.

1995	42	Field Inspections
1996	50	
1997	56	

STRATEGY:

1. Update user list by conducting surveys for potential customers.
2. Implement and update standard operating procedures for monitoring program.

WATER SUPPLY AND TREATMENT

Trends and Issues

insure the existing water needs of the community are met and growth can continue when any additional ground water supply allocations are stopped.

There are still unanswered questions as to water service needs in the unincorporated areas. The northwest quadrant, Godley West, and the I-95 corridor areas are prime areas for development. Areas in southern Effingham and northern Bryan Counties are also experiencing development pains in both infrastructure and capacity needs. The question is whether or not Savannah will take a lead role in Southeast Georgia to provide the water capacity in order for these counties to develop.

The City of Savannah has the basic infrastructure design in place to meet future needs as outlined in the MPC Water Supply Management Plan. The issue is who will pay for future growth and expansion. It has been City policy for new development to pay its share of infrastructure costs and now capacity fees. This process must continue in order to minimize any impact on existing Savannah residents.

It is our responsibility as managers to continue to meet the needs of our existing and future customers. This must be done economically while insuring a safe, quality, potable product.

Significant Expenditure Changes

Water Supply and Treatment increases \$117,907 mainly due to the following: within Personal Services, a \$54,204 increase in Salaries and Wages for the full year's cost of the new administrator position added in 1996, modular advancements, and the 1997 wage increase; within Outside Services, an increase of \$20,000 in Electricity for system growth, and an increase of \$40,595 in the Other Contractual Services account for the Information Collection Rule.

One of the most critical issues facing the entire coastal area is the availability of water to meet current demand and provide for future growth and development.

It is the goal of the Water Supply and Treatment Activity to provide safe potable water at flows and pressures adequate to meet existing needs and accommodate and promote growth.

Meeting and exceeding the Safe Drinking Water Act is becoming increasingly difficult. The public has demanded a safe, potable product. Congress responded with the following new amendments to the Safe Drinking Water Act:

- 1993 - Mandated lead and copper testing.
- 1994 - Mandated Nitrate sampling of all water wells.
- 1995 - Rules required sampling for asbestos and several new disinfection by-products.
- 1996 - Final adoption of sampling requirements of water borne pathogens such as giardia, cryptosporidium, chloropora and legionella.
- 1997 - Begin sampling for water borne pathogens.

Compliance with the existing rules and new requirements will result in a more expensive finished product.

As we depend more and more on surface water to meet our needs, water will increase in cost. The days of cheap plentiful ground water are gone. The first phase of the I&D Plant upgrade/expansion is under design. The estimated cost is \$14,500,000. This upgrade cost, accompanied by increased sampling requirements for water borne pathogens, will result in more expensive water. This is the first step in insuring water will be available in the future to meet industrial and domestic needs. The second phase in planning for future growth will be the expansion of the I&D facility to 75 MGD capacity. This second expansion will

Expenditures By Type

	1995	1996	1997	% Change 96-97
Expenditure Area	Actual	Projected	Budget	
Personal Services	\$ 685,783	\$ 755,834	\$ 809,732	7.1
Outside Services	992,916	1,077,485	1,145,415	6.3
Commodities	180,369	222,600	227,280	2.1
Interfund Services	212,049	292,250	294,728	0.9
Capital Outlay	51,400	48,200	48,500	0.6
Interfund Transfers	0	12,975	0	-100.0
Other Expenses	33,636	31,053	32,649	5.1
TOTAL	\$ 2,156,153	\$ 2,440,397	\$ 2,558,304	4.8

Positions

	1995	1996	1997	Grade
Class Title	1995	1996	1997	
Plant Operator	15.00	15.00	15.00	12
Maintenance Mechanic	2.00	2.00	2.00	12
Administrative Asst	1.00	1.00	1.00	13
Elec Control Technician	1.00	1.00	1.00	17
Water & Sewer Supervisor	2.00	2.00	2.00	18
Water & Sewer Superintendent	1.00	1.00	1.00	24
Water & Sewer Administrator	0.00	1.00	1.00	29
TOTAL	22.00	23.00	23.00	

SERVICE QUANTITY

COST ALLOCATION

	1995	1996	1997	
WP-1: Operate and maintain wells and grounds				
Million Gallons/Day	25.43	27.5	27.75	Unit: \$176
Well Sites Repaired/Maintained	39	39	39	Unit: \$110,000
				Unit: \$2,820 /site
WP-2: Collect and analyze water samples per federal regulations				
Samples collected and sent to State	2,511	2,400	2,500	Unit: \$102 /sample
Valid Water Complaints	121	100	90	
WP-3: Monitor distribution system pressure				
Well Sites Monitored per Day	40	40	40	Unit: \$7,750 /site

WP-4: Provide fluoride treatment and maintain equipment

\$97,000	Unit: \$10			
26.0	/MG fl.	26	26	26
		25.5	23.43	26
				Well Sites Fluoridated ¹
				Day
				Million Gallons of Water Fluoridated

GOAL: A CITY WHERE CITIZENS ARE PROVIDED SAFE POTABLE FLUORIDATED WATER EQUITABLY AT PRESSURES AND FLOWS ADEQUATE TO ACCOMMODATE EXISTING RESIDENTIAL, COMMERCIAL, INDUSTRIAL, AND INSTITUTIONAL NEEDS AND TO ACCOMMODATE AND PROMOTE THEIR GROWTH.

OBJECTIVE-A: To provide safe potable water by allowing no violations of the Federal Safe Water Drinking Act.

1995	0	0	0
1996	0	0	0
1997	0	0	0

Violations

STRATEGY:

1. Monitor chlorine residuals at all well sites and ensure at least 0.5 ppm (parts per million) is maintained.

2. Perform chemical and bacteriological tests as required by State and Federal laws.
3. Continue in-house cross-connection control programs and certification and training of all operators.

OBJECTIVE-B: To reduce the cause of complaints in service districts exceeding the citywide average of 7.7 by at least 10% in 1997.

- STRATEGY:**
1. Continually evaluate water quality complaint data for development of CIP projects to improve water lines.
 2. Perform weekly or monthly flushing programs in areas identified to have a problem.
 3. Maintain 0.5 PPM (parts per million) chlorine residual and a 0.8 to 1.22 PPM fluoride residual.

OBJECTIVE-C: To respond to water quality complaints within one working day.

Service District	1995	1996	1997
A	2	2	2
B	3	2	2
C	16	10	9
D	20	12	11
E	10	9	8
F	12	8	7
Citywide Average Complaints	8.5	7.7	6.9
	1995	1996	1997
Water Taste - % Responses within 1 Day	100%	100%	100%
Water Color - % Responses within 1 Day	100%	100%	100%
Water Odor - % Responses within 1 Day	100%	100%	100%

¹ 3 Wells at Travis Field, 2 wells at Georgetown, 3 wells at Dutch Island, 2 wells each at Gateway, Whitemarsh, and 1 well at Savannah Quarters are not fluoridated.

STRATEGY:

1. Continually evaluate water quality complaint data for development of CIP projects to improve water lines.
2. Perform weekly or monthly flushing programs in areas identified to have a problem.
3. Maintain 0.5 PPM (parts per million) chlorine residual and a 0.8 to 1.22 PPM fluoride residual.

OBJECTIVE-D: To provide adequate citywide water pressure by having no more than 4 pressure complaints citywide.

1995	0
1996	4
1997	4

Pressure Complaints

STRATEGY:

1. Monitor distribution system pressure 24 hours a day.
2. Ensure that all water projects are designed and constructed to Master Plan requirements.
3. Evaluate pressure complaints to identify problem areas and prepare CIP projects to eliminate lines which may cause problems.

OBJECTIVE-E: To provide an aesthetically pleasing appearance of all City well sites and to eliminate complaints of unsightly well sites.

- STRATEGY:**
1. Maintain grass cutting schedule.
 2. Plant shrubs and hedges at high visibility sites.
 3. Utilize participants of Summer Youth Employment Program during high growth months to help maintain grass.

OBJECTIVE-F: To ensure service requests are completed within standard as per the following schedule:

Priority ¹	1995	1996	1997
I	100%	100%	100%
II	100%	100%	100%

Requests Completed With Standard

STRATEGY:

1. Review daily computer printout to ensure proper scheduling.

¹ All complaints are considered Priority 1 except site appearance which is considered Priority II (Priority I, one day; Priority II, seven days).

WATER DISTRIBUTION

Trends and Issues

Southwest Quadrant of Savannah Quarters will require water and sewer service. All of this present and future development will increase the size of infrastructure systems the department is required to maintain.

The Activity is also concerned with complying with the MPC Water Management Plan and the impending ground water withdrawal cutbacks proposal by the Environmental Protection Division. This will require staff to improve water conservation efforts in the future in regards to:

- Fire Hydrant Flushing/Testing Program
- Water Leak Repairs & Construction Damage
- Water Theft
- Public Irrigation Systems

Staff is dedicated in its efforts to conserve this valuable resource and still provide a quality product in the most cost effective manner.

Significant Expenditure Changes

Water Distribution increases \$69,278 primarily due to the Personal Services increase in Salaries and Wages for positions vacant in 1996 and the 1997 wage increase.

The Water Distribution Activity is responsible for the operation and maintenance of eight water distribution systems. The systems include 65,000 metered services, 550 miles of water mains, 4,000 fire hydrants, and 16,000 water main valves and appurtenances. The Activity is also responsible for providing water at sufficient flow and pressure to meet the needs of the community, including fire protection. This is the infrastructure system and we are faced with the responsibility of maintaining this system in order to meet the challenge of providing for future growth and to meet existing needs. We are also faced with creation of new infrastructure systems in order for the community to grow and expand.

Parts of the existing infrastructure system are over 100 years old. These areas will require rehabilitation or complete replacement in the future. Major capital expenditures will be required to complete these projects. Our management strategy must continue to provide resources to address these needs and to meet the needs of future development.

The Georgetown, Whitemarsh Island, Dutch Island and Gateway Systems are constantly expanding in size. Additional developments at Hutchinson Island, Godley West, and the

<u>Expenditures By Type</u>					
Expenditure Area	1995	Actual	1996	Projected	1997
Personal Services	\$ 917,586	\$ 1,018,403	\$ 1,081,836	\$ 1,081,836	6.2
Outside Services	31,776	42,641	43,281	43,281	1.5
Commodities	485,678	562,201	572,650	572,650	1.9
Interfund Services	320,209	334,428	327,275	327,275	-2.1
Capital Outlay	11,336	20,514	20,400	20,400	-0.6
Interfund Transfers	0	13,300	0	0	-100.0
Other Expenses	54,396	69,888	85,211	85,211	21.9
TOTAL	\$ 1,820,981	\$ 2,061,375	\$ 2,130,653	\$ 2,130,653	3.4
		Projected	Budget		% Change
					96-97

Positions		SERVICE QUANTITY			COST ALLOCATION		
Class Title	1995	1996	1997	1995	1996	1997	
Utilities Maint Worker	4.00	4.00	4.00				
Utilities Maint Worker, Senior	9.00	9.00	9.00				
Meter Technician	5.00	5.00	5.00				
Medium Equipment Operator	4.00	4.00	4.00				
Customer Service Rep	1.00	1.00	1.00				
Utilities Crew Supv	9.00	9.00	9.00				
Utilities Crew Supv	2.00	2.00	2.00				
Maintenance Supv	2.00	2.00	2.00				
Construction Inspector	2.00	3.00	3.00				
Water & Sewer Supt	1.00	1.00	1.00				
TOTAL	37.00	38.00	38.00				

	1995	1996	1997		1995	1996	1997	
WP-1: Install new meters	Meters Installed Per Year	766	750	800	\$164,000	Unit: \$205	/meter	
WP-2: Maintain meters and meter boxes	Meters Serviced Per Year	11,178	15,500	16,000	\$238,000	Unit: \$15	/meter	
	Meters Plugged, Unplugged Per Year	551	800	850	\$40,000	Unit: \$47	/occur	
	Meters Tested Per Year	4,505	4,500	4,600	\$83,000	Unit: \$18	/test	
WP-3: Repair leaks	Leaks Repaired Per Year	1,395	1,300	1,235	\$821,000	Unit: \$665	/repair	
WP-4: Install new service laterals	Laterals Installed	887	850	900	\$226,000	Unit: \$251	/install	

WP-5: Install and maintain fire hydrants and independent valves

Hydrants Rplaced Per Year	51	55	60	\$179,000
Valves Installed Per Year	55	55	60	Unit: \$2,983 /hydrant
Hydrants Inspected, Serviced, and Exercised Per Year	1,886	2,350	2,350	Unit: \$154,000 /valve
				Unit: \$28 /hydrant

WP-6: Conduct inspections for cross connection control program

Inspections Per Year	2,517	2,400	2,500	\$112,000
				Unit: \$45 /inspec.

WP-7: Locate Water and Sewer lines

Locations Per Year	0	691	750	\$48,000
				Unit: \$64 /locate

GOAL: A CITY WHERE THE WATER DISTRIBUTION SYSTEM IS FREE OF WATER LEAKS AND WATER LINE BREAKS.

OBJECTIVE-A: To reduce the total number of water leaks in the system by 5% in 1997.

BASE YEAR	1995	1996	1997
Total Leaks	1,395	1,300	1,235

OBJECTIVE-B: To ensure those Service Districts with water leak rates exceeding the citywide average are reduced by 10% in 1997.

1995	1996	1997
2.6	2.45	2.21
Citywide Average Leak Rate		

Miles Service Water District Line	1995	1996	1997
D	58.94	2.97	2.60
E	45.21	1.99	1.75
F	25.37	5.12	4.50
G	40.93	2.20	2.50
H	29.62	3.85	3.25
I	50.35	1.69	1.53
J	21.32	2.35	2.00
K	22.34	2.46	2.20
L	46.40	2.11	1.90
Leak Rate Per Water Line Mile			

STRATEGIES A AND B:

1. Review actual water data and detail all Service Districts with water leak rates exceeding City average leak rate per mile.
2. Schedule lateral replacement crew to work in high leak rate Service Districts when possible.
3. Repair by replacing lines as work orders are received from public.

Miles Service Water District Line	1995	1996	1997
A	24.43	3.56	3.50
B	20.33	2.88	2.75
C	55.96	4.02	3.50

GOAL: A CITY WHERE ALL FIRE HYDRANTS FOR FIRE PROTECTION HAVE SUFFICIENT PRESSURE AND ARE AVAILABLE TO ALL CITY ESTABLISHMENTS.

OBJECTIVE-C: To ensure no unreported dry fire hydrants are located at fire scenes and that non-functioning fire hydrants are repaired within standard.

1995	1996	1997
0	0	0
0	0	0
97%	90%	90%
% Non-Functioning Hydrants Repaired Within 14 Day Standard		

STRATEGY:

1. Improve scheduling of fire hydrant repair work and ensure a minimum of 10 fire hydrants per day are inspected and serviced.
2. Investigate relocation or the use of protective barriers to protect fire hydrants repeatedly damaged by vehicles.
3. Ensure the Fire Hydrant Inspector can perform light maintenance functions on hydrants.

GOAL: A CITY WHERE ALL WATER CUSTOMERS ARE SERVED BY ACCURATE AND WELL MAINTAINED WATER METERS.

OBJECTIVE-D: To install 90% of all new water meters for system expansion (City responsibility) within standard.

1995	1996	1997
93%	90%	90%
% Installations Within 10-Day Standard		

STRATEGY:

1. Continue existing policy of requiring plumbers to install all water meters for group installations of six or more meters.
2. Continue pre-investigations of all meter applications prior to installation of the meter either by City forces or plumber.
3. Continue inspections of all plumber installed meters.

OBJECTIVE-E: To ensure at least 98% of the 500 meters 2" and larger are accurately registering water flows.

1995	1996	1997
99%	98%	98%
% Accurate Meters Between 2" and 4"		
99%	98%	98%
% Accurate Meters 4" and Larger		

STRATEGY:

1. Continue scheduling of all small meters by Customer Service Representative and large meters by Water Operations Director.
2. Improve lost meter productivity with use of metal detectors.
3. Inspect and test 4 - 2" meters and larger per month by water meter repair foreman.

OBJECTIVE-F: To ensure service requests for the Water Meter Services Program are completed within standard.

1986 ordinance permits plumbers to install meters at group installations. It is estimated that approximately 35% of the meter installation requests will fall into this category.

STRATEGY:

1. Continue scheduling of five meter repair crews by Water Distribution Customer Service Representative.
2. Review monthly service desk printout to determine where standards are not being met.
3. Assign each meter repair crew to a geographic area of the system to reduce travel time.

Priority ¹	1995	1996	1997
1	97%	90%	90%
2	90%	90%	90%
3	96%	95%	95%

Standard #

Working

Days

3 1 Unplug meter
 3 Replace meter box top
 3 Meter installation city forces
 10 Replace meter/bill paid

7 Meter tampering
 7 Meter installation plumber
 10 Meter leak
 7 Remove meter/delinquent bill
 10 Replace meter
 15 Raise/lower meter box

3 Plug Meter
 15 Replace curb cock/meter
 15 Registering backwards
 45 Clean out meter box
 120 Meter installation plumber
 Pending
 15 Locate meter
 25 Terminate meter

GOAL: A CITY WHERE THE MUNICIPAL WATER SUPPLY IS FREE OF CONTAMINATION FROM BACKFLOW OF TOXIC AND OBNOXIOUS CHEMICALS FROM PUBLIC AND PRIVATE ESTABLISHMENTS.

OBJECTIVE-G: To ensure there is zero backflow of toxic and obnoxious chemicals into the potable water system.

Incidents of Backflow	
1995	0
1996	0
1997	0

STRATEGY:

1. Install, calibrate, and inspect two backflow devices per week at City high hazard sources (lift stations, treatment plants).
2. Schedule, inspect, and bring into compliance two high sources per week using City water

3. Document and follow-up with inspections of systems out of compliance.
- according to the City cross-connection ordinances.

1 Cross Connection - Any tie-in or structural arrangement between a public or consumer's potable water system, and any non-potable source or system, through which the flow of any foreign liquid, gas, or substance into the distributing pipelines of potable water supply can occur.

UTILITY SERVICES

Trends and Issues

appropriate and available means to maximize revenues while keeping its operating budget to a minimum. Increasing productivity through computer system improvements, improving procedures, and employee recruiting, training, motivation, and supervision, while containing costs, are important elements of success.

Quality Customer Services. The Division must continue its strong emphasis on providing courteous, responsive, and timely customer services. Participation in the City's quality initiatives will promote continuous improvement.

System Growth. The Division must be prepared to accommodate the natural growth of the utility system as well as growth which may be caused by acquisition of private utility systems.

Billing. Bi-monthly water, sewer, and refuse bills have increased in recent years. To make it easier for some customers to pay their utility bills, the City plans to provide some payment options, as well as institute an elderly/low income credit in 1997.

Utility Services budget increases \$169,050. The amount of \$35,257 is related to additional space within the Broughton Municipal Building. Salaries and Wages within Personal Services increase \$43,730 because of vacancies in 1996 and the 1997 wage increase. Information Services Charges within Intfund Services increase \$44,288 to reflect a more accurate allocation, and \$50,000 is included within Outside Services to cover administrative costs for providing the new elderly/low income credit.

The Utility Services Division of the Revenue Department is responsible for generating City revenues and providing utility services to the citizens of the City's utility service area. The service area encompasses all of Savannah as well as urban areas in unincorporated Chatham County, such as Wilmington Island, Georgetown, Halcyon Bluff, Nottingham Woods, Dutch Island, Gateway, and Savannah Quarters. Revenues are generated by this Division for the Water Fund, Sewer Fund, and Sanitation Fund.

The Water and Sewer Revenue Division is organized into three operating units:

The Customer Services and Billing Unit provides customer services such as setting up new accounts, initiating action to turn on and cut off water upon request, initiating field inspections, and issuing duplicate bills. This unit also coordinates billing of water, sewer, and refuse service charges.

The Water Meter Reading Unit currently reads approximately 65,000 water meters six times each year. The meter readings provide the basis for calculating water and sewer service charges.

The Field Services and Delinquent Accounts Unit provides customer services in the field, such as turning on and cutting off water upon request and performing inspections for high bills. This Unit also enforces payment of delinquent bills by terminating water service after notice to the customer.

The Utility Services Division is facing several trends and issues in 1997 and the remaining years of this decade.

(1) Maximizing Revenues/Minimizing Costs. As utility operating costs increase, the Division must use all

Expenditures By Type

Expenditure Area	1995	1996	1997	% Change
Actual	674,979	765,241	796,992	4.2
Projected	674,979	765,241	796,992	4.2
Personal Services	\$ 674,979	\$ 765,241	\$ 796,992	4.2
Outside Services	36,296	50,978	102,143	100.4
Commodities	128,852	138,015	138,165	0.1
Interfund Services	224,379	251,748	339,565	34.9
Capital Outlay	21,633	0	800	--
Other Expenses	18,012	17,700	15,067	-14.9
TOTAL	\$ 1,104,151	\$ 1,223,682	\$ 1,392,732	13.8

Positions

Class Title	1995	1996	1997	Grade
Account Clerk	1.00	3.00	3.00	10
Water Meter Reader	5.00	5.00	5.00	10
Water Service Rep	6.00	6.00	6.00	10
Account Clerk, Senior	2.00	2.00	2.00	11
Customer Service Rep	6.00	6.00	6.00	11
Revenue Investigator	1.00	1.00	1.00	13
Administrative Assistant	1.00	1.00	1.00	13
Water Meter Reading Supv	1.00	1.00	1.00	14
Revenue Supervisor	2.00	2.00	2.00	19
Revenue Admin	1.00	1.00	1.00	27
TOTAL	26.00	28.00	28.00	

SERVICE QUANTITY

COST ALLOCATION

WP-1: Read water meters and produce and bill water, sewer and refuse accounts	1995	1996	1997	Unit: \$1
Total Meters Read	375,880	379,500	380,000	/reading
Total Annual Billings	339,290	351,500	352,000	
WP-2: Provide customer services				
Customer Service Transactions	178,430	181,769	184,500	Unit: \$2 /trans
WP-3: Enforce payment of delinquent accounts				
Delinquency Notices Mailed	94,370	94,800	95,000	Unit: \$30
Delinquent Cut-offs	10,225	13,780	13,985	/cut-off

GOAL: WATER, SEWER AND REFUSE SERVICE FEES ARE COLLECTED.

OBJECTIVE-A: Bill and collect no less than 100% of revenues budgeted for the Water Fund, Sewer Fund, and Sanitation Fund by December 31, 1997.

1995	1996	1997
\$9,830,731	\$10,685,147	\$11,384,907
Water Fund	Budget	Percent Collected
104%	100%	100%

\$13,005,283	\$13,825,027	\$14,747,903
Sewer Fund	Budget	Percent Collected
102%	100%	100%

\$10,089,200	\$10,591,260	\$11,205,619
Sanitation Fund	Budget	Percent Collected
102%	100%	100%

STRATEGY:

1. Read water meters on weekly billing schedule and input data into billing system 48 times in 1997.
2. Bill 48 weekly cycles of water, sewer, and refuse charges on schedule in 1997.
3. Enforce payment of billings.

OBJECTIVE-B: Maintain the percentage of customer service requests completed correctly, as requested, to 99.8% during 1997.

1995	1996	1997
99.0%	99.8%	99.8%
1995	1996	1997
99.4%	98.5%	98.5%
Percent Collected	Percent Collected	Percent Collected

STRATEGY:

1. Provide courteous, responsive, and timely customer services (turn-ons, cut-offs, inspections, account changes, at customers' request).
2. Receive customer requests and process for field action on same-day basis.
3. Field customer service provided as first priority, other service calls as secondary.

OBJECTIVE-C: Maintain collections at 98.5% of net water, sewer, and refuse billings in 1997.

STRATEGY:

1. Produce and mail delinquency notices on unpaid accounts on cycle schedule.
2. After notice, cut-off water service to enforce payment of delinquent amounts due.
3. Enforce delinquent cut-offs and prevent water theft through field action.

WATER INTERDEPARTMENTAL

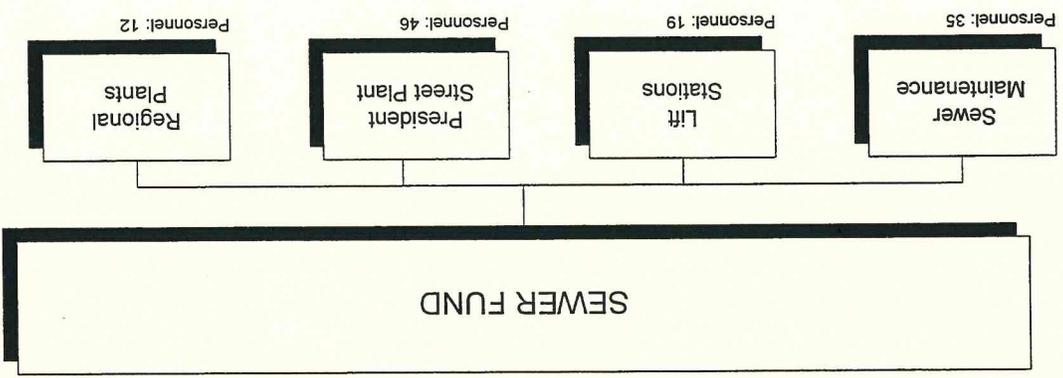
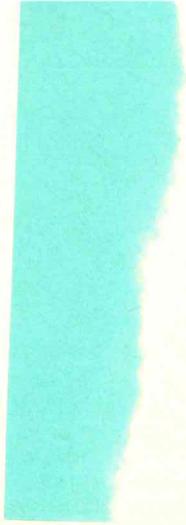
Significant Expenditure Changes

Water Interdepartmental increases \$601,543 because of a \$199,298 increase in the Contribution to CIP, a \$162,852 increase in GEFA Loan Interest, a \$113,644 increase in the Water Franchise Fee, a \$100,000 increase in Contingencies, and a \$12,000 increase in Bad Debt Expense.

The interdepartmental activity encompasses costs shared by the entire fund for such items as bond indebtedness, Services provided by the General Fund, and the Contribution to Capital Projects which accounts for 59% of the interdepartmental expenditures.

Expenditures By Type

Expenditure Area	1995	1996	1997	% Change
<u>Actual</u>	<u>445,881</u>	<u>458,313</u>	<u>458,313</u>	2.8
Interfund Services	\$ 667,787	\$ 445,881	\$ 458,313	9.9
Debt Related Charges	1,622,710	1,665,647	1,829,816	41.4
Other Expenses	206,504	303,268	428,912	5.2
Capital Projects	4,243,000	3,836,814	4,036,112	--
Contingencies	0	0	100,000	9.6
TOTAL	\$ 6,740,001	\$ 6,251,610	\$ 6,853,153	9.6



SEWER FUND

Revenues By Source

The Sewer Fund collects revenue from the sources outlined in the following table. There will be an adjustment in inside and outside City sewer rates in 1997. The rate increase is \$.53 monthly for the average in-city customer. User fees are the major source of revenue for this fund, accounting for 90% of total revenue.

Revenue Source	Actual 1995	Projected 1996	Budget 1997
Operating Revenue	\$ 10,178,128	\$ 10,412,041	\$ 10,963,551
Sewer Fees - Inside City	2,949,021	3,206,104	3,684,352
Sewer Fees - Outside City	119,732	94,214	100,000
Sewer Cut-On Fees	1,578,290	1,301,790	1,085,587
Sewer Tap-In Fees/Surcharges	59,968	98,205	90,000
Septic Tank Disposal Fees	1,001,250	1,001,250	0
County Poll Abatement Fee	63,999	51,673	56,673
Sewer Service Purchased By Other Funds	10,779	-4,694	0
Miscellaneous Revenue	NA	NA	-50,000
Elderly/Low Income Credit	143,018	0	0
FEMA Reimbursements	\$ 16,104,185	\$ 16,160,583	\$ 15,930,163
Subtotal	\$ 16,336,599	\$ 16,459,583	\$ 16,230,163
Non-Operating Revenue	232,414	299,000	300,000
Interest	\$ 16,336,599	\$ 16,459,583	\$ 16,230,163
TOTAL REVENUE	\$ 16,336,599	\$ 16,459,583	\$ 16,230,163

Sewer's budget decreases \$229,420 or 1% in 1997 as compared to 1996. The significant changes in expenditures are discussed below. Following is also a section that details program costs.

Outside Services decrease \$206,644 primarily because of numerous cave-ins and stressed lines in 1996, and more repairs are anticipated to be performed in-house in 1997.

Interfund Services increase \$220,254 because of a \$117,865 increase in Water and Sewer Planning Services due to the addition of a maintenance crew and funding for the Savannah Area Geographic Information System pilot program in 1997, and Utility Services increase

\$78,762 due to an increase in the Utility Services budget related to additional space with the Broughton Municipal Building, increasing Information Services charges, and funds to cover administrative costs for the new elderly/low income credit.

Capital Outlay increases \$155,319 in 1997 for new and replacement equipment needs.

Debt Service increases \$114,201 due to an increase in GEFA Loan expenses.

Other Expenses increase \$286,300 mainly for an increase of \$166,789 in the Sewer Franchise Fee, and an increase of \$110,328 in Vehicle Depreciation due to new vehicles received in

1996 and expected to be received in 1997, as well as inflation. \$927,028 in 1997, and Contingencies increase by the standard annual allocation of \$150,000.

The Capital Projects Contribution decreases by

	1995	1996	1997	% Change
Expenditure Area	Actual	Projected	Budget	96 - 97
Personal Services	\$ 3,273,406	\$ 3,636,633	\$ 3,620,834	-0.4
Outside Services	2,680,162	3,094,226	2,887,582	-6.7
Commodities	833,669	955,771	950,748	-0.5
Interfund Services	1,831,734	1,891,460	2,111,714	11.6
Capital Outlay	143,667	181,581	336,900	85.5
Debt Related Charges	3,780,568	4,351,165	4,465,366	2.6
Interfund Transfers	97,172	80,000	79,000	-1.3
Other Expenses	480,498	580,893	867,193	49.3
Capital Projects	3,477,000	1,687,854	760,826	-54.9
Contingencies	0	0	150,000	--
TOTAL	\$ 16,597,876	\$ 16,459,583	\$ 16,230,163	-1.4

Activity Summary

	1995	1996	1997	% Change
Activity	Actual	Projected	Budget	96 - 97
Sewer Maintenance	\$ 2,102,578	\$ 2,105,374	\$ 2,006,121	-4.7
Lift Stations	1,824,549	1,905,250	2,100,065	10.2
President Street Plant	2,969,103	3,406,234	3,445,255	1.2
Regional Plants	1,009,988	1,357,238	1,264,379	-6.8
Interdepartmental	8,691,658	7,685,487	7,414,343	-3.5
TOTAL	\$ 16,597,876	\$ 16,459,583	\$ 16,230,163	-1.4

SEWER MAINTENANCE

Trends and Issues

important to maintain the structural integrity of the pipe to avoid cave-ins and stoppages. In the event of a line failure, immediate repair or replacement is necessary to safeguard the public from accidents and/or injury. Further, the repair will be crucial to ensure the continuous flow of sewage in the collection system. The program of using an outside contractor to assist in the repair of line breaks will continue on an as-needed basis in 1997.

Significant Expenditure Changes

The Sewer Maintenance budget decreases \$99,253 primarily due to the following: within Personal Services, the Overtime account decreases \$24,803 due to better scheduling of the work force; and Other Contractual Services within Outside Services decreases \$190,000 because of the numerous cave-ins and stressed lines in 1996, and more repairs are anticipated to be performed in-house in 1997.

Offsetting some of these decreases are increases in the following: within Personal Services, Salaries and Wages increase \$30,695 due primarily to vacancies in 1996 and the 1997 wage increase; Capital Outlay increases \$20,442 for new and replacement equipment needs in 1997; and Vehicle Depreciation in Other Expenses increases \$76,797 due to new vehicles received in 1996 and expected to be received in 1997, as well as inflation.

Sewer Maintenance ensures that the gravity sewers in the conveyance system are free of line breaks and sewer stoppages. The primary mission of the activity is to clean, maintain and repair over 750 miles of gravity sewer lines and force mains.

The activity continues to be challenged by the infiltration and inflow (I/I) of stormwater/groundwater into the wastewater system. This influx of stormwater reduces system capacity, causes treatment and process problems for the treatment plants, as well as, sewer stoppages into homes, businesses, and streets. In 1996, an outside contractor was hired to assist in the identification of possible sources of I/I and recommend corrective action. This is working in conjunction with in-house resources to determine cost effective measures to address this issue.

In 1996, projects were undertaken to address the problems caused by grease accumulation in the system. The grease restricts system capacity and causes sewer stoppages. The periodic inspection of grease traps/interceptors by the Water Distribution staff will continue. In addition, a public education program will be developed to inform the public of the problems associated with the improper disposal of grease.

The city's sewage system is a mixture of old and new sewer lines. A major portion of the old lines are in need of repair due to corrosion from hydrogen sulfide and deterioration. It is

Expenditures By Type

Expenditure Area	Actual	Projected	1997 Budget
Personal Services	\$ 977,506	\$ 1,037,169	\$ 1,003,430
Outside Services	429,425	506,893	321,690
Commodities	233,967	145,604	149,120
			2.4
			-36.5
			-3.3
			<u>96 - 97</u>
% Change			

Expenditures By Type (cont'd)

	1995	1996	1997	% Change 96 - 97
Expenditure Area	Actual	Projected	Budget	
Interfund Services	353,477	299,867	318,801	6.3
Capital Outlay	4,223	9,558	30,000	213.9
Other Expenses	103,980	106,283	183,080	72.3
TOTAL	\$ 2,102,578	\$ 2,105,374	\$ 2,006,121	-4.7

Positions

Class Title	1995	1996	1997	Grade
Utilities Maint Worker	5.00	5.00	5.00	8
Utilities Maint Worker, Senior	15.00	15.00	15.00	9
Medium Equipment Operator	6.00	6.00	6.00	9
Heavy Construction Equip Op	1.00	1.00	1.00	13
Utilities Crew Supv	5.00	5.00	5.00	13
Maint Supervisor	2.00	2.00	2.00	17
Maintenance Supt	1.00	1.00	1.00	22
TOTAL	35.00	35.00	35.00	

SERVICE QUANTITY

	1995	1996	1997	COST ALLOCATION
WP-1: Repair System				
Breaks Repaired	499	407	387	\$1,252,000
Unit: \$3,235				
Feet of Line Repaired	5,599	3,392	3,222	
WP-2: Clear Stoppages and Clean Sewers				
Stoppages	1,290	1,045	993	\$444,000
Unit: \$447				
Feet Cleaned	388,073	600,000	600,000	\$310,000
Unit: \$.52				
/feet cleaned				

GOAL: A CITY WHERE ALL GRAVITY SEWERS ARE FREE OF STOPPAGES AND SEWER LINE BREAKS.

OBJECTIVE-A: To reduce the number of sewer line breaks in the City's collection system by 5% in 1997.

Breaks	1995	1996	1997
	477	407	387

STRATEGY:

1. Develop sewer rehabilitation or replacement list by using closed-circuit television inspection, street paving projects, and monthly stoppage reports.
2. Increase the footage of lines cleaned by expanding the preventive maintenance program.
3. Develop a public information program to inform the public of ways to decrease sewer stoppages:

OBJECTIVE-B: To reduce the Citywide stoppage rate by 5% in 1997.

1995	2.01	Average Stoppage Rate Per Mile
1996	2.30	
1997	2.19	

OBJECTIVE-C: To reduce the stoppage rate in those service districts exceeding the system-wide average by 5% in 1997.

1995	2.01	Average Stoppage Rate Per Mile
1996	2.30	
1997	2.19	

1. Identify and analyze repetitive stoppage locations to determine and implement corrective measures.
2. Review historical data for those service districts with a sewer stoppage rate exceeding the systemwide average. Clean and inspect those lines exceeding the systemwide average rate.
3. Using inflow study data, identify and develop storm water separation projects.
4. Inspect grease disposal techniques and enforce the sewer use ordinance for those business areas with heavy grease problems.

STRATEGIES B AND C:

Miles	Gravity	Sewer	Line	1995	1996	1997
A				28.9	2.72	1.45
B				18.5	3.87	4.05
C				54.3	2.67	2.94
D				65.5	1.83	1.93
E				54.6	2.96	2.14
F				29.3	2.14	2.32
G				38.1	1.55	1.85
H				26.2	1.96	2.21
I				61.9	2.46	1.80
J				23.9	2.03	2.55
K				28.6	2.45	2.13
L				33.2	1.47	2.98
						2.84

LIFT STATIONS

Trends and Issues

The City will continue to install Supervisory Control and Data Acquisition (SCADA) systems at various pumping facilities. This system provides continuous monitoring of the operating status of the pump stations for adequate response to emergencies or failures.

Significant Expenditure Changes

The Lift Stations budget increases \$194,815 primarily for the following: within Personal Services, Salaries and Wages increase \$13,808 mainly for the 1997 wage increase; in Outside Services, Electricity increases \$18,640 in anticipation of the addition of three new lift stations in 1997, and Equipment Maintenance increases \$24,889 due to increased maintenance costs for lift stations, odor units, and SCADA; Capital Outlay increases \$78,918 for new and replacement equipment needs in 1997; within Intfund Transfers, the Fleet Addition Contribution increases \$79,000 for a boom truck; and within Other Expenses, Vehicle Depreciation increases \$23,062 due to new vehicles received in 1996 and expected to be received in 1997, as well as inflation.

Offsetting some of these increases is a decrease of \$21,000 in Other Contractual Services within Outside Services because of re-hab work performed and an electrical technician position vacancy in 1996.

The Lift Stations Maintenance activity is responsible for conveying a continuous flow of wastewater to the treatment facilities through a series of sewage pumping stations. In conjunction with this service, the activity is responsible for ensuring the City is free of major sewage spills into the environment.

In 1996, the activity assisted in the revision of the Lift station specifications. The revisions will ensure the stations scheduled for rehabilitation and/or replacement will perform at satisfactory levels. Liability to regulatory agencies and the public for damages from pump station failures has increased in recent years. Therefore, it is imperative that the activity continues to be proactive in ensuring the facilities are operated in an environmentally safe manner.

Further, in 1997, the activity will continue to improve the in-house maintenance program. Previously, the majority of pump repairs were performed by outside contractors. An in-house maintenance and repair shop has been established to avoid the need to have a contractor to perform all of the necessary repairs needed to maintain the pump stations. Staff training is continuing and equipment acquisition is on-going. It is anticipated that this measure will improve the reliability of the pumping facilities, as well as reduce costs from outside maintenance repairs.

Expenditures By Type		1996		1995		TOTAL	
	Budget 1997	Projected	Actual	Projected	Actual	Budget 1997	% Change 96 - 97
Expenditure Area	674,579	\$ 679,208	\$ 639,622	\$ 679,208	\$ 639,622	674,579	-0.7
Personal Services	880,940	863,226	854,296	863,226	854,296	880,940	2.1
Outside Services	199,128	206,037	134,158	206,037	134,158	199,128	-3.4
Commodities	125,949	115,890	110,412	115,890	110,412	125,949	8.7
Intfund Services	102,900	23,982	41,199	23,982	41,199	102,900	329.1
Capital Outlay	79,000	0	486	0	486	79,000	--
Intfund Transfers	37,569	16,907	44,376	16,907	44,376	37,569	122.2
Other Expenses							
TOTAL	\$ 2,100,065	\$ 1,905,250	\$ 1,824,549	\$ 1,905,250	\$ 1,824,549	\$ 2,100,065	10.2

Class Title	1995	1996	1997
Office Asst, Senior	1.00	1.00	1.00
Utilities Maint Worker, Senior	2.00	2.00	2.00
Maintenance Mechanic	6.00	6.00	6.00
Maintenance Mechanic, Senior	6.00	6.00	6.00
Electronic Control Tech	2.00	2.00	2.00
Maintenance Supt	1.00	1.00	1.00
Water & Sewer Admin	1.00	1.00	1.00
TOTAL	19.00	19.00	19.00

Positions

SERVICE QUANTITY

1995 1996 1997 COST ALLOCATION

WP-1: Operate Lift Stations and Odor Control Units

No. Of Lift Stations	156	161	164
No. Of Odor Control Units	8	12	14
	Unit: \$5,506		
	\$980,000		

WP-2: Maintain Lift Stations and Lawns at Lift Stations

No. Of Lift Station Maintenance Tasks Performed	1,161	1,500	1,650
	Unit: \$601		
	\$992,000		

WP-3: To Gather and Analyze Head/Capacity Data On Pumping Stations

Pumping Stations	18	18	18
	Unit: \$7,111		
	\$128,000		

GOAL: A CITY WHERE A CONTINUOUS FLOW IN THE WASTEWATER SEWER SYSTEM IS MAINTAINED BY ELEVATING SEWAGE THROUGH A SERIES OF STOPPAGE FREE PUMPING FACILITIES.

OBJECTIVE-A: To limit the number of sewage spills to 0 in 1997.

STRATEGY:

1. Continue to install SCADA in stations which do not have it.
2. Install emergency generators and exercise them routinely.
3. Update written procedures and train personnel on emergency situations.

Number of Spills	1995	1996	1997
	2	0	0

OBJECTIVE-B: To reduce the number of lift station and odor unit failures by 5% in 1997.

1995	1996	1997
29	155	147
13	13	12

Lift Station Failures¹
 Odor Unit Failures

- STRATEGY:**
1. Train personnel on routine station inspection.
 2. Continue to improve on the preventive maintenance program.
 3. Utilize outside contractual services to assist in resolving failure problems when necessary.

¹ Failure is defined as a system or unit being inoperable due to problems with its mechanical or electrical system. SEPCO power outages and vandalism does not constitute a failure.

PRESIDENT STREET PLANT

Trends and Issues

operations staff will enhance the total operation of the plant. Staff will gain necessary training to allow more in-house maintenance and repairs. This will improve the overall reliability of the plant and reduce outside maintenance repair costs.

Among the issues facing the activity in 1997 will be the reuse of treated effluent discharge for irrigation purposes. It is anticipated that a plan could be developed in accordance to federal and state guidelines to serve the Hutchinson Island and other developments (with golf courses, for example) with reuse water. These efforts will be consistent with water conservation measures being addressed to assist in the groundwater management strategies.

Significant Expenditure Changes

The President Street Plant budget increases \$39,021. The following are the significant changes for 1997: within Personal Services, Salaries and Wages increase \$52,632 because of vacancies in 1996, modular advancements, and the 1997 wage increase; within Outside Services, Equipment Maintenance increases \$33,876 largely for items such as SCADA maintenance and software support; Capital Outlay increases \$36,291 due to new and replacement equipment needs.

The President Street Plant is the City's largest wastewater treatment facility. The treated effluent from this facility must meet National Pollutant Discharge Elimination System permit limits. In 1995, the President Street Plant completed the five-phase expansion project which increased the treatment capacity from 20 million gallons per day (mgd) to 27 mgd. This additional capacity should accommodate current as well as future needs for the next several years.

A major focus of 1996 has been the biosolids management and disposal and incinerator emissions monitoring. The Code of Federal Regulations, Part 503, sludge regulations has greatly impacted waste sludge management practices. The new regulations have imposed requirements for additional monitoring of emissions for total hydrocarbons, oxygen, moisture and combustion temperature. The emissions monitoring process should be finalized and let for bids by the end of 1996. In addition, sludge dewatering improvements are necessary to dewater solids to a greater dry solids content. A dryer solids content will improve incinerator operations and reduce operating costs while increasing future disposal options.

Additional training of maintenance and

<u>Expenditures By Type</u>			
	1997	1996	1995
Expenditure Area	Actual	Projected	Actual
Personal Services	\$ 1,295,005	\$ 1,471,454	\$ 1,295,005
Outside Services	941,863	1,107,767	941,863
Commodities	380,204	499,287	380,204
Interfund Services	154,636	171,579	154,636
Capital Outlay	68,731	132,209	68,731
Interfund Transfers	96,000	0	96,000
Other Expenses	32,664	23,938	32,664
TOTAL	\$ 2,969,103	\$ 3,406,234	\$ 2,969,103
	1997	1996	1995
% Change	Budget	Projected	Actual
96-97	1,479,547	1,123,414	1,123,414
0.6	496,500	154,795	496,500
1.4	168,500	0	168,500
27.5	22,499	23,938	22,499
-6.0	0	0	0
--	0	0	0
-9.8	154,795	171,579	154,795
-0.6	496,500	499,287	496,500
1.4	1,123,414	1,107,767	1,123,414
0.6	1,479,547	1,471,454	1,479,547
96-97	1,479,547	1,471,454	1,479,547
1.2	3,445,255	3,406,234	3,445,255

Class Title	1995	1996	1997	Grade
Utilities Maintenance Worker	5.00	5.00	5.00	8
Storekeeper	1.00	1.00	1.00	8
Medium Equip Operator	2.00	2.00	2.00	9
Storekeeper, Senior	1.00	1.00	1.00	10
Maintenance Mechanic	4.00	4.00	4.00	12
Painter	1.00	1.00	1.00	12
Plant Operator	12.00	12.00	12.00	12
Lab Technician	2.00	2.00	2.00	12
Lab Technician, Senior	1.00	1.00	1.00	12
Lab Supervisor	1.00	1.00	1.00	18
Water & Sewer Supervisor	6.00	6.00	6.00	18
Chemist	1.00	1.00	1.00	20
Water & Sewer Supt	2.00	2.00	2.00	24
Water & Sewer Administrator	1.00	1.00	1.00	29
Water Quality Control Director	1.00	1.00	1.00	36
TOTAL	46.00	46.00	46.00	

SERVICE QUANTITY

	1995	1996	1997	COST ALLOCATION
WP-1: Operate Plant				
Million Gallons of Wastewater Treated/Rear	8,642	9,500	9,500	Unit: \$225 /MG \$2,141,000
WP-2: Collect and analyze lab samples				
Test Conducted	58,000	64,000	64,000	Unit: \$7 /test \$454,000
WP-3: Maintain plant and grounds				
Maintenance Tasks	1,612	5,148	5,200	Unit: \$130 /Task \$678,000
WP-4: Inspect sanitary sewer lines by television camera and evaluate videotape				
Miles Televised	6.54	18	20	Unit: \$8,600 /mile \$172,000

REGIONAL PLANTS

Trends and Issues

regulations, the pressure for providing effective uses and disposal of sludge solids while protecting public health and the environment, becomes more important. Currently, these issues are being addressed by a consultant and it is anticipated that these sludge dewatering improvements may be ready for implementation in 1997. Among the issues being addressed are the replacement of the existing drying methods with alternative sources which will increase dewatering capacity.

Significant Expenditure Changes

The Regional Plants budget decreases \$92,859. The following are the significant changes for 1997: within Outside Services, Equipment Maintenance decreases \$24,329 due to blower and motor failures at the Wilshire Treatment Facility in 1996, and Other Contractual Services decrease \$39,230 for the same reason; the Fleet Addition Contribution within Interfund Transfers decreases \$80,000 because of a fleet addition in 1996; within Personal Services, Salaries and Wages increase \$11,738 for modular advancements and the 1997 wage increase; and Capital Outlay increases \$19,668 due to new and replacement equipment needs.

The Regional Plants activity is responsible for the operation of three (3) wastewater treatment plants. The treated effluent must meet National Pollutant Discharge Elimination System guidelines. The Georgetown Plant is the newest facility and includes the most advanced treatment processes and equipment including an ultraviolet disinfection system. The overall effluent quality from this plant continues to be exceptional. The Wilshire Plant is seven (7) years old and also continues to meet effluent standards most of time. The Travis Field Plant is undergoing expansion from 1 million gallons per day (mgd) to 1.5 mgd. This expansion project should be completed by the end of 1996. The expansion will replace obsolete, worn out equipment and add new treatment processes. This additional capacity will enable further development within this service area including Southbridge, Dean Forest Corridor, the Savannah International Airport and surrounding areas.

A major challenge impacting the Regional Plants in 1997 will be the biosolids management and disposal. The Code of Federal Regulations, Part 503, has greatly impacted sludge management practices. Due to the new 503 sludge

<u>Expenditures By Type</u>	
1995	1996
<u>Actual</u>	<u>Projected</u>
\$ 361,273	\$ 448,802
454,578	616,340
85,340	104,843
60,345	63,837
29,514	15,832
686	80,000
18,252	27,584
Other Expenses	34,875
Interfund Transfers	0
Capital Outlay	35,500
Interfund Services	63,188
Commodities	106,000
Outside Services	561,538
Personal Services	463,278
\$	\$
1,009,988	1,357,238
\$	\$
1,264,379	1,264,379
-6.8	
% Change	1997
96 - 97	
3.2	
-8.9	
1.1	
-1.0	
124.2	
-100.0	
26.4	

Class Title	1995	1996	1997
Plant Operator	5.00	5.00	5.00
Maintenance Mechanic	1.00	1.00	1.00
Maintenance Mechanic, Senior	1.00	1.00	1.00
Water & Sewer Supervisor	3.00	3.00	3.00
Water & Sewer Supt	1.00	1.00	1.00
Water & Sewer Administrator	1.00	1.00	1.00
TOTAL	12.00	12.00	12.00

Positions

	1995	1996	1997
SERVICE QUANTITY	1995	1996	1997

WP-1: Operate and maintain the following plants:

Travis Field - MG Per Year	Windsor/Wilshire - MG Per Year	Georgetown - MG Per Year	Total - MG Per Year
229	1,218	309	1,756
230	1,330	344	1,904
275	1,300	375	1,950

\$1,264,000
Unit: \$648

GOAL: A CITY WHERE THE WASTEWATER TREATMENT FACILITIES MEET ALL MANDATED STATE AND FEDERAL STANDARDS AND REGULATIONS, PROVIDE THE BEST AVAILABLE TREATMENT AT THE LOWEST POSSIBLE COSTS, AND PROTECT THE ENVIRONMENT AND HEALTH OF THE COMMUNITY.

OBJECTIVE-A: To have no NPDES' permit exceptions in 1997.

	1995	1996	1997
(A-1) Travis Field	0	0	0
(A-2) Wilshire	0	0	0
(A-3) Georgetown	0	0	0
PH			
(A-4) Travis Field	0	1	0
(A-5) Wilshire	0	1	0
(A-6) Georgetown	0	0	0
Biochemical Oxygen Demands (KG/D)			
(A-7) Travis Field	0	3	0
(A-8) Wilshire	0	26	0
(A-9) Georgetown	0	0	0
% Removal Suspended Solids			
(A-10) Travis Field	0	0	0
(A-11) Wilshire	0	8	0
(A-12) Georgetown	0	0	0
% Removal (BOD)			
(A-13) Travis Field	0	0	0
(A-14) Wilshire	0	0	0
(A-15) Georgetown	0	0	0
% Removal Suspended Solids			
(A-16) Travis Field	0	0	0
(A-17) Wilshire	0	0	0
(A-18) Georgetown	0	0	0
BOD (MG/L)			

STRATEGY:
 1. Upgrade treatment plants as needed to accommodate increases in flow or loadings.
 2. Make process control decisions based upon monitoring data generated at each facility.
 3. Anticipate treatment problems before they occur and initiate corrective action decisions proactively.
 4. Begin seven (7) day per week inspection of each facility to ensure efficient mechanical

STRATEGIES B AND C:
 1. Implement the equipment maintenance/inventory software package. Perform predictive as well as preventive maintenance to anticipate problems and schedule repairs.
 3. Ensure efficient mechanical operations at each facility seven (7) days per week.

Plant	1995	1996	1997
(A-19) Travis Field	0	0	0
(A-20) Wilshire	0	0	0
(A-21) Georgetown	0	0	0
Suspended Solids (MG/L)			
(A-22) Travis Field	5	2	0
(A-23) Wilshire	8	2	0
(A-24) Georgetown	0	0	0
Fecal Coliform			
(A-25) Travis Field	0	0	0
(A-26) Wilshire	1	0	0
(A-27) Georgetown	0	0	0
Dissolved Oxygen			
(A-28) Travis Field	0	0	0
(A-29) Wilshire	0	0	0
(A-30) Georgetown	0	0	0
Chlorine			
(A-31) Travis Field	0	0	0
(A-32) Wilshire	0	0	0
(A-33) Georgetown	0	0	0
Ammonia			
(B-1) Travis Field	100%	100%	100%
(B-2) Wilshire	100%	100%	100%
(B-3) Georgetown	100%	100%	100%
Maintenance Tasks Performed			
(C-1) Travis Field	43%	25%	25%
(C-2) Wilshire	39%	25%	25%
(C-3) Georgetown	35%	25%	25%

OBJECTIVE-C: To limit unscheduled equipment repairs to no more than 25% of all equipment repairs.

OBJECTIVE-B: To perform 100% of all equipment manufacturer's recommended maintenance tasks.

SEWER INTERDEPARTMENTAL

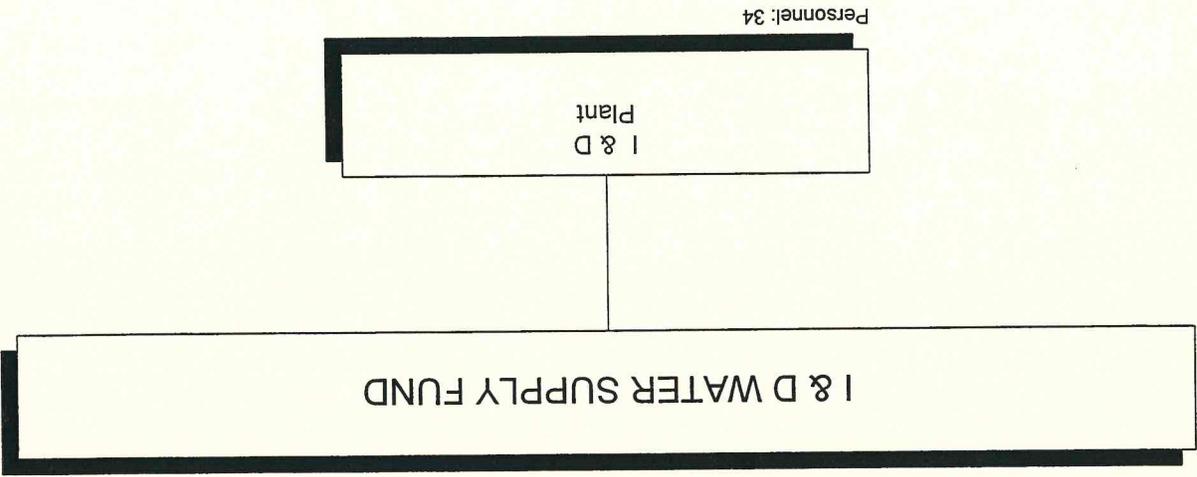
The Interdepartmental activity includes costs shared by the entire fund for such items as bond indebtedness, Services provided by the General Fund, and Capital Improvement Project Contributions.

Significant Expenditure Changes

The Sewer Interdepartmental budget decreases

\$271,144 because of a decrease of \$927,028 in Contribution to CIP. Offsetting a portion of this decrease are the following increases: \$78,762 in Utility Services; \$117,865 in Water and Sewer Planning Services; \$115,315 in GEFA Loan Interest; \$150,000 in Contingencies; and \$166,789 in the Sewer Franchise Fee.

<u>Expenditures By Type</u>			
	<u>1995</u>	<u>Projected</u>	<u>1997</u>
<u>Expenditure Area</u>	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>
Interfund Services	\$ 1,152,864	\$ 1,240,287	\$ 1,448,981
Debt Related Charges	3,780,568	4,351,165	4,465,366
Other Expenses	281,226	406,181	589,170
Capital Projects	3,477,000	1,687,854	760,826
Contingencies	0	0	150,000
TOTAL	\$ 8,691,658	\$ 7,685,487	\$ 7,414,343
			-3.5
			16.8
			2.6
			45.1
			-54.9
			--
			<u>96 - 97</u>
			% Change



I & D WATER SUPPLY

Revenues By Source

Revenues for the I & D Water Supply Fund are projected at \$6,928,776 in 1997 and are equal to planned expenditures. The I & D Water operation is funded by charges to its customers. The majority of I & D Water sales revenues come from five users: Kemira, Union Camp, Stone Container, Savannah Sugar Refinery, and Arcadian.

	\$	5,361,073	\$	6,891,491	\$ 6,881,405
Revenue Source		Actual		Projected	Budget
Water Sales		41,160		42,721	47,371
Admin Svcs to Water Fund					
TOTAL	\$	5,402,233	\$	6,934,212	\$ 6,928,776

The I & D Water Supply Fund consists of Plant/Laboratory Operations and Maintenance. The 1997 planned expenditures for the I & D Fund are shown below and decrease \$5,436 or less than 1% from 1996 projected expenditures.

An explanation of significant changes is on the following page.

Expenditures By Type

Expenditure Area	\$	Actual	\$	Projected	Budget
Personal Services		1,092,592		1,200,158	1,228,116
Outside Services		1,536,088		2,966,835	2,942,205
Commodities		597,859		600,320	615,660
Interfund Services		307,692		326,239	293,254
Capital Outlay		78,628		45,975	39,400
Debt Related Charges		1,762,798		1,778,387	1,763,584
Interfund Transfers		5,000		0	0
Other Expenses		21,576		16,298	46,557
TOTAL	\$	5,402,233	\$	6,934,212	\$ 6,928,776
					-0.1
					185.7
					--
					-0.8
					-14.3
					-10.1
					2.6
					-0.8
					2.3
					<u>96 - 97</u>
					% Change

I & D WATER

Trends and Issues

projects are as follows:

1. Upgrading of the Lathrop Avenue Booster Station to provide adequate back-up of normal industrial service and emergency City service.
2. Design and construction of a complete pilot plant for the purpose of researching and testing chemical and process modifications without jeopardizing water quality or service.
3. Evaluation and implementation of environmentally sound and cost effective disposal of waste sludge.

I&D is quickly becoming the central facility around which growth of the City of Savannah, other area municipalities and unincorporated Chatham County will occur. Therefore it is imperative that the I&D operations remain as cost effective as possible and that the highest degree of public trust in their drinking water be maintained.

Significant Expenditure Changes

The I & D 1997 budget decreases \$5,436 from the 1996 projections due primarily to the following: within Outside Services, a decrease of \$31,833 in the Professional Services Fees account and \$106,975 in the Equipment Maintenance account due to special projects in 1996; a decrease of \$12,479 in the Sinking Fund Payment account based on the latest debt service projections; and a decrease of \$14,178 in the Computer Capital Charge within Other Expenses due to fewer computer purchases and no replacement contribution to the Computer Purchase Fund in 1997.

Offsetting most of these decreases are increases in the following: within Personal Services, Salaries and Wages increase \$42,419 because of vacancies in 1996, modular advancements, and the 1997 wage increase,

The I&D Water System has serviced the Chatham County industrial base with potable water over the past 50 years. This water has been and continues to be used for both drinking and process water. I&D has also served as the emergency backup domestic water supply to the City of Savannah since 1953. Due to the various uses of I&D water it must provide "on demand" quantities and also meet and/or exceed U.S. Environmental Protection Agency and Georgia Environmental Protection Division quality standards for consumption, as well as the high industrial standards of industrial process requirements. As technology continues to grow at an ever-increasing rate, so do the standards of treatment. Also the precision, accuracy and volume of required testing of finished water quality remains important.

Recent discussions and decisions by state and local bodies have brought to light the need for reductions in groundwater withdrawals. This will require the I&D Water System to supply increasingly higher volumes of quality water. Initial reductions may, in large part, be met by trading surface water for groundwater by the industries. However, potable water supplies for new commercial and residential areas will continue to increase their reliance on the I&D Water System.

With the increasing regulations, dependence on and concern over public drinking water supplies, it is becoming increasingly critical that the maintenance, operations and testing of these supplies be as continuous, thorough, and accurate as technology will allow. Top quality, maintenance and operations of the facilities will allow the I&D Water System to continue to provide the same high quality service that it has provided since 1946.

In 1997, several projects will be undertaken to modernize the treatment plant and to allow for in-depth testing and research to improve both quality and operating cost effectiveness. The

Commodities, Chemicals increase \$12,215 primarily for an inflationary increase; and Vehicle Depreciation within Other Expenses increases \$44,437 mainly for the replacement of a boom truck, new vehicles received in 1996 and expected to be received in 1997, and inflation.

and Worker's Compensation increases \$11,188; within Outside Services, Electricity increases \$75,000 primarily due to the shutdowns by Union Camp and Stone Container in 1996 and Other Contractual Services increase \$40,000 due to the Information Collection Rule; within

Positions

Class Title	1995	1996	1997	Grade
Pump Repair Mech Trainee	1.00	0.00	0.00	--
Utilities Maint Worker	3.00	3.00	3.00	8
Secretary	1.00	1.00	1.00	10
Plant Operator	8.00	8.00	8.00	12
Lab Technician	2.00	2.00	2.00	12
Painter	0.00	1.00	1.00	12
Maintenance Mechanic	3.00	4.00	4.00	12
Administrative Assistant	1.00	1.00	1.00	13
Senior Lab Technician	1.00	1.00	1.00	13
Utilities Crew Chief	1.00	1.00	1.00	13
Electronic Control Tech	1.00	1.00	1.00	17
Water & Sewer Supv	5.00	5.00	5.00	18
Chemist	1.00	1.00	1.00	20
Maintenance Supt	1.00	1.00	1.00	22
Water & Sewer Supt	2.00	2.00	2.00	24
Water & Sewer Admin	1.00	1.00	1.00	29
Water Operations Director	1.00	1.00	1.00	36
TOTAL	33.00	34.00	34.00	

SERVICE QUANTITY

COST ALLOCATION

WP-1: Pump raw water, treat, distribute, and bill water purchased	1995	1996	1997	Unit	Cost
Million Gallons Water Sold/Year	15,270	13,300 ¹	15,500	MG	\$3,387,000
Chemical and Bacteriological Tests/Year	79,987	87,000	92,500	/test	\$1,312,000

¹ Largest customer in the system, Stone Container, shut down for 6 weeks and Union Camp shut down for several weeks in 1996. These shutdowns were unplanned.

WP-3: Perform preventive maintenance and repairs and maintain plant and grounds

Mechanical and Electrical Checks/ Year
 \$2,230,000 Unit: \$13 /check
 170,820 170,820 170,820

GOAL: CITY WHERE INDUSTRIES ARE PROVIDED SAFE POTABLE WATER EQUITABLY AT PRESSURES AND FLOWS ADEQUATE TO ACCOMMODATE EXISTING NEEDS AND TO PROVIDE CAPACITY NEEDS FOR RESIDENTIAL, COMMERCIAL AND INDUSTRIAL GROWTH AND TO PROVIDE WATER AT SUFFICIENT FLOW AND PRESSURE TO SUPPLEMENT THE ARTESIAN SUPPLY IN TIMES OF EMERGENCY SITUATIONS.

OBJECTIVE-A: To produce safe potable water in compliance with the rules and regulations of the Safe Drinking Water Act.

1995	1996	1997
0	0	0
Environmental Protection Division Violations		

STRATEGY:

1. Perform chemical and bacteriological tests as required.
2. Improve operator training and certification with increased participation in seminars and certification school.
3. Increase shift supervisor training and accountability.

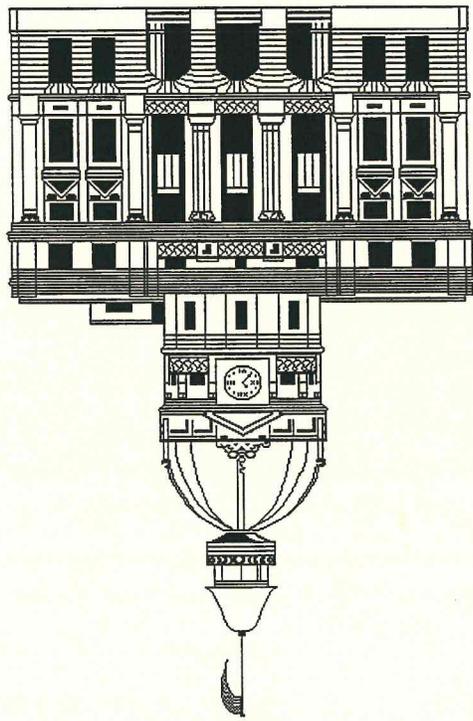
OBJECTIVE-B: To produce potable water which does not exceed industrial maximum permissible levels for industrial process operations.

STRATEGY:

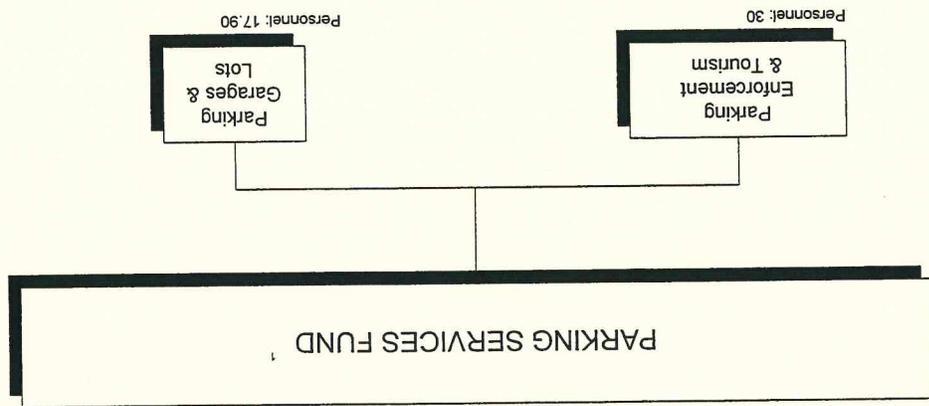
1. Perform chemical tests as required, and investigate the use of polymer aids and phosphates in the treatment process.
2. Improve operator and laboratory personnel training.
3. Continue calibration and preventive maintenance on process control equipment.

Days Standards Not Met

1995	1996	1997	
0	0	0	pH > 8.3 units
0	0	0	pH > 7.0 units
13	5	5	Hardness < 50 PM
0	0	0	Silica max - 15 PM
0	0	0	Turbidity max - 1.0 PM
0	0	0	Color max - 0.2 PM
0	0	0	Aluminum Max - 0.2 PM
134	115	125	Chlorides max - 12.0 PM
17	15	20	Solids max - 110 PM
0	0	0	Iron max - 0.3 PM
11	20	20	Alkalinity 20-30 PM



Administered by the Treasury Department, Management & Financial Services Bureau



Revenues By Source

Five major categories comprise Parking operating revenues: parking meter fees, parking citation fines, lot rental fees, garage rental fees and transportation services fees. Major changes in revenue include the full year's operation of the Bryan Street Garage and the River Street Lots.

Revenue Source	1995 Actual	1996 Projected	1997 Budget
<u>Operating Revenue</u>	770,570	980,000	990,000
Parking Meters			\$ 990,000
Parking Citations	906,129	1,370,000	1,450,000
Liberty Street Parking Lots	33,372	45,000	45,000
River St. Parking Lots	0	75,000	150,000
State Street Parking Garage	247,132	240,000	245,000
Robinson Parking Garage	255,373	255,000	258,000
Bryan Street Garage	0	93,000	223,000
Visitors' Center Lot	7,841	7,500	7,500
City Market Parking Garage Lease	70,583	77,000	77,000
Commercial Vehicle Decals	112,947	125,000	125,000
Leased Parking Spaces	26,560	27,000	27,000
MPC Rents - State Street	0	21,000	21,000
Tour Bus Rents	25,602	28,000	28,000
Motorcoach Fees	17,354	21,000	22,000
Visitor Day Passes	7,314	25,000	15,000
Miscellaneous Revenue	27,580	38,000	39,000
SUBTOTAL	\$ 2,508,357	\$ 3,427,500	\$ 3,722,500
<u>Non-Operating Revenue</u>	78,569	50,000	50,000
Interest Income			\$ 50,000
Services to Sanitation Fund	104,297	123,750	123,750
SUBTOTAL	\$ 182,866	\$ 173,750	\$ 173,750
TOTAL	\$ 2,691,223	\$ 3,601,250	\$ 3,896,250

Expenditures By Type

The 1997 budget for the Parking Services Fund is \$3,896,250, an increase of 8% over 1996 projected expenditures. Allocations are outlined below.

Expenditure Area	1995 Actual	1996 Projected	1997 Budget	% Change 96 - 97
Personal Services	\$ 923,306	\$ 1,139,967	\$ 1,242,690	9.0
Outside Services	115,895	185,690	303,210	63.3
Commodities	122,305	123,800	114,883	-7.2
Interfund Services	370,481	372,121	350,916	-5.7
Capital Outlay	70,359	71,005	45,140	-36.4
Debt Related Charges	688,428	661,200	1,043,030	57.7
Interfund Transfers	1,078,132	973,251	687,893	-29.3
Other Expenses	48,222	74,216	108,488	46.2
TOTAL	\$ 3,417,128	\$ 3,601,250	\$ 3,896,250	8.2

Activity Summary

Expenditure Area	1995 Actual	1996 Projected	1997 Budget	% Change 96 - 97
Parking Enforcement & Tourism	\$ 1,139,476	\$ 1,292,350	\$ 1,252,688	-3.1
Parking Garages & Lots	1,056,423	1,276,395	1,806,901	41.6
Parking Interdepartmental	1,220,779	1,032,505	836,661	-19.0
TOTAL	\$ 3,416,678	\$ 3,601,250	\$ 3,896,250	8.2

PARKING ENFORCEMENT AND TOURISM

Trends and Issues

239 loading, bus, and tour spaces. Based on a nine hour day, the metered spaces, time-controlled spaces, and free spaces should provide 17,530 parking opportunities daily. Parking Services 1995 annual survey indicated that 25,627 vehicles parked daily.

The tour bus regulations that were implemented in 1994 are progressing smoothly. The Visitors Center and Coastal Heritage Society continue to show an increase of visitors which indicates that buses are stopping at the new tour permit office to pick up permits and maps before proceeding into the Historic District. Fewer complaints are now received from residents about lack of enforcement and a happy medium has been reached in satisfying both the residents and the tourism industry.

The Parking Enforcement and Tourism activity is responsible for parking administration, parking enforcement, citation collection, and ground transportation services. The parking program serves the parking needs of shoppers, workers, and visitors to downtown Savannah. The primary focus for improvement for 1997 will be customer service.

Every action taken in implementing, managing, and carrying out the parking management program is intended to help the public and to promote the economic well-being of downtown Savannah. Street surveys show that the parking management program works. Parking occupancy and turnover rates remain at healthy levels after the parking meter and parking ticket rate increases.

The parking management program accommodates short-term parkers primarily on-street in the downtown core area and, secondarily, in garages and parking lots in or near the core area. Long-term parkers, those who park in one location all day, are encouraged to park in garages and parking lots in the core area and on-street in the fringe area. In this way, convenient on-street parking spaces are made available for short-term parking by shoppers, tourists, and other downtown visitors.

Parking Services is responsible for regulating 5,145 on-street parking spaces from River Street to Gaston Street and from East Broad Street to Martin Luther King Boulevard including 2,935 metered spaces, 330 time-controlled spaces, and 1,505 free spaces, 136 freight zone spaces, and

The Parking Enforcement and Tourism budget decreases \$39,662 from 1996 projected expenditures. This is primarily due to a \$20,626 decrease in the Mail and Municipal Buildings charge resulting from the Parking Services offices moving into the new Bryan Street garage. Also, the Fleet Addition Contribution of \$17,200 for the purchase of a new Cushman vehicle in 1996 is not needed in 1997. Capital Outlays also decrease \$13,120 due to capital equipment purchases in 1996. Outside Services decrease \$12,376, mostly due to Professional Services performed in 1996 for the new garage. These decreases are partially offset by an increase of \$22,123 in Personal Services due to vacancies in 1996 and the 1997 wage increase.

Expenditures By Type

	1995	1996	1997	% Change
Expenditure Area	Actual	Projected	Budget	96 - 97
Personal Services	\$ 705,381	\$ 816,062	\$ 838,185	2.7
Outside Services	42,199	76,514	64,138	-16.2
Commodities	107,997	105,356	102,179	-3.0
Interfund Services	189,233	206,781	184,663	-10.7
Capital Outlay	55,010	22,120	9,000	-59.3
Interfund Transfers	32	17,200	0	-100.0
Other Expenses	40,074	48,317	54,523	12.8
TOTAL	\$ 1,139,926	\$ 1,292,350	\$ 1,252,688	-3.1

Positions

Class Title	1995	1996	1997	Grade
Parking Services Officer	10.00	11.00	11.00	8
Office Assistant, Senior	1.00	1.00	1.00	8
Meter Technician	2.00	2.00	2.00	9
Cashier	2.00	2.00	2.00	9
Parking Services Officer, Senior	1.00	1.00	1.00	10
Customer Service Representative	1.00	1.00	1.00	11
Meter Technician, Senior	1.00	1.00	1.00	11
Administrative Assistant	1.00	1.00	1.00	13
Revenue Investigator	4.00	4.00	4.00	13
Parking Services Supervisor	1.00	1.00	1.00	15
Chief Revenue Investigator	2.00	2.00	2.00	18
Revenue Supervisor	1.00	1.00	1.00	19
Parking Coordinator	1.00	1.00	1.00	20
Parking Services Administrator	1.00	1.00	1.00	27
TOTAL	29.00	30.00	30.00	

SERVICE QUANTITY

COST ALLOCATION

WP-1: Enforce parking regulations by issuing citations and collecting citation fees

Citations Issued	184,254	180,000	180,000	1,010,426
Revenue (\$) from Citations	1,493,750	1,573,780		
Unit: \$4				
/citation				
\$752,000				

WP-2: Collect parking meter coins

Avg # of Parking Meters	2,948	2,900	2,900	2,900
Revenue (\$) from Parking Meters	770,570	980,000	990,000	
Unit: \$22				
/meter				
\$63,000				

WP-3: Repair/maintain parking meters

Repairs Performed	1,087	900	400	
Meters Relocated/Replaced	400	400	400	
Unit: \$154				
/repair				
\$200,000				

WP-4: Conduct taxicab, wrecker, and tour bus inspections, issue taxicab, wrecker, bus, and tour guide permits, and check and seal taxicab meters

Ground Transportation Inspections	700	600	600	
Unit: \$125				
/inspection				
\$75,000				

WP-5: Issue commercial decals and collect fees for commercial vehicles that use commercial zones to park in the downtown area

Decals Issued	1,946	2,000	2,000	91,545
Revenue (\$) from Decals	112,000	112,000		
Unit: \$69				
/decals				
\$138,000				

WP-6: Issue tour permits to motorcoaches and enforce any violation of permits.

Permits Issued	1,315	1,500	150	148
Citations Issued				
Unit: \$15				
/permits				
\$25,000				

GOAL: A CITY IN WHICH ADEQUATE ON-STREET PARKING SPACES ARE AVAILABLE IN THE DOWNTOWN BUSINESS DISTRICT TO MEET THE NEEDS OF SHOPPERS, WORKERS, AND VISITORS

OBJECTIVE-A: To increase the availability of existing on street parking to 43% within the controlled-parking district in 1997.

STRATEGY:

1. Actively patrol the downtown areas of the City to cite parking violators.
2. Continue multiple ticketing for all-day violators.

1995	42%	% Spaces Unoccupied and Available
1996	42%	
1997	43%	

PARKING GARAGES AND PARKING LOTS

Trends and Issues

includes 6 handicapped spaces and 14 recreational vehicle spaces. Liberty Lot 2 has been leased to Chatham County for July Parking. We made this accommodation for the County after the Robinson Garage obtained over 100% occupancy and forced us to displace Juror parking at the garage.

New central meter devices were installed in the River Street Lots in 1996. We will monitor the devices closely the remainder of 1996 for parking turn over. There is some concern that River Street Employees will pay the 50 cents per hour rate and remain in the lots all day. We will recommend increasing the rates at the beginning of 1997 if this is found to be a detriment to parking turn over.

Significant Expenditure Changes

The Parking Garages and Lots budget increases \$530,506 due primarily to the addition of \$405,830 in bond interest, which was charged to the interdepartmental budget in 1996. Personal Services increases \$80,600 for the full year cost of personnel added for operating the new Bryan Street Parking Garage and the 1997 wage increase. Also, \$100,000 was added to pressure wash and paint the Robinson Garage to remove rust stains. These increases are partially offset by a \$34,000 decrease in the Fleet Addition Contribution due to vehicle purchases for the new garage made in 1996. Capital Outlays decrease \$12,745 due to capital purchases in 1996 which will not be needed in 1997.

The Parking Garages and Parking Lots activity is responsible for operating three City parking garages and three surface parking lots. Providing long and short term parking needs, operating the Bryan Street Garage at maximum capacity on a twenty-four hour basis, and maintaining the needs of City parking garages and lots will continue to be primary areas of concern for 1997.

1997 will see a full year's operation of the new Bryan Street Garage twenty-four hours per day. This 496 space garage will help not only with regular daily parking but also with special activities on River Street. We will operate this garage during evening and night time to accommodate the downtown hotels and evening shift employees on River Street and the Bay Street area.

The State Street Garage with 452 spaces continues to operate at over 100% occupancy while the Robinson Garage with 520 spaces has reached an occupancy of 100%. The State Street Garage currently has a waiting list of 100. It is estimated that the Bryan Street Garage will draw about 100 monthly parkers from the State Street Parking Garage. This will open up additional spaces to accommodate the current waiting list plus those employees that will be working at the new federal building and other new offices in the Broughton Street area.

Parking Services also operates Liberty Lot 1 with 140 spaces, Liberty Lot 2 with 69 spaces, and the Visitors Center with 271 spaces which

Expenditures By Type

	1995	1996	1997	% Change 96 - 97
Expenditure Area	Actual	Projected	Budget	
Personal Services	\$ 217,925	\$ 323,905	\$ 404,505	24.9
Outside Services	73,661	109,176	239,072	119.0
Commodities	14,308	18,444	12,704	-31.1
Interfund Services	38,604	54,886	52,485	-4.4
Capital Outlay	15,349	48,885	36,140	-26.1
Debt Related Charges	688,428	661,200	1,043,030	57.7
Interfund Transfers	0	34,000	0	-100.0
Other Expenses	8,148	25,899	18,965	-26.8
TOTAL	\$1,056,423	\$1,276,395	\$1,806,901	41.6

Positions

Class Title	1995	1996	1997	Grade
Security Guard	1.00	4.20	4.20	7
Maintenance Worker	2.00	3.00	3.00	7
Parking Attendant	4.50	9.70	9.70	7
Parking Facilities Supervisor	1.00	1.00	1.00	18
TOTAL	8.50	17.90	17.90	

SERVICE QUANTITY

1995 1996 1997 COST ALLOCATION

WP-1: Operate 3 attended parking garages

Parking Spaces	972	1,468	1,468	Unit: \$1,132
Revenue (\$) from Parking Garages	502,505	588,000	726,000	/space
\$1,662,000				

WP-2: Operate 6 surface parking lots

Parking Spaces	644	751	751	Unit: \$193
Revenue (\$) from Parking Lots	41,213	127,500	202,500	/space
\$145,000				

GOAL: A CITY IN WHICH ADEQUATE OFF-STREET PARKING SPACES ARE AVAILABLE TO THE PUBLIC.

OBJECTIVE-A: To increase occupancy to 90% at the Robert E. Robinson Garage.

	1995	1996	1997
% Occupancy	99%	100%	90%

OBJECTIVE-B: To maintain 100% occupancy at the State Street Garage.

	1995	1996	1997
% Occupancy	115%	100%	100%

OBJECTIVE-C: To increase occupancy to 75% at the Bryan Street Garage.

	1995	1996	1997
% Occupancy	n/a	70%	75%

STRATEGY:

1. Continue to monitor vacant monthly paid spaces and rent available spaces on a daily basis.

OBJECTIVE-D: To increase occupancy to 50% at the Liberty Street parking lots.

	1995	1996	1997
% Occupancy	26%	50%	50%

STRATEGY:

1. Continue operating Liberty Street parking lots as an unattended monthly parking service, controlled by card readers.
2. Continue to rent monthly spaces.
3. Rent unoccupied spaces on a daily basis with the use of a prepaid coin system.

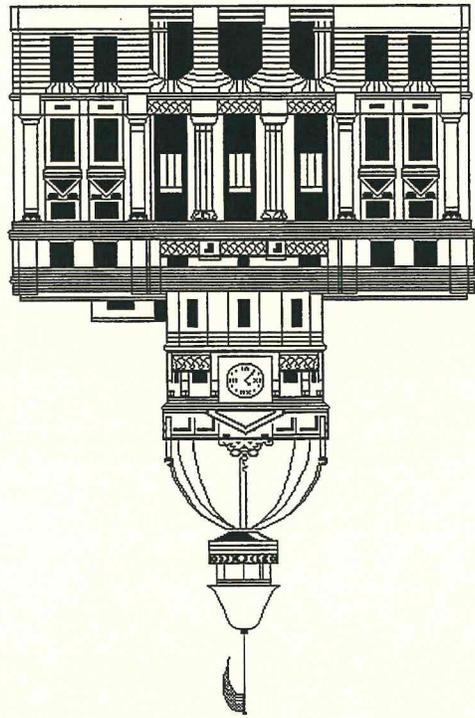
PARKING INTERDEPARTMENTAL

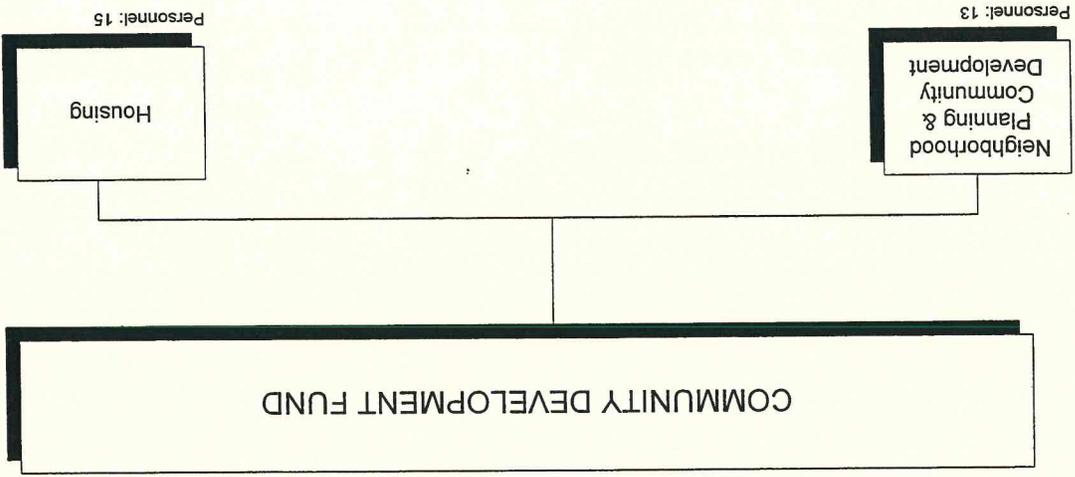
Expenditures By Type

Expenditure Area	1995 Actual	1996 Projected	1997 Budget	% Change 96 - 97
Services By General Fund	\$ 142,644	\$ 110,454	\$ 113,768	3.0
Transfer to Debt Service	0	372,011	0	-100.0
Contribution to CIP	0	136,100	0	-100.0
Building Renewal/Replacement	1,078,100	413,940	687,893	66.2
Contingencies	0	0	35,000	--
TOTAL	\$ 1,220,744	\$ 1,032,505	\$ 836,661	-19.0

Significant Expenditure Changes

Parking interdepartmental decreases \$195,844 due to debt service payments being budgeted in the Parking Garages and Lots budget for 1997.





Revenues By Source

Revenue for the Community Development Funds are derived primarily from the federal Community Development Block Grant (CDBG) and other federal and state grants. Repayments of CDBG and other loans also provide program income.

Revenue Source	1996 Actual	1996 Projected	1997 ¹ Budget
Fund 221 (CDBG)			
Carryforward	\$ 1,605,908	\$ 4,487,200	\$ 3,000,000
CDBG Entitlement Grant	3,468,000	3,328,000	3,328,000
Emergency Shelter Grant (federal)	121,000	88,000	88,000
Social Services Block Grant (state)	93,632	111,702	111,700
Section 108 Loan	1,500,000	--	--
CDBG Program Income	178,297	189,000	184,000
HODAG	50,000	32,600	30,000
Flood Grant	8,976,016	--	--
Subtotal Fund 221	\$ 15,992,853	\$ 8,236,502	\$ 6,741,700
Fund 232 (HOME)			
Carryforward	\$ 728,062	\$ 1,401,529	\$ 1,000,000
HOME Entitlement	1,210,000	1,186,000	1,186,000
HOME Program Income	569,439	176,000	200,000
Subtotal Fund 232	\$ 2,507,501	\$ 2,763,529	\$ 2,386,000
Fund 224 (Other Federal)			
Carryforward Other Federal	--	\$ 7,309,628	\$ 4,000,000
Rental Rehab Program Income	54,433	55,000	50,000
HUD Special Purpose Grant	750,000	--	--
EDA Revolving Loan Fund	750,000	--	--
EDA Flood Grant	2,000,000	--	--
GEMA Flood Grant	0	752,000	--
Lead Based Paint	3,142,606	--	--
Shelter Plus	1,496,040	--	--
State Grants	0	40,000	--
Subtotal Fund 234	\$ 8,193,079	\$ 8,156,628	\$ 4,050,000
TOTAL	\$ 26,693,433	\$ 19,156,659	\$ 13,177,700

¹ Includes only those grants that are committed (i.e. excludes all competitive grants that have not yet been applied for or have not yet been awarded).

Expenditures By Type

The 1997 allocation for the Community Development Funds totals \$13,177,700, a decrease of \$5,978,959 or 31% below 1996 projected expenditures.

Expenditure Area	1995 Actual	1996 Projected	1997 Budget	% Change 96 - 97
Personal Services	\$ 1,092,544	\$ 1,202,375	\$ 1,283,539	6.8
Outside Services	230,353	110,211	106,770	-3.1
Commodities	39,698	25,451	27,107	6.5
Interfund Services	306,437	398,089	403,263	1.3
Capital Outlay	16,825	7,405	9,500	28.3
Interfund Transfers	24,992,804	17,380,350	11,304,232	-35.0
Other Expenses	14,772	32,778	43,289	37.1
TOTAL	\$ 26,693,433	\$ 19,156,659	\$ 13,177,700	-31.2

Activity Summary

Activity	1995 Actual	1996 Projected	1997 Budget	% Change 96-97
Neighborhood Planning & Community Development	\$ 727,225	\$ 810,342	\$ 851,330	5.1
Housing Program Costs/Carryforward	673,267	785,367	806,896	2.7
TOTAL	\$ 26,693,433	\$ 19,156,659	\$ 13,177,700	-31.2

1997 expenditures and revenues for Community Development Funds decrease \$5,978,959 due primarily to a decrease in the Carryforward amounts for 1997.

Significant Changes

NEIGHBORHOOD PLANNING AND COMMUNITY DEVELOPMENT

Trends and Issues

ensure compliance with HUD regulations, and it oversees Federal funds used for affordable housing and capital improvements. The third major departmental activity is coordinating issues and programs for Savannah's downtown area. Staff work closely with the Historic Improvement Team of Savannah (HITS) to monitor existing conditions and to develop strategies for improving the quality of living and working downtown.

A major trend that could have a significant, negative impact in 1997 and beyond on NPCD and the Savannah community is the current political and legislative climate nationally and in the U. S. Congress. Sizable Federal budget cuts would negatively impact entitlement grants and decrease the number and size of competitive Federal grant opportunities. A second trend that could affect local government's ability to regulate downtown conditions and historic preservation is the introduction of national and state legislation to re-define private property rights versus governments' property rights. A local trend that will impact the Downtown Program is the revitalization of Broughton Street and Martin Luther King, Jr. Boulevard.

In 1997, NPCD will continue its mission to create affordable housing and employment opportunities for low and moderate income persons, improve disadvantaged neighborhoods, fund public services, and support the revitalization of Broughton Street and Martin Luther King, Jr. Boulevard. Our goal will continue to be to build a city that is free from poverty and blighting influences.

Significant Expenditure Changes

The allocation for Neighborhood Planning & Community Development increases \$40,988 or 5% over the 1996 projected expenditures. This is mostly due to a \$24,817 increase in Salaries and Wages due to vacancies in 1996 and the

Neighborhood Planning and Community Development (NPCD) has three main functions. It plans for and implements improvement projects in the City's low and moderate income neighborhoods. It works with local non-profit agencies to provide supportive services and products for low income residents. Thirdly, it oversees the City's professional services contract with the Savannah Development and Renewal Authority and manages the City's Downtown Services Program, which is funded by the General Fund. The main source of NPCD operating funds is the federal Community Development Block Grant (CDBG) program.

NPCD administers the City's Federal entitlement and competitive community development grant awards from the U.S. Department of Housing and Urban Development (HUD) and the U.S. Department of Commerce-Commerce Development Administration. Projects administered include public services, economic development, housing rehabilitation, infra-structure improvements, and development of neighborhood organizations. The department functions with a consolidated planning and reporting structure.

NPCD performs city-wide planning, including preparing the City's annual Housing and Community Development Plan. Staff work with residents in Showcase Savannah neighborhoods to design neighborhood revitalization and redevelopment plans. Neighborhood associations apply for and may receive funding to implement neighborhood improvement projects, which reflect the residents' priorities. NPCD provides planning assistance to all City bureaus and departments and allied agencies on a regular basis.

NPCD administers grants awarded to many of Savannah's non-profit agencies to provide services and products for low-income persons. The department monitors these agencies to

1997 wage increase. The contribution to the Metropolitan Planning Commission increases \$11,833 for their share of the SAGIS Pilot Project. Also, the computer replacement charge increases \$8,425 for the purchase of new equipment for the implementation of the City's GIS program.

Expenditures By Type

Expenditure Area	1995	1996	1997	% Change 96 - 97
Personal Services	\$ 476,149	\$ 529,876	\$ 544,201	2.7
Outside Services	37,782	36,747	37,100	1.0
Commodities	14,570	12,728	12,511	-1.7
Interfund Services	184,326	215,904	220,201	2.0
Capital Outlay	6,430	2,200	4,000	81.8
Other Expenses	7,968	12,887	33,317	158.5
TOTAL	\$ 727,225	\$ 810,342	\$ 851,330	5.1

Positions

Class Title	1995	1996	1997	Grade
Secretary	2.00	2.00	2.00	10
Program Analyst	3.00	3.00	3.00	20
Program Analyst, Senior	1.00	1.00	1.00	22
Planner	4.00	4.00	4.00	22
Planner, Senior	1.00	1.00	1.00	24
Neigh Png/Comm Admin	1.00	1.00	1.00	26
Neigh Png/Comm Dev Director	1.00	1.00	1.00	36
TOTAL	13.00	13.00	13.00	

SERVICE QUANTITY

1995 1996 1997 COST ALLOCATION

WP-1: Provide funds for community development through grantsmanship and identification of other funding sources

Consolidated Entitlement Grant Applications	1	1	1	\$64,000
Submitted Entitlement Grant Amendments	7	3	3	Unit: \$4,923
Submitted Entitlement Grant Applications	8	5	4	/grant application
Submitted Other Agencies' Application	8	5	5	
Supported				

WP-2: Supervise the Community Development program	1997	1996	1995
Projects Monitored	85	109	109
Environmental Reviews Completed	37	55	55
Grant Applications Evaluated	51	40	45
	Unit: \$1,526	Unit: \$1,526	Unit: \$1,526
	/report	/report	/report

WP-3: Provide information and technical assistance to the public and community organizations concerning community development	1997	1996	1995
Public Hearings	6	7	6
Citizen Inquiries Addressed	157	50	100
Technical Assistance	7	10	10
	Unit: \$181	Unit: \$181	Unit: \$181
	/hearing	/hearing	/inquiry
			/tech asst.

WP-4: Prepare planning documents to meet City needs and federal requirements, and provide planning assistance to other departments and community organizations	1997	1996	1995
Plans Prepared	7	3	6
Projects Assisted	76	70	75
	Unit: \$5,259	Unit: \$5,259	Unit: \$5,259
	/plan	/plan	/project

WP-5: Complete Federal and State Grant reports on schedule	1997	1996	1995
Grantee Performance Report	1	1	1
Minority Business Enterprise Reports	2	2	2
Social Services Block Grant Reports	24	12	12
Other Required Reports	10	6	8
	Unit: \$21,000	Unit: \$21,000	Unit: \$21,000
	/report	/report	/report

WP-6: CDBG and other grant funds allocated for Community Development projects and capital improvement projects	1997	1996	1995
Funds Allocated (in Million \$)	\$23.19	\$12.40	\$19.30
	Unit: n/a	Unit: n/a	Unit: n/a

GOAL: A CITY WHICH IS FREE FROM POVERTY AND BLIGHTING INFLUENCES.

OBJECTIVE-A1: Reduce the number of substandard housing units by 6% each two-year cycle.	1995	1996	1997
No. of Moderately or Severely Substandard Houses As Measured by the RSP	n/a	8,085	n/a
OBJECTIVE-A2: Rehabilitate 370 housing units in 1997 with City financial assistance.	1995	1996	1997
	385	385	370
1. Provide CDBG and HOME funding to Housing Department, Neighborhood Housing Services, and Community Housing Services Agency for housing rehabilitation and homeownership assistance.			
2. Implement lead-based paint hazard control program to augment existing housing rehabilitation program.			
3. Implement flood remedial program in West Savannah.			
4. Through a partnership with community leaders and residents, develop and implement neighborhood goals, objectives			

HOUSING

Trends and Issues

include the rehab of a vacant, substandard dwelling.

To carry out these programs in 1997, the Housing Department will face several challenges. The first is to develop additional resources for these programs. The department is examining the Federal Home Loan Bank Affordable Housing Program initiatives from Fannie Mae and Freddie Mac, and other sources. Second, the Housing Department continues to identify more high quality contractors to carry out the actual rehabilitation projects. The department is developing a data base by capacity and specialty of all quality contractors in the region. Finally, holding down rehabilitation costs continues to be a major focus of the Housing Department. In 1997, World Changers, Group WorkCamps and AmeriCorps will provide 82,000 hours of volunteer labor.

Through the combined efforts of rehabilitating rental and homeowner units, providing home buyer opportunities, increasing the financial resources and contractors availability for work; and by holding down costs through volunteer labor and sweat equity, the department expects to make a significant impact in the quality of affordable housing in Savannah.

Significant Expenditure Changes

The 1997 allocation for Housing budget increases \$21,529 or 3% primarily due to a \$57,483 increase in Salaries and Wages due to vacancies in 1996 and the 1997 wage increase. Housing's Fleet Addition contribution decreases \$12,000 due to a vehicle purchase in 1996 which will not need to be made in 1997. Also, there will be no computer replacement charge in 1997 (Citywide), decreasing the budget by \$11,550.

Housing Department programs concerning the availability of specific resources and special programs, and affordable neighborhoods are the result of City Council policies. The City's programs cover three areas of lending and assistance.

Affordable Rental Opportunities, through the Community Housing Services Agency, Inc. (CHSA) is a public/private partnership comprised of the City, private lenders and neighborhood leaders. This nonprofit organization provides the creation and stability of affordable rental housing within the Showcase neighborhoods by using a variety of Federal, State, private, and other resources.

Owner Occupied Rehabilitation assistance can range from minor repairs to major rehabilitation. With few exceptions, this assistance is reserved for low and moderate income families who own and live in their rehabs include CDBG, HOME and Lead Based Paint Grant. A maximum effort is made to encourage volunteer labor, such as World Changers, Group WorkCamps, and AmeriCorps to assist in containing costs. Other programs, such as the SeaCoast Workforce Development Board's Paint Program, have been combined with CDBG funds to assist owner-occupants in exterior repairs.

Home ownership assistance can be in the form of acquisition and rehabilitation funding, combining public and private resources for loans, and down payment loans and grants. Neighborhood Housing Services (NHS) is the leading agency in offering assistance for families that are becoming new homeowners. The Affordable Housing Auction has been the main vehicle for creating new Homeownership opportunities. Home ownership efforts are targeted to inner-city neighborhoods and usually

Expenditures By Type

Expenditure Area	1995	1996	1997	% Change 96 - 97
Personal Services	\$ 472,645	\$ 498,853	\$ 542,896	8.8
Outside Services	51,047	60,010	56,170	-6.4
Commodities	10,265	10,223	9,296	-9.1
Interfund Services	122,111	182,185	183,062	0.5
Capital Outlay	10,395	5,205	5,500	5.7
Interfund Transfers	0	12,000	0	-100.0
Other Expenses	6,804	16,891	9,972	-41.0
TOTAL	\$ 673,267	\$ 785,367	\$ 806,896	2.7

Positions

Class Title	1995	1996	1997	Grade
Office Asst, Senior	1.00	1.00	1.00	8
Secretary	1.00	1.00	1.00	10
Loan Servicer	2.00	2.00	2.00	14
Rehabilitation Specialist	4.00	4.00	4.00	16
Loan Officer	1.00	1.00	1.00	16
Program Analyst, Senior	1.00	1.00	1.00	22
Program Coordinator	2.00	2.00	2.00	22
Housing Project Coordinator	1.00	1.00	1.00	24
Assistant Director	1.00	1.00	1.00	28
Housing Director	1.00	1.00	1.00	36
TOTAL	15.00	15.00	15.00	

SERVICE QUANTITY

1995 1996 1997 COST ALLOCATION

WP-1: Assist in the rehabilitation of owner-occupied housing

# Applications Reviewed	150	450	450	\$202,000
# Applications Approved	75	180	200	Unit: \$962
# Unit Completed	132	200	210	/units
# Construction Inspections	875	1,300	1,365	completed

WP-2: Assist in the rehabilitation of affordable rental housing

# Applications Reviewed	21	25	25	\$121,000
# Applications Approved	7	10	10	Unit: \$1,513
# Units Completed	61	75	80	/units
# Construction Inspections	925	900	960	completed

STRATEGY:

1. Provide homeownership training, counseling, and financial assistance through Neighborhood Housing Services.
2. Use Home Auction, Cop-on-the-Block and for profit investors to provide homes and promote homeownership.
3. Use donations of dilapidated housing for use in homeownership programs.
4. Utilize Neighborhood Housing Services of America (NHS) and Georgia Housing Finance Authority (GHFA), Federal Home Loan Bank Program, home ownership programs for low and moderate income families.
5. Encourage private lender mortgages for low and moderate income families.

OBJECTIVE-C: To provide 185 rehabilitation assistance to low and moderate income families to increase the quality of their standard of living.

1995	1996	1997
120	185	185

OBJECTIVE-D: To provide relocation assistance to 75 low and moderate income families.

1995	1996	1997
0	55	75

STRATEGY:

1. Provide relocation assistance to families displaced by housing rehabilitation projects.
2. Provide relocation assistance to families displaced by lead base paint abatement.

GOAL: A CITY WITH AN AFFORDABLE HOUSING LOAN PORTFOLIO FREE OF MANAGEMENT AND FINANCIAL DEFICIENCIES.

OBJECTIVE-E: To collect \$700,000 in program income funds for future activities.

1995	1996	1997
\$780,000	\$600,000	\$700,000

STRATEGY:

1. Utilize automated loan servicing system for efficiency in record-keeping and collections.
2. Aggressively follow up with clients beginning when they are one month late with their payments.
3. Monitor loan servicing activities to ensure that desired loan repayments are obtained.
4. Work with problem clients to develop resolutions to their difficulties.

COMMUNITY DEVELOPMENT FUNDS PROGRAM COSTS

Trends and Issues

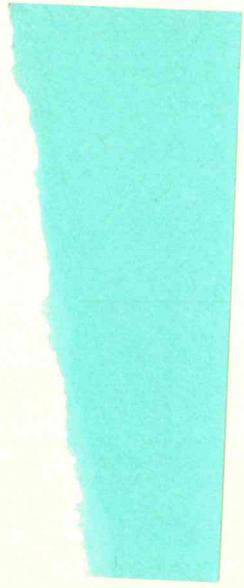
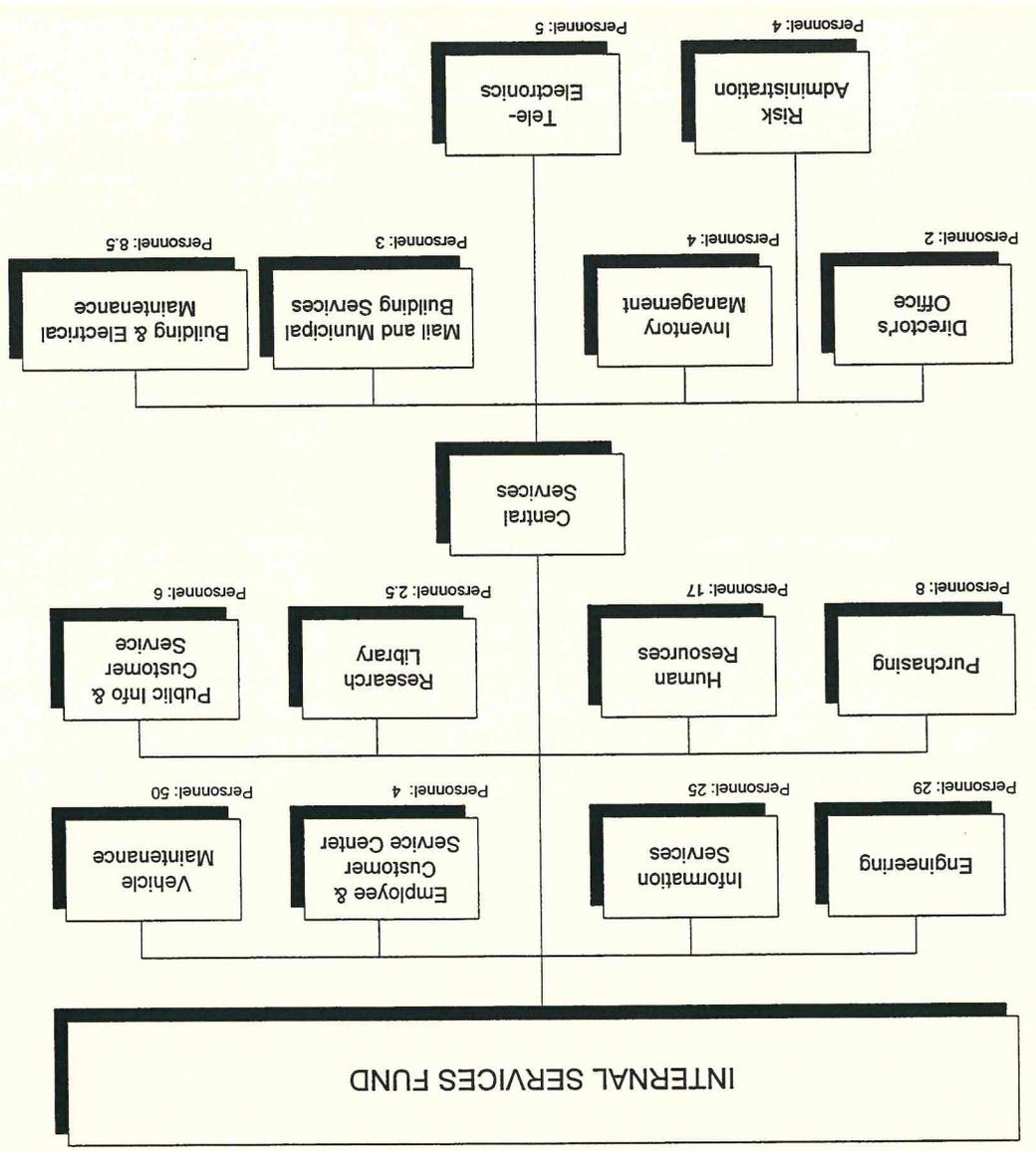
Significant Expenditure Changes

Program Costs and Carryforward expenditures are projected to decrease \$6,041,476 or 34% below 1996 projected expenditures. The allocation of \$11,519,474 is based on those sources of revenue that can confidently be predicted.

The Program Costs allocation is used to provide budgets for the programs supported by the Community Development Funds. The revenues which correspond to these program costs are derived from Federal and State grants, and other external sources.

Expenditures By Type

	1995	1996	1997	% Change
<u>Expenditure Area</u>	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>96 - 97</u>
Program Cost	\$ 22,968,971	\$ 4,362,593	\$ 5,519,474	-19.3
Carry Forward from Previous Years	2,333,970	13,198,357	8,000,000	-39.4
TOTAL	\$ 25,292,941	\$ 17,560,950	\$ 11,519,474	-34.4



Expenditures By Type

The 1997 budget for the Internal Services Fund totals \$13,986,632. This amount is \$251,220 or 2% below 1996 projected expenditures. The following tables provide details on expenditures. Explanations of significant changes by activity is included in the activity sections that follow.

	1996	1997	% Change 96-97
Expenditure Area	Actual	Projected	
Personal Services	\$ 6,410,948	\$ 6,654,915	2.3
Outside Services	2,190,574	2,228,079	-1.8
Commodities	2,608,032	2,452,291	0.4
Interfund Services	1,477,714	1,617,731	-2.0
Capital Outlay	174,556	290,408	-43.2
Debt Related Charges	530,942	515,089	-4.6
Interfund Transfers	40,747	165,000	-100.0
Other Expenses	176,030	260,339	-10.2
TOTAL	\$ 13,609,543	\$ 14,237,852	-1.8

Activity Summary

	1995	1996	1997	Difference Percent
Expenditure Area	Actual	Projected	Budget	
Research Library	\$ 187,235	\$ 208,071	\$ 214,454	3.1
Public Information	283,410	329,729	315,614	-4.3
Human Resources	1,031,252	1,142,548	1,223,272	7.1
Purchasing	406,102	426,229	459,580	7.8
Vehicle Maintenance	5,380,643	5,194,229	4,917,707	-5.3
Information Services	2,475,401	2,649,132	2,547,346	-3.8
Central Services	2,106,550	2,416,244	2,270,030	-6.4
Service Center	408,118	413,480	371,138	-10.2
Engineering	1,330,832	1,458,190	1,667,491	14.4
TOTAL	\$ 13,609,543	\$ 14,237,852	\$ 13,986,632	-1.8

INFORMATION SERVICES

Trends and Issues

Information Systems; and significant software upgrades.

Significant Expenditure Changes

The Information Services budget decreases \$101,786 primarily because of the following: a decrease of \$72,548 in the Computer Capital Charge within Other Expenses because of an open purchase order from 1995 expensed in 1996 and no contribution to the Computer Purchase Fund for replacing equipment in 1997 (this is Citywide); a decrease of \$23,414 in the Transfer to GMA account for the final planned debt service payment for the COSMOS network; within Outside Services, a decrease of \$35,000 in the Communications account due to the fiber optics installation at 17 City locations, and a decrease of \$12,860 in the Other Contractual Services account due to hooking up Parking Services at their new location in 1996.

Offsetting some of these decreases in Information Services is an increase of \$44,566 in Salaries and Wages largely for the full year's cost of the new GIS position and the 1997 wage increase; an increase of \$10,000 in Professional Services Fees within Outside Services for additional programming services; and an increase of \$24,011 in Mail and Municipal Buildings Services charges within Intfund Services for the department's anticipated increase in space in 1997.

The Information Services Department (ISD) provides computer related services to all City Bureaus and Departments. These services include: application, network, and technical services.

Applications services involve development and support of computer systems for the operations and reporting needs of departments. Application software may be provided by personal computer software as well as packaged or developed software running on one of the City's computers. Network services is the installation and support of all the devices (pc's, printers, terminals, computers) connected to the citywide network. Technical services support all the software which controls, measures, and tunes the computer and network environments, and also includes training and the help desk.

Information Services completed the installation of the citywide network of computers, called COSMOS (City of Savannah Municipal Operations System), in 1994. 1996 was characterized by significant upgrades to the network. Servers and pc's were replaced providing better performance and reliability. Our use of fiber cable was extended providing improved response time and cost savings. The Internet became a valuable research and communication tool for employees and our own Web Server was set up and used to disseminate information to employees. 1997 will see more information published on our Web Server; continued expansion of the fiber network; progress on Workflow and Geographic

Expenditures By Type

Expenditure Area	Actual	Projected		Budget	
1995	1996	1997		1997	% Change
\$ 1,077,437	\$ 1,125,116	\$ 1,144,232		\$ 1,144,232	1.7
324,247	456,904	406,570		406,570	-11.0
306,579	204,613	211,800		211,800	3.5
179,642	213,086	236,659		236,659	11.1
Intfund Services					
Commodities					
Outside Services					
Personal Services					

Expenditures By Type (cont'd)

Expenditure Area	1995	1996	1997	% Change
Actual	21,850	6,000	0	-100.0
Projected	530,942	515,089	491,675	-11.1
Capital Outlay	34,704	128,324	56,410	-56.0
Debt Related Charges				
Other Expenses				
TOTAL	\$ 2,475,401	\$ 2,649,132	\$ 2,547,346	-3.8

Positions

Class Title	1995	1996	1997	Grade
Office Assistant, Senior	1.00	0.00	0.00	8
Computer Services Clerk	1.00	0.00	0.00	11
Computer Svcs Technician	1.00	1.00	1.00	14
Computer Svcs Specialist	1.00	1.00	1.00	16
Information Services Technician	2.00	2.00	2.00	17
ISD Business Coordinator	1.00	1.00	1.00	17
Computer Svcs Coord	2.00	2.00	2.00	20
Information Svcs Technician, Sr	1.00	1.00	1.00	20
Systems Analyst	2.00	3.00	3.00	21
Information Svcs Tech Coordinator	3.00	3.00	3.00	24
System Analyst, Senior	6.00	7.00	7.00	24
Information Svcs Admin	3.00	3.00	3.00	31
Information Services Director	1.00	1.00	1.00	40
TOTAL	25.00	25.00	25.00	

SERVICE QUANTITY

COST ALLOCATION

WP-1: Provide Network Services	1995	1996	1997	
Number of Network Workstations & Printers Installed/Supported	807	868	900	\$535,000
Calls for Service/Problems Resolved	1,200	1,700	1,800	Unit: \$594 /device
Man Months Spent on Technical Services	40	40	52	
WP-2: Provide Computer Application Services				
Number of Major Applications Supported	86	86	94	\$1,070,000
Man Months Spent on Applications Services	96	96	120	Unit: \$11,383 /application

WP-3: Provide City Employee Computer Training

Number of Training Sessions	72	72	600
Number of City Employees Trained	600	600	600
	Unit: \$148		
	72		
	600		
	Unit: \$89,000		

WP-4: Provide Technical Services

Number of Network Logins	900	950	950
Supported			
Number of Software Applications	72	159	180
Installed/Supported			
Man Months Spent on Systems	40	40	52
Software Installation/Support			

WP-5: Provide Help Desk Services

Number of Help Desk Calls	6,000	6,700	7,000
Recorded			
Percent Resolved by Help Desk Staff	43	46	50
			Unit: \$33
			/resolution
			\$114,000

GOAL: TO PROVIDE 100% AVAILABILITY OF ALL COMPONENTS OF COSMOS TO ALL CITY DEPARTMENTS EXCLUSIVE OF SCHEDULED MAINTENANCE.

OBJECTIVE-A: To provide 99% availability for Public Safety Dispatch System and 96% availability for all other COSMOS components.

OBJECTIVE-B: To reduce the ratio of help desk problem calls to total network users by 10% in 1997.

1995	1996	1997
99	99	99
CAD System % Availability		
96	96	96
Administrative Systems % Availability		

1995	1996	1997
6,000	6,700	6,000
Problems Reported to Help Desk		
900	950	950
Network Logins		

STRATEGY:

1. Analyze and report problem calls by nature of call.
2. Provide training programs which address needs of users.

1. Continue a regular test of High Availability takeover of CAD by the backup computer system (RMS).
2. Regularly measure the availability of file servers and other COSMOS components.

GOAL: TO PROVIDE 60 SECOND NETWORK LOGIN (EXCLUSIVE OF SCAN SOFTWARE); A 30 SECOND LOAD OF PC SOFTWARE; AND A 3 SECOND RESPONSE TIME ON UNIX SOFTWARE.

OBJECTIVE-C: To achieve a favorable rating of 80% from COSMOS users on the overall performance and reliability of all Network components in 1997.

1995	n/a	Favorable Rating on Overall Performance of COSMOS
1996	61%	
1997	80%	

- STRATEGY:**
1. Implement Survey software for feedback.
 2. Address factors which affect performance.
 3. Load software from local hard drives.

GOAL: PROVIDE COST EFFECTIVE COMPUTER SOLUTIONS TO SUPPORT ALL RELATED BUREAUS' AND DEPARTMENTS' GOALS.

OBJECTIVE-D: Provide 3 citizen service improvements and 3 cost reduction opportunities using computer systems in 1997.

1995	2	Service Improvement Opportunities Proposed
1996	3	
1997	3	
1995	2	Cost Reduction Opportunities Proposed
1996	3	
1997	3	

- STRATEGY:**
1. Take a more active role in application systems.
 2. Better understand City departments' operations.

ENGINEERING

Trends and Issues

The focus of the Engineering Department's efforts continues to be to plan and construct the City's infrastructure to standard specifications in the most efficient method possible. The department also seeks to ensure construction of private infrastructure in compliance with City standards. The largest current issue facing the department is handling the \$37 million in improvements to the Casey Canal North, Springfield Canal, and Travis Field; \$5.7 million in 1% sales tax paving; and a number of major building projects. Until these projects are complete, they will consume a large portion of the department's resources. In the meantime, some productivity improvements have been instituted, such as upgrading the department's computers and in-house design capacity.

Since Engineering is a support service to the City's operating departments, the most important objective for 1997 is to raise its performance rating on the annual user survey. After improving for three years, there was a drop in the performance rating in 1994. This appears to be largely due to an unusually high turnover rate during the year and a dramatic increase in workload. A study is currently underway to determine the role of project manager workload in both the drop in performance and employee turnover. Because of the 1996 Olympics and a large overall expansion in the City's infrastructure, each project manager currently handles in excess of 30 projects at any given

time. The study will be used to determine the optimum staffing level. In 1997, the Engineering Department will seek to provide a consistently high level of service to all its users. The department will seek to complete all projects within the approved budget and in compliance with City standards. It will also seek to complete at least 85% of these projects within the approved schedule.

Significant Expenditure Changes

Engineering increases \$209,301 or 14% primarily due to a \$103,770 increase in Personal Services due to the full year cost of the new Real Property Coordinator position, vacancies in 1996, and the 1997 wage increase. Also, the contribution to the Metropolitan Planning Commission increases \$35,847 for their share of the SAGIS Pilot Project. The Computer Capital charge increases for new computer equipment and software to increase Engineering's in-house production capabilities and to expand the City's GIS program. Vehicle Use Charges increase \$10,030 due to new vehicles added in 1996. In addition, the Information Services chargeback increases \$27,639 due to a more accurate allocation of charges and support for new computer equipment. The Tele-Electronics charges increase \$12,163 to replace 800 trunk radios to make them compatible with the City's new system.

Expenditures By Type

Expenditure Area	1995	1996	1997	% Change 96-97
Personal Services	\$ 1,024,298	\$ 1,127,841	\$ 1,231,611	9.2
Outside Services	95,542	102,803	97,922	-4.7
Commodities	17,504	22,998	22,129	-3.8
Interfund Services	149,362	168,022	211,448	25.8
Capital Outlay	24,820	1,200	1,500	25.0
Other Expenses	19,306	35,326	102,881	191.2
TOTAL	\$ 1,330,832	\$ 1,458,190	\$ 1,667,491	14.4

Positions

Class Title	1995	1996	1997	Grade
Engineering Aide	1.00	1.00	1.00	9
Secretary	1.00	1.00	1.00	10
Administrative Assistant	2.00	2.00	2.00	13
Survey Crew Supervisor	1.00	1.00	1.00	16
Construction Inspector	6.00	6.00	6.00	18
Contract Compliance Coordinator	1.00	1.00	1.00	19
City Land Surveyor	1.00	1.00	1.00	19
GIS Analyst	2.00	2.00	2.00	20
GIS Analyst, Senior	1.00	1.00	1.00	23
GIS Coordinator	1.00	1.00	1.00	23
Private Development Coordinator	1.00	1.00	1.00	23
Architectural Coordinator	1.00	1.00	1.00	24
Real Property Coordinator	0.00	1.00	1.00	24
Civil Engineer	3.00	3.00	3.00	25
Civil Engineer, Senior	4.00	4.00	4.00	32
Asst City Engineer	1.00	1.00	1.00	35
City Engineer	1.00	1.00	1.00	40
TOTAL	28.00	29.00	29.00	

SERVICE QUANTITY

	1995	1996	1997	COST ALLOCATION
WP-1: Implement Capital Projects				
In-House	18	29	27	\$1,217,000
Contracted	39	40	38	Unit: \$18,723 /project
WP-2: Provide Services to City Departments				
Technical	1,425	1,420	1,430	\$300,000
Geo-Data Requests	612	650	675	Unit: \$143 /request

WP-3: Provide Services to Private Developers

Developments Inspected ¹	89	95	93	\$67,000 Unit: \$720	inspected /development
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WP-4: Provide Services to General Public

Petitions Processed	48	52	50	\$83,000 Unit: \$51	/service
General Requests	1,500	1,625	1,575		

GOAL: A CITY WITH ALL OF ITS PUBLIC AND PRIVATE INFRASTRUCTURE FREE OF DEFECTS AND STANDARD CONSTRUCTION.

OBJECTIVE-A: To ensure 100% of all public and private infrastructure projects are completed and maintained in compliance with stated specifications.

1995	1996	1997
100%	100%	100%
Projects Completed On Schedule		
and In Compliance With Specifications		

STRATEGY:

1. Continue rigorous in-house inspections of all routine construction, and closely monitor outside specialty inspection services.

2. Ensure an average technical support rating by user departments of "very good" or better, equivalent to a 4 on a 5 point scale with 1 being "poor" and 5 being "excellent".
3. Assist the operating departments in developing maintenance and replacement schedules around the new Community Facilities Plan, to optimize performance and prevent premature infrastructure failures.
4. Develop master plans for expansion of the City's utilities to serve current and future users.
5. Investigate methods of early diagnosis of underground infrastructure problems and alternative methods of extending infrastructure life.
6. Inspect all ongoing private developments at least once every two weeks to ensure

¹ Includes inspection of subdivisions

OBJECTIVE-B: To respond to all operating departments' requests for technical assistance according to the following standards:

7. that public improvements are being installed properly and in accordance with approved plans.
7. Develop standard procedures to guide private developers and their contractors in the installation and testing of public improvements in new developments
8. Provide monthly reports and quarterly summaries of the effectiveness of the inspection program.

Request type	Work Days to Completion	% Time Standards Met		
		1995	1996	1997
Surveying	10	96%*	98%*	98%
Cost Estimates	10	98%	100%	99%
Geo-Data Mapping	5	98%	99%	99%
Design Sketches	10	99%	99%	100%
General Mapping Information	5	99%	99%	99%
Field & Office Consultation	7.5	99%	99%	98%

* This number reflects full staffing. An Engineering Survey position has been vacant since May 1995.

STRATEGY

1. Send a questionnaire to all user departments requesting their surveying, cost estimating and designing needs and schedule these requests within one (1) week of receipt.
2. Monitor the number of requests completed satisfactorily and on time.
3. Produce a log of geo-data mapping requests with the date of submission.
4. Review completion of requests to ensure timeliness.
5. Provide monthly and quarterly status reports on service requests.

OBJECTIVE -C: To ensure 100% of all capital projects are initiated on schedule, and 85% are completed according to the approved schedule and within the approved budget.

1995	1996	1997
94%	95%	100%
% of Projects Initiated on Schedule	83%	89%
85%	85%	85%
% of Projects Completed on Schedule	% of Projects Completed Within Budget	

STRATEGY:

Scheduling

1. Continue to implement the formalized selection and review procedures for consultants to eliminate unnecessary delays and cost overruns that result from poor design.
2. Meet as necessary, at least monthly, with user departments to ensure the construction projects are on a schedule fitting with overall City goals.
3. Work with user departments during the planning and budgeting process to eliminate unnecessary delays and cost overruns.
4. Work with Streets Maintenance, Stormwater Management, Water, Sewer and the City Attorney to address right-of-way problems as early as possible before construction of planned projects.

Budgeting

1. Provide continuous monitoring of expenditures during the year.
2. Provide periodic reviews of CIP budgeting procedures to determine their accuracy.

VEHICLE MAINTENANCE

Trends and Issues

steel underground storage tanks that do not have cathodic protection or overspill protection must be replaced before December 1998. In 1997 Vehicle Maintenance will have the fuel tanks at the City Lot removed and replaced to comply with these regulations.

Significant Expenditure Changes

Vehicle Operations

Expenditures for 1997 decrease \$261,513, or 6% below 1996 projected expenditures. The decrease is primarily due to a \$150,000 reduction in the Fleet Addition Contribution after purchasing 10 new pickups in 1996; a \$75,837 decrease in Capital Outlay due to a reduction in equipment requirements in 1997; and a \$53,313 decrease in Workers Compensation due to a new cost allocation method for 1997. Outside Services decrease \$53,150, reflecting a \$23,000 decrease in Security Guard Services by installing a fence around the building. These decreases are partially offset by a \$96,093 increase in Salaries and Wages due to the 1997 wage increase and vacancies in 1996.

Fleet Management

Expenditures for 1997 decrease \$20,607 or 5% below 1996 projected expenditures. Intfund Services decrease \$23,848 due to a \$9,146 reduction in Tele-Electronic Charges for radios purchased in 1996, an \$8,000 decrease in Garage Charges due to the purchasing of new vehicles and a \$5,625 decrease in Data Processing charges due to a reduction in the ISD budget. These decreases are partially offset by a \$6,958 increase in Salaries and Wages to fund the 1997 wage increase.

The Vehicle Maintenance Department is required to provide vehicle operation and maintenance services for all City departments. To accomplish these tasks, Vehicle Maintenance operates two maintenance facilities, three fuel sites, and a vehicle replacement program.

In 1997, Vehicle Maintenance will face the deletions of R-12 Freon, modernization of the fuel facilities at the City Lot and revision of the vehicle replacement fund. Environmental legislation and inflation within the automotive industry are the cause of these issues.

In December 1995, production of R-12 Freon was discontinued due to regulations governing release of Chlorofluorocarbons (CFCs) into the atmosphere. Vehicle Maintenance uses this gas throughout the fleet for repair of air-conditioning systems on vehicles purchased prior to 1995. Although quantities of R-12 stockpiled remain available for purchase, prices will drastically increase as the stockpile is gradually depleted. Vehicles currently equipped with R-12 systems will all have to be retrofitted to use R-134a, the replacement for R-12. The cost for these refits will average between \$200 and \$500 per vehicle.

Over the past few years the balance of the vehicle replacement fund has decreased due to higher purchase prices of vehicles. Currently, vehicle use charges are based on a straight line depreciation of the vehicle purchase price with no consideration of inflation when the vehicle is replaced. In 1997, an inflation charge will be added to these charges by Vehicle Maintenance to ensure that funds are available for timely replacement of City vehicles.

The Federal Government has mandated that all

Expenditures By Type

	1995	1996	1997	% Change 96-97
Expenditure Area	Actual	Projected	Budget	
Personal Services	\$ 1,998,074	\$ 1,986,011	\$ 2,005,065	1.0
Outside Services	950,767	654,149	596,353	-8.8
Commodities	2,020,427	1,944,681	1,975,408	1.6
Interfund Services	337,321	323,759	283,634	-12.4
Capital Outlay	6,184	97,837	22,000	-77.5
Interfund Transfers	1,747	165,000	0	-100.0
Other Expenses	66,064	22,792	35,247	54.7
TOTAL	\$ 5,380,643	\$ 5,194,229	\$ 4,917,707	-5.3

Activity Summary

	1995	1996	1997	% Change 96-97
Expenditure Area	Actual	Projected	Budget	
Vehicle Operations	\$ 5,006,553	\$ 4,748,894	\$ 4,487,381	-5.5
Fleet Management	330,623	395,335	374,728	-5.2
Outside Agencies	43,467	50,000	55,598	11.2
TOTAL	\$ 5,380,643	\$ 5,194,229	\$ 4,917,707	-5.3

**Vehicle Operations
Expenditures By Type**

	1995	1996	1997	% Change 96-97
Expenditure Area	Actual	Projected	Budget	
Personal Services	\$ 1,830,757	\$ 1,729,167	\$ 1,747,063	1.0
Outside Services	915,392	614,343	561,193	-8.7
Commodities	1,973,567	1,891,725	1,916,772	1.3
Interfund Services	216,682	242,798	226,521	-6.7
Capital Outlay	6,184	97,837	22,000	-77.5
Interfund Transfers	1,747	165,000	0	-100.0
Other Expenses	62,224	8,024	13,832	72.4
TOTAL	\$ 5,006,553	\$ 4,748,894	\$ 4,487,381	-5.5

Positions

Class Title	1995	1996	1997	Grade
Equipment Service Attendant	2.00	2.00	2.00	7
Storekeeper	1.00	1.00	1.00	8
Senior Clerk	1.00	1.00	1.00	8
Storekeeper, Senior	1.00	1.00	1.00	10
Equipment Mechanic	8.00	8.00	8.00	13
Equipment Mechanic, Senior	3.00	3.00	3.00	15
Auto Parts Buyer	2.00	2.00	2.00	16
Equipment Specialist, Principal	11.00	11.00	11.00	18
Master Equipment Mechanic	13.00	13.00	13.00	22
Inventory Coordinator	1.00	1.00	1.00	24
Vehicle Maintenance Administrator	1.00	1.00	1.00	28
TOTAL	44.00	44.00	44.00	

Fleet Management Expenditures By Type

Expenditure Area	1995	1996	1997	% Change 96-97
Personal Services	\$ 167,317	\$ 256,844	\$ 258,002	0.5
Outside Services	35,434	39,806	35,160	-11.7
Commodities	3,393	2,956	3,038	2.8
Interfund Services	120,639	80,961	57,113	-29.5
Other Expenses	3,840	14,768	21,415	45.0
TOTAL	\$ 330,623	\$ 395,335	\$ 374,728	-5.2

Positions

Class Title	1995	1996	1997	Grade
Account Clerk	1.00	1.00	1.00	10
Administrative Assistant	1.00	1.00	1.00	13
Contract Compliance Coord	1.00	1.00	1.00	19
Management Analyst	1.00	1.00	1.00	21
Fleet Management Admin	1.00	1.00	1.00	28
Vehicle Maintenance Director	1.00	1.00	1.00	36
TOTAL	6.00	6.00	6.00	

Outside Agencies Expenditures By Type

Expenditure Area	1995		1996		1997		% Change 96-97
	Actual	Projected	Budget	Actual	Budget		
Commodities	\$ 43,467	\$ 50,000	\$ 55,598	\$ 50,000	\$ 55,598		11.2
TOTAL	\$ 43,467	\$ 50,000	\$ 55,598	\$ 50,000	\$ 55,598		11.2

SERVICE QUANTITY

WP-1: Vehicle Repair	1995		1996		1997	
	Total Repairs	Total Vehicles Served	Unit: \$4,918,000	Unit: \$4,554	Unit: \$4,918,000	Unit: \$4,554
	12,075	1,100	11,800	12,000	11,800	1,080
	1,100	1,100	1,100	1,100	1,080	1,080
	1,100	1,100	1,100	1,100	1,080	1,080

GOAL: ALL DEPARTMENTS PROPERLY EQUIPPED WITH THE RIGHT VEHICLES TO MEET THEIR DAILY REQUIREMENTS 100% OF THE TIME.

OBJECTIVE-A: To verify equipment requirements for each activity by type of equipment and to increase the proper type and number of vehicles available by 1% in 1997.

STRATEGY:

1. Coordinate with each using department to ensure that equipment utilization forms are updated. The forms will identify what task will be performed, under what conditions, and how many pieces of equipment will be required.
2. Monitor equipment availability on a daily basis.
3. Ensure that the fleet management systems equipment listing and requirements are reviewed and updated monthly.

GOAL: ZERO UNSCHEDULED REPAIRS.

OBJECTIVE-B: Reduce unscheduled repairs to 75% of total repairs.

STRATEGY:

1. Continue to schedule repairs through the expansion of the preventive maintenance program.
2. Use fleet management software to schedule a higher number of vehicle repairs by identifying the cycle of break-downs.

	1995	1996	1997
# of Total Repairs	12,075	12,000	11,800
# of Unscheduled Repairs	10,808	9,600	8,850
% of Unscheduled Repairs	83%	80%	75%

HUMAN RESOURCES

Trends and Issues

savings in 1996 and additional managed care options will be proposed as needed in 1997.

In 1996, a new Health Risk Appraisal was implemented for all city employees. The appraisal provides substantial personalized information to the employee on their own health risks and to the city on the organization's health risks. This information is translated into targeted wellness programming and health care changes. Emphasis will continue to be placed on these appraisal and programming methods in 1997. The department will also continue to work closely with the Police and Fire Bureaus in 1997 to implement fitness programs and standards which were initiated in 1996.

In order to strengthen the abilities of current employees, the department provides city-wide training programs based on the needs of our organization. In 1996, the department conducted a training needs assessment for management and technical/skilled employees. Results of this assessment will be implemented in 1997, with more targeted training being provided to our managers, supervisors, and front-line employees. A major emphasis of the department is the continuing implementation of the City's quality management philosophy and processes, including strategies for employee empowerment, customer service, and continuous improvement through fact-based decision-making. All city supervisors were trained in 1996 and several quality improvement teams were established. In 1997, all employees will be trained in the City's quality philosophy and processes. In 1996, the first organizational survey was conducted to measure employees' perceptions of the City's work environment. Results of this base-line survey and follow-up surveys will be used by the Quality Management Executive Steering Team to continue to implement the quality process and leadership principles.

The Human Resources Department is responsible for filling all City positions with a diversity of qualified and capable individuals; providing cost effective benefit programs to all employees; providing quality training that equips employees with the technical, managerial, and educational skills to serve the citizens of Savannah; and creating a quality workforce for all employees. The Human Resources Department is continuously improving processes and developing strategies to enhance organizational and individual quality of life for City employees and customers.

To meet the challenges posed by an increasingly competitive marketplace, the City must recruit and hire the right people--people who will help the organization succeed. In 1996, the recruitment and selection process was updated and improved through enhanced automation and more direct customer service. The system continues to be streamlined and improved to meet the demands of both our internal and external customers, including the departments we serve, applicants for positions, and the citizens of Savannah. The improvement trends in 1997 will include continued automation, updated testing and assessment methods, and customer outreach. In 1996, the department coordinated implementation of a new classification system, and began work on a pay system that will provide for movement based on increased skills and satisfactory performance. The pay system will be proposed for implementation in 1997.

The department provides a fair and competitive benefits package to all City employees and keeps abreast of the trends and laws affecting benefits programs. The City's philosophy is that the best method to control healthcare costs is through knowledge and prevention. In 1996, the department implemented a fully managed care medical plan through a Preferred Provider Organization (PPO). The managed care plan is being monitored for effectiveness and cost

Significant Expenditure Changes

Human Resources increases \$80,724 primarily because of a \$70,765 increase in Salaries and Wages due to vacancies in 1996, the full year's cost of the human resources analyst position moved to this department from Facilities Maintenance in 1996, and the 1997 wage increase. Also, the Professional Services Fees account within Outside Services increases \$29,500 mainly for TQM training and consulting services for the City's compensation plan.

Expenditures By Type			
Expenditure Area	1995 Actual	1996 Projected	1997 Budget
Personal Services	\$ 640,299	\$ 676,948	\$ 736,595
Outside Services	94,599	145,440	183,845
Commodities	57,700	66,680	62,000
Interfund Services	223,970	243,593	234,832
Capital Outlay	2,660	0	6,000
Other Expenses	12,024	9,887	0
TOTAL	\$ 1,031,252	\$ 1,142,548	\$ 1,223,272
			7.1

Positions			
Class Title	1995	1996	1997
Human Resources Assistant	3.00	3.00	3.00
Human Resources Assistant	1.00	1.00	1.00
Human Resources Tech	2.00	2.00	2.00
Employee Health Coord, Asst	1.00	1.00	1.00
Driver Training Coordinator	1.00	1.00	1.00
Human Resources Analyst	2.00	2.00	2.00
Employee Health Coordinator	1.00	1.00	1.00
Human Resources Analyst, Sr	1.00	1.00	1.00
Employee Assistance Coord	1.00	1.00	1.00
Human Resources Administrator	3.00	3.00	3.00
Human Resources Director	1.00	1.00	1.00
TOTAL	17.00	17.00	17.00

Grade	1997
11	3.00
13	1.00
14	2.00
18	1.00
20	1.00
20	2.00
21	1.00
22	1.00
23	1.00
30	3.00
36	1.00

SERVICE QUANTITY

1995 1996 1997 **COST ALLOCATION**

WP-1: Administer and oversee the Human Resources programs to include recruitment and selection, employee benefits and assistance, training, classification, and compensation

EEOC Complaints/Charges	10	6	6	\$122,000
Policies Developed or Modified	2	10	10	Unit: \$20,333
Labor Relations and Union Negotiations	0	0	1	/charge

WP-2: Conduct Recruitment and Selection Programs/Pay and Reclassification Studies

Requisitions Processed	438	450	500	\$331,000
Position Registers Created	154	150	150	Unit: \$44
Applications Processed	7,339	7,500	7,500	/application
Pay & Classification Studies	11	10	20	
Surveys for Other Agencies	36	20	20	

WP-3: Establish and Maintain Employee Files and Process In-Service Actions

New Employee Files Established	382	400	400	\$61,000
In-Service Pay Actions Processed	325	2,700	600	Unit: \$153
Other Actions Processed	1,271	2,100	2,500	/file

WP-4: Administer Benefits Programs and Provide Employee Services

Pension & Long Term Disab. Appl Processed	78	50	65	\$122,000
Life Ins. & Waiver of Prem Claims Processed	38	35	40	Unit: \$58
Benefits Changes Processed	2,175	2,500	2,000	/service

WP-5: Provide Employee Assistance

Emps. Assessed, Counseled, and Appropriately Referred	200	275	300	\$61,000
Unit: \$203				/employee

WP-6: Administer Employee Wellness Program

Wellness Programs Conducted	40	45	50	\$122,000
# of Emps. Participating in Programs	1,350	1,500	1,600	Unit: \$76
				/employee

WP-7: Provide Comprehensive Training to City Employees

# of Emps. Participating in Training Programs	1,495	1,700	1,900	\$343,000
Unit: \$181				/employee

¹ Reflects classification study implementation.

WP-8: Continue to implement Total Quality Management

# of Emps. Involved in QM Effort	341	1,000	1,900	Unit: \$32
QM Improvement Teams Chartered	7	15	20	/employee
				\$61,000

GOAL: A WORK FORCE WHICH WILL POSSESS THE SKILLS AND KNOWLEDGE NECESSARY TO SERVE OUR CUSTOMERS EFFECTIVELY AND WILL BE AVAILABLE AND ON THE JOB 100% OF THE ALLOCATED WORK TIME.

OBJECTIVE-A: To limit the increase in the Medical Cost Per Employee to less than the increase in the Medical Consumer Price Index.

1995	1.0%	1.0%	1.0%
1996	1.0%	1.0%	1.0%
1997	1.0%	1.0%	1.0%
		City Increase	Medical CPI Increase
		4.0%	4.0%

OBJECTIVE-C: Reduce or maintain a desired City turnover rate of less than 10% Citywide.

1995	10%	10%
1996	9%	9%
1997	9%	9%
		City Turnover Rate

STRATEGY:

1. Assess training needs and design appropriate courses to meet identified needs.
2. Design an Individual Development Plan process for employees/supervisors.
3. Evaluate training effectiveness through surveys/focus groups.

STRATEGY:

1. Educate all employees on Wellness and EAP issues.
2. Counsel at-risk employees to emphasize the value of preventive care and self-care.
3. Screen 75% of employees using the Health Risk Appraisal.

OBJECTIVE-B: Increase the percent of City employees who receive applicable training as defined by the City Academy for Career Enhancement to 90% in 1997.

1995	47%	47%
1996	75%	75%
1997	90%	90%
		% of City Employees Who Receive Applicable Training

STRATEGY:

1. Analyze reasons for employees who terminate during probation.
2. Analyze reasons for terminations of non-probationary employees.
3. Recruit best qualified person available for each position opening.

PURCHASING

Trends and Issues

procurement code should advance the goals of the organization rather than impede the process. The integrity of the system can be kept intact while improving the responsiveness of the procurement process by increasing sealed bid limits but maintaining accountability.

In 1997, Purchasing will be proposing modifications to the procurement ordinance which, if approved, will improve our ability to serve the operating departments while preserving a system of quality and integrity.

Significant Expenditure Changes

Purchasing increases \$33,351 primarily due to a \$55,000 contribution budgeted in Outside Services for the Cooperative Minority/Female Business Development Program with Chatham County and Savannah-Chatham Public Schools. Offsetting a portion of this increase is a decrease of \$20,017 in Information Services. Charges within Interfund Services.

Purchasing's goal is to procure required materials, supplies, equipment and services in a timely, cost effective manner for all City's activities, within the guidelines of the City's procurement code.

The purpose of the procurement code is to provide for the fair and equitable treatment of all involved in public purchasing; maximize the purchasing value of public funds; and provide safeguards for maintaining a procurement system of quality and integrity. The current code was adopted in 1991.

The trend in public procurement is to delegate higher levels of procurement authority. Technology is rapidly changing and procurement procedures sometimes hinder operational departments in their mission because formal sealed bidding takes too long. At best, the formal bid process takes four to six weeks. The

Expenditure Area		1995	1996	1997	% Change
Personal Services	\$ 277,241	\$ 291,349	\$ 294,017	96-97	0.9
Outside Services	22,642	28,683	79,614	177.6	177.6
Commodities	16,651	15,971	16,703	4.6	4.6
Interfund Services	85,164	85,826	65,246	-24.0	-24.0
Other Expenses	4,404	4,400	4,000	-9.1	-9.1
TOTAL	\$ 406,102	\$ 426,229	\$ 459,580		7.8

Class Title	1995	1996	1997	Grade
Secretary	1.00	1.00	1.00	10
Purchasing Clerk	1.00	1.00	1.00	10
Buyer Assistant	1.00	1.00	1.00	11
Buyer	3.00	3.00	3.00	19
Assistant Purchasing Administrator	1.00	1.00	1.00	23
Purchasing Administrator	1.00	1.00	1.00	31
TOTAL	8.00	8.00	8.00	

Positions

SERVICE QUANTITY

COST ALLOCATION 1995 1996 1997

WP-1: Purchase goods and services, promote equal opportunity in purchasing, administer contracts

# Specifications Prepared	415	450	450	\$395,000
# Minority Solicitations	555	600	600	Unit: \$37
# Requisition Lines	10,756	10,300	10,300	/specification
# Vouchers and Agency PO's Reviewed	16,000	16,000	16,000	/requisition
# Telecommunications Lines	852	982	982	

WP-2: Purchase all goods and services for Water and Sewer Operations and administer Water and Sewer contracts

# Contracts Administered	34	30	30	Unit: \$26
# Requisition Lines	2,046	2,500	2,500	/contract
				\$65,000

GOAL: PROVIDE USING DEPARTMENTS WITH ALL REQUIRED MATERIALS, SERVICES AND INFORMATION AT THE TIME AND PLACE NEEDED, IN THE SPECIFIED QUANTITY AND QUALITY. PROVIDE EQUAL OPPORTUNITY AND EQUITY TO ALL VENDORS IN CITY PURCHASES.

OBJECTIVE-A: To process purchase requests in an efficient and timely manner.

1995	1996	1997
98%	98%	98%
% of Confirming Purchase Orders		
Issued within 7 days		
55%	55%	55%
% of Non-Confirming Purchase Orders		
Issued within 7 days		

STRATEGY:

1. Increased use of electronic mail for departmental approvals.
2. Track average time for telephone quote processing compared to standard of twenty-four hours.
3. Schedule bids aggressively within the guidelines of the City Purchasing ordinance.

OBJECTIVE-B: To identify a minimum of five commodity groups which can be purchased more economically in 1997.

1995	7	# Of Commodity Groups Identified
1996	5	
1997	5	

STRATEGY:

1. Review payment vouchers and agency purchase orders for frequently purchased items which may be appropriate for annual contracts.
2. Review annual contracts for additional items which should be placed under contract.

OBJECTIVE-C: Review annual contract purchases to verify compliance with specifications and contract terms.

1995	160	# of Reviews of Annual Contracts
1996	160	
1997	160	

STRATEGY:

1. Conduct scheduled periodic reviews of annual contracts.
2. Enter contract pricing into computer system to facilitate price and item verification.

3. Require duplicate pricing sheets for using department and Purchasing as part of bid specifications.

OBJECTIVE-D: Increase dollar amount and number of awards to minority vendors by 2%.

1995	38%	41	# of Awards over \$1,000 to Minority Vendors
1996	40%	43	
1997	41%	44	

% of City Dollars Awarded to Minority Vendors
Which Were Available from Minority Vendors

STRATEGY:

1. Maintain updated minority vendors list.
2. Solicit all known minority suppliers on every solicitation.
3. Review specifications to eliminate barriers to minority participation.
4. Conduct post-bid surveys to determine reasons for minority non-response.
5. Consider dividing contracts into smaller sections to facilitate awards to minority vendors.
6. Conduct training classes for minority businesses on how to do business with the City.

PUBLIC INFORMATION AND CUSTOMER SERVICE

Trends and Issues

information.

The department is working with several City departments on improving communications within the City's government and its 1,900 employees. Also, the department continues to work on the City's quality management initiative.

The department will plan and promote community-wide events like Georgia Day, St. Patrick's Day, Georgia Municipal Association Annual Meeting, Race Across America, and act as the City's liaison with community organizations such as United Way, March of Dimes, Savannah Area Convention and Visitors Bureau, Keep Savannah Beautiful, etc.

The department will continue and expand involvement in student intern and work/study programs from our area colleges.

Significant Expenditure Changes

The allocation for Public Information and Customer Service decreases \$14,115 or 4.0% primarily due to a decrease of \$6,400 in Computer Capital charge. Also, Vehicle Depreciation charges decrease \$3,321 and Outside Services decreases \$2,488 due to Olympic related expenses in 1996 that will not be necessary in 1997.

The mission of the Public Information Office and Customer Service Department is to develop informational programs and strategies that ensure that the citizens of Savannah are informed of the programs, services, activities and functions of their local municipal government, and to promote the positive contributions made by that government to improve the quality of life for its citizens.

In 1997, the Citizens' Report, *Savannah, At Your Service* will continue to be produced quarterly to provide more information, more often. Designed to reach as many citizens as possible, the first issue of 50,000 copies hit the streets the last week of June 1996.

Savannah's **Government Channel 3** continues to increase its programming. New programming will focus more on neighborhoods, Weed & Seed, Youth Futures, etc. In 1996, Garden City Council coverage was begun, and in 1997, Savannah/Chattham County Board of Education meetings will be added. Programming will continue to be expanded into 1997, with major emphasis on priority projects, including regular updates on the City's drainage improvement program, sanitation, and water quality issues. Video Public Service announcements, on GOVT3 and across the board on the cable system, will be used to convey timely citizen

Expenditures By Type

	1995	1996	1997	% Change
Expenditure Area	Actual	Projected	Budget	96-97
Personal Services	\$ 209,185	\$ 226,868	\$ 225,260	-0.7
Outside Services	29,413	40,748	38,260	-6.1
Commodities	7,940	8,721	9,622	10.3
Interfund Services	32,324	40,992	38,793	-5.4
Capital Outlay	0	0	1,000	--
Other Expenses	4,548	12,400	2,679	-78.4
TOTAL	\$ 283,410	\$ 329,729	\$ 315,614	4.3

<u>Positions</u>			
Class Title	1995	1996	1997
Customer Service Representative	1.00	1.00	1.00
Public Information Assistant	2.00	2.00	2.00
Community Projects Coordinator	1.00	1.00	1.00
Cable Access Coordinator	1.00	1.00	1.00
Public Information Director	1.00	1.00	1.00
TOTAL	6.00	6.00	6.00
			Grade
			11
			15
			16
			20
			34

RESEARCH LIBRARY

Trends and Issues

The Municipal Research Library is responsible for collecting, cataloging, and maintaining professional and technical publications related to City functions; performing reference, research, and retrieval services related to City information needs; functioning as the City's liaison to information services, resources, and inter-city computer networks (LOGIN and LGNet), and universal electronic highways (INTERNET) available from external sources; and administering records retention, archival depository, and bibliographic programs.

The 1997 allocation for Research Library increases \$6,383, or 3%, due to a \$13,046 increase in Personal Services caused by vacancies in 1996 and the 1997 wage increase. This increase is partially offset by savings of \$4,338 in Internal Services charges due to lower Mail and Municipal Buildings charges. There is also a savings of \$2,400 in computer replacement charges.

Significant Expenditure Changes

With an increase in requests for up-to-date, specific citations which are readily identified with exhaustive searches in commercial electronic databases. In addition, the electronic formats, especially as online services available either commercially or on the rapidly expanding Internet, require access to, and utilization of, an ever-enlarging universe of resources which must be effectively commanded to meet City needs.

Costs continue to increase annually in the printing/publishing, periodical subscription, commercial database, and information distribution arenas at higher percentages than budgets are increasing. Buying power is thus diminished, and fewer monographic and periodical volumes are added to the collections annually. This trend is occurring simultaneously

<u>Expenditures By Type</u>					
Expenditure Area	1995	1996	1997	% Change	
Personal Services	\$ 82,857	\$ 90,773	\$ 103,819	14.4	
Outside Services	59,590	60,124	59,248	-1.5	
Commodities	3,133	2,369	3,320	40.1	
Interfund Services	36,936	52,405	48,067	-8.3	
Other Expenses	4,719	2,400	0	-100.0	
TOTAL	\$ 187,235	\$ 208,071	\$ 214,454	3.1	

<u>Positions</u>					
Class Title	1995	1996	1997	Grade	
Secretary	0.50	0.50	0.50	10	
Cataloging Librarian	0.50	0.50	0.50	15	
Library Director	1.00	1.00	1.00	34	
TOTAL	2.00	2.00	2.00		

SERVICE QUANTITY

1995 1996 1997 COST ALLOCATION

WP-1: Develop, Maintain, and Control Appropriate Collections of Professional and Technical Publications

Monographic Vols. Added to Collections	504	342	340	\$86,000
Periodical Vols. Added to Collections	242	186	166	Unit: \$170
Shelving/Filing Actions Performed	6,082	5,988	5,908	/volume

WP-2: Perform Reference and Retrieval Services in Response to Requests for Information

Service Contacts Handled	5,483	5,486	5,489	\$98,000
Selective Dissemination of Information	4,499	1,347	2,694	Unit: \$15
Library Materials Circulated	3,021	2,436	2,211	/service contacts
Ref./Research Inquiries Responded to	1,055	612	906	/inquiries
Shelving/Filing Actions Performed	2,866	2,404	2,904	
Interlibrary Transaction- Items Borrowed	364	248	250	
Interlibrary Transaction- Items Loaned	146	164	140	
NAEIR Requests Placed	166	123	126	
NAEIR Receipts (\$)	57,499	37,084	39,059	

WP-3: Administer Records Retention and Bibliographic Control Programs

Records Transferred to Records Ctr. (cu.ft.)	0	292	177	\$30,000
Employees Taught in Records Courses	5	8	8	Unit: \$169
Records Courses Taught	1	1	1	/record transfer
Local Docs. Accepted by Nat'l Ctrl. Prgm.	142	77	79	

GOAL: TO PROVIDE CITY STAFF EXTERNALLY-GENERATED INFORMATION, OBTAINABLE THROUGH LIBRARY COLLECTIONS AND SERVICES, WHICH IS NECESSARY IN THEIR PROVISION OF CITY SERVICES TO CITIZENS.

OBJECTIVE-A: To process, catalog, and shelf/file 100% of monographic and periodical items received through purchase or subscription in 1997.

1995	1996	1997
100%	100%	100%
% Items Acquired & Processed/Cataloged/Shelved		

- STRATEGY:**
1. Monitor publication announcements and literature reviews; select and order titles monthly.
 2. Process and catalog, shelf and file, daily as received, monographs and periodicals.
 3. Update monthly on the citywide network the finding aids to library holdings.

OBJECTIVE-B: To respond to 100% of reference/research requests with information or appropriate referrals in 1997.

1995	100%
1996	100%
1997	100%

- STRATEGY:**
1. Circulate or deliver daily, materials from the library's collections.
 2. Search professional and commercial databases, daily as requests merit
 3. Post inquiries on intercity networks, weekly as requests merit.
 4. Borrow materials needed but not owned from other libraries and external information clearinghouses, weekly as requested.
 5. Administer requests and receipts from NAEIR, every 5 1/2 weeks.

OBJECTIVE-C: To increase the number of city offices participating in records management efforts by one department in 1997.

1995	7
1996	8
1997	9

of Offices from which Records Are Being Transferred

STRATEGY:

1. Enlist upper management support for the implementation of records management procedures.
2. Continue the basic two-part course requiring joint enrollment of an analytical staff member and an administrative/clerical staff member from each office enrolling.

CENTRAL SERVICES DEPARTMENT

The Central Services Department includes six activities: Central Services Director, Risk Administration, Inventory Management, Mail and Municipal Building Services, Building and Electrical Maintenance and Tele-Electronics. A summary of 1997 Central Services allocations is provided below.

Expenditures By Type

Expenditure Area	1995	1996	1997	% Change 96 - 97
Personal Services	\$ 958,079	\$ 991,615	\$ 959,940	-3.2
Outside Services	425,474	533,703	528,617	-1.0
Commodities	171,783	180,558	157,163	-13.0
Interfund Services	368,399	482,987	464,993	-3.7
Capital Outlay	117,154	185,371	126,797	-31.6
Interfund Transfers	39,000	0	0	0.0
Other Expenses	26,661	42,010	32,520	-22.6
TOTAL	\$ 2,106,550	\$ 2,416,244	\$ 2,270,030	-0.1

Activity Summary

Activity	1995	1996	1997	% Change 96 - 97
Central Services Director	\$ 304,136	\$ 134,908	\$ 129,068	-4.3
Risk Administration ¹	0	197,038	191,609	-2.8
Inventory Management	188,541	202,091	194,020	-4.0
Mail and Municipal Building Services	645,010	776,818	768,733	-1.0
Building & Electrical Maintenance	527,369	533,492	495,220	-7.2
Tele-Electronics	441,494	571,897	491,380	-14.1
TOTAL	\$2,106,550	\$2,416,244	\$2,270,030	-0.1

¹ This activity was included in the Director's Office in 1995.

CENTRAL SERVICES DIRECTOR

Trends and Issues

be to continue to provide quality goods and services at current service levels and to respond to increasing service demands with the same or less resources without sacrificing quality.

Significant Expenditure Changes

There are no major changes in this activity.

Central Services Director's Office is responsible for providing several support services to the operating departments, such as risk administration, inventory and property management, mail services, building maintenance, and electronic equipment maintenance.

Major challenges for the entire department will

Expenditures By Type

Expenditure Area	1995	1996	1997	% Change 96 - 97
Actual	\$ 235,386	\$ 97,691	\$ 98,277	
Projected				
Personal Services	12,358	7,611	7,749	1.8
Outside Services	3,438	4,032	800	-80.2
Commodities	29,065	21,133	20,825	-1.5
Interfund Services	3,183	0	0	0.0
Capital Outlay	12,000	0	0	0.0
Interfund Transfers	8,706	4,441	1,417	-68.1
Other Expenses	\$ 304,136	\$ 134,908	\$ 129,068	-4.3
TOTAL				

Class Title	1995	1996	1997	Grade
Administrative Assistant	1.00	1.00	1.00	13
Central Services Director	1.00	1.00	1.00	36
TOTAL	2.00	2.00	2.00	

SERVICE QUANTITY

COST ALLOCATION

WP-1: Coordinate Central Services Divisions

Objectives Completed As Scheduled and Within Budget
 16 17 17
 \$129,000 Unit: \$7,588 /objective

GOAL: PROVIDE COST-EFFECTIVE AND EFFICIENT MANAGEMENT OF THE CITY'S RISK MANAGEMENT PROGRAM, INVENTORY MANAGEMENT, MAIL AND MUNICIPAL BUILDINGS SERVICES, BUILDING MAINTENANCE AND ELECTRONIC EQUIPMENT MAINTENANCE.

RISK ADMINISTRATION

Trends and Issues

Risk Administration, a division of Central Services, continues its efforts to achieve a work environment that is 100% accident and injury free. To accomplish this, Risk Administration strives to eliminate the flow of funds from the City Treasury caused by chargeable vehicular accidents, on-the-job injuries, petition claims, excessive commercial insurance premiums and operating systems. The Risk Management triad-risk identification, loss control, and risk financing -- will continue to be the method used to manage the City's overall risk management program.

In recent months, the need for excess loss insurance for employment related claims, has surfaced. Until recently, there wasn't any insurance coverage on the market that would provide claim specific coverage for employment related claims (EEOC, ADA, FLSA, etc.). The emergence of the new coverage spells relief for most self-insured employers. Risk Administration will begin collecting data in late 1996 and provide the data to a select group of carriers who will assess the City's potential for liability and make recommendations for coverage. Positive outcomes could result in purchase of this coverage.

base cost allocations on job classifications and experience modifiers. Cost will be identified at the department level and will reflect the department's efforts to control loss. Crucial to this method of cost allocation is a wide-spread, intensely focused incentive program. The program will be implemented mid to late 1996 as a test program and if successful, full implementation will begin in 1997.

Risk Administration decreases \$5,429 or 3%. The major decrease is within Other Expenses, primarily due to computers purchased in 1996.

Significant Expenditure Changes

Fiscal year 1997 will see the implementation of a new cost allocation method for workers' compensation loss control program is essential to implementation of OSHA requirements.

Federal legislation, which will bring all governmental entities under the Occupational Health and Safety Act, is expected before the end of 1997. One of Risk Administration's goals is to begin the process prior to the implementation date and meet compliance standards well before the effective date. These mandates must be incorporated into every city operation and as usual, the mandate is unfunded. However, some of the additional cost should be offset by the decrease in on-the-job incidents and injuries. The continuance of a comprehensive loss control program is essential to implementation of OSHA requirements.

Expenditures By Type				
	1995 ¹	1996	1997	% Change 96 - 97
Expenditure Area	Actual	Projected	Budget	
Personal Services	\$ 0	\$ 159,265	\$ 155,271	-2.5
Outside Services	0	6,725	6,725	0.0
Commodities	0	2,987	2,987	0.0
Interfund Services	0	20,899	24,890	19.1
Other Expenses	0	7,162	1,736	-75.8
TOTAL	\$ 0	\$ 197,038	\$ 191,609	-2.8

¹ Included in Central Services Director's budget in 1995.

Class Title	1995	1996	1997	Grade
Senior Office Assistant	1.00	1.00	1.00	8
Risk Management Technician	1.00	1.00	1.00	16
Loss Control Coordinator	0.00	1.00	1.00	19
Risk Management Administrator	1.00	1.00	1.00	29
TOTAL	3.00	4.00	4.00	

SERVICE QUANTITY

	1995	1996	1997	COST ALLOCATION
WP-1: Coordinate casualty, risk management and safety programs				
Facilities Covered	337	337	337	\$59,000
Vehicles Covered	972	980	980	Unit: \$45
WP-2: Coordinate workers' compensation program				
Employees Covered	2,030	2,030	2,030	Unit: \$29
WP-3: Administer petition investigation program				
Petitions Investigated	231	311	280	Unit: \$132
WP-4: Coordinate loss control program				
Loss Control Activities	150	150	160	Unit: \$238

GOAL: A WORK ENVIRONMENT THAT IS 100% ACCIDENT AND INJURY FREE.

OBJECTIVE A: To achieve a yearly average property loss ratio of no more than .002% of total property valuation.

1995	1996	1997
.002%	.002%	.002%

- STRATEGY:**
1. Continually review and evaluate existing property values and insurance needs and limits of coverage.
 2. Study the special need for catastrophic and excess liability coverage and market the commercial property account.

OBJECTIVE B: To reduce the number of City vehicular accidents by 10%.

1995	1996	1997
241	202	182
<u>Fleet Accidents</u>	<u>Fleet Accidents</u>	<u>Fleet Accidents</u>
131	106	96
<u>Chargeable Fleet Accidents</u>	<u>Chargeable Fleet Accidents</u>	<u>Chargeable Fleet Accidents</u>
\$107,561	\$79,385	\$85,811
<u>Repair Cost For City Vehicles</u>	<u>Repair Cost For City Vehicles</u>	<u>Repair Cost For City Vehicles</u>

STRATEGY:

1. Implement a comprehensive loss control program that includes: inspections, training, organization of departmental safety committees, new driving policies and procedures and safety awards programs.
2. Develop new reporting procedures that will provide departments with accurate and detailed data on type and severity of accidents.
3. Increase the number of accident investigations by 30%.

OBJECTIVE C: To reduce employee injuries by 8%.

1995	1996	1997
\$62,618	\$75,141	\$87,665
<u>Employee Injuries</u>	<u>Employee Injuries</u>	<u>Employee Injuries</u>
\$889,808	\$889,363	\$957,048
<u>Workers' Compensation Costs</u>	<u>Workers' Compensation Costs</u>	<u>Workers' Compensation Costs</u>
(Medical, Indemnity, Legal & Settlements)	(Medical, Indemnity, Legal & Settlements)	(Medical, Indemnity, Legal & Settlements)

STRATEGY:

1. Monitor injury reports, medical bills and other workers' compensation documents.
2. Provide training on safe working habits.
3. Conduct worksite safety inspections.
4. Assess the need for stop-loss coverage.
5. Develop and implement intensive personal protective equipment program.

OBJECTIVE-D: To increase the amount of collections (property damage, workers' compensation subrogation, Subsequent Injury Trust Fund).

- STRATEGY:**
1. Intensify billing efforts.
 2. Increase billing notifications by decreasing the billing letter interval.

INVENTORY MANAGEMENT

Trends & Issues

reporting capabilities to be more aggressive in our cost savings efforts by reducing the costly impact of inaccurate inventory balances and resulting inaccurate ordering decisions.

Major emphasis will continue to be placed on improving service to customers by evaluating the inventory to ensure that current and future needs are realized, while ensuring that inventories do not exceed quantities likely to be distributed during the year.

Significant Expenditure Changes

Inventory Management decreases \$8,071 or 4% primarily due to a one time expense for a 1996 service change.

Inventory Management, a division of Central Services is responsible for providing administrative control of the receiving, stocking, and disbursement of commodities to all City Departments.

As the division prepares to implement the newest version of the inventory control software, we will seek to incorporate the new software within our current system of controls in 1997. Meeting the division's responsibilities demands sound procedures and a control system which efficiently seeks to minimize stock-outs and to provide accurate and timely information on inventory status.

The division expects to utilize expanded

<u>Expenditures By Type</u>			
Expenditure Area	Actual	Projected	Budget
Personal Services	\$ 107,431	\$ 116,165	\$ 113,420
Outside Services	2,477	5,149	2,653
Commodities	2,142	5,218	2,013
Internal Services	73,116	71,769	72,544
Capital Outlay	0	0	1,313
Other Expenses	3,375	3,790	2,077
TOTAL	\$ 188,541	\$ 202,091	\$ 194,020
			-4.0

<u>Positions</u>			
Class Title	1995	1996	1997
Storekeeper	2.00	2.00	2.00
Senior Office Assistant	1.00	1.00	1.00
Central Services Administrator	1.00	1.00	1.00
TOTAL	4.00	4.00	4.00
			26
			8
			8
			8
			<u>Grade</u>

SERVICE QUANTITY

1995 1996 1997 **COST ALLOCATION**

WP-1: Maintain inventory system

Number of Items Maintained in Inventory	1,020,012	1,050,000	1,020,000
Number of Items Transacted	886,553	950,000	885,000
City Deviation (Industry Standard at .20%) ¹	.05%	.20%	.20%

\$194,000
Unit: \$.19

GOAL: PROVIDE QUALITY GOODS TO CITY OPERATING DEPARTMENTS WHEN NEEDED, WHILE MAINTAINING AN INVENTORY FREE OF WAREHOUSE LOSSES.

OBJECTIVE-A: To maintain a City inventory turnover rate which will be consistent with the industry standard of 3.00%.

1995	1996	1997
3.33%	3.00%	3.00%
City Inventory Turnover Rate		

STRATEGY:

1. Reduce the number of errors in processing inventory by carefully monitoring issues, receipts, etc.
2. Provide for the proper handling and storage of inventory items in order to prevent damage and loss.

OBJECTIVE-B: To limit warehouse losses to 1.5% of inventory value.

1. Examine lead times, calculate reorder points and adjust as needed to ensure a minimum inventory level.
2. Coordinate projection of commodity usage levels with departments to ensure adequate stocking levels.

1995	1996	1997
\$320	\$600	\$600
Value of Inventory Lost		
\$228,343	\$200,000	\$230,000
Value of Inventory		

STRATEGY:

1. Reduce the number of errors in processing inventory by carefully monitoring issues.
2. Reduce the number of issue slips processed by encouraging users to project needs and order supplies on a weekly, bi-weekly, or monthly basis.

¹ % of Deviation = Total Spread/Annual Issues

MAIL AND MUNICIPAL BUILDINGS SERVICES

Trends & Issues

and cooling systems, particularly in City Hall where the current air conditioning chillers are over 30 years old and have deteriorated through normal wear. The division is challenged to maintain the system with limited resources, until engineering system studies are performed to address the problems with the current heating, cooling and electrical systems.

Special emphasis will be placed on improving accuracy and timeliness of the mail delivery, along with ensuring that an acceptable level of cleanliness is maintained within the municipal center.

Significant Expenditure Changes

Mail and Municipal Buildings Services decreases \$8,085 or 1%. There are no significant changes occurring in this activity.

Mail and Municipal Building Services, a division of Central Services, provides mail services for all City departments; coordinates building maintenance and janitorial services for City Hall, the Gamble Building, and the Broughton Municipal Building; and provides administrative controls over the many contractual services for the municipal center.

A major focus in 1997 will be to address janitorial and maintenance issues for the proposed restrooms to be constructed on River Street. The City will share operating cost for the building with the Convention and Visitors Bureau. The facility will be staffed by an employee answering questions from tourists and offering Savannah tourism brochures. The division will direct city-contracted services to ensure that the cleanliness of the facility is maintained.

In 1997, the division continues to assume the maintenance of complicated and aged heating

<u>Expenditures By Type</u>					
	1996	1997	% Change	96 - 97	
Expenditure Area	Actual	Projected		Budget	
Personal Services	\$ 98,309	\$ 91,231	-5.9	85,818	
Outside Services	313,940	375,457	4.4	392,054	
Commodities	10,722	12,351	4.5	12,907	
Interfund Services	199,344	292,989	-7.2	271,984	
Capital Outlay	6,087	2,400	0.0	2,400	
Interfund Transfers	15,000	0	0.0	0	
Other Expenses	1,608	2,390	49.4	3,570	
TOTAL	\$ 645,010	\$ 776,818	-1.0	768,733	

Class Title	Positions		
	1995	1996	1997
Mail Clerk	2.00	2.00	2.00
Mail Service Supervisor	1.00	1.00	1.00
TOTAL	3.00	3.00	3.00

SERVICE QUANTITY	COST ALLOCATION		
	1995	1996	1997
WP-1: Provide mail services			\$82,000
Inter-Office Delivery Drops	23,300	24,347	/inter-office delivery drop
Unit: \$3.37			
WP-2: Coordinate building and electrical maintenance, janitorial services and utility services for departments located in the Municipal Center			
Routine Requests	134	280	145
HVAC Maintenance Requests	63	85	69
Plumbing Maintenance Requests	27	36	20
Departments	24	26	26
			/department
			Unit: \$26,423

GOAL: TO PROVIDE COMMUNICATIONS, VIA MAIL SERVICES TO 97 INTERNAL SITES, 251 DAYS PER YEAR.

OBJECTIVE-A: To ensure the inter-office mail schedule is met 95% of the time.

STRATEGY:

1. Schedule mail delivery services.
2. Perform regular spot-checks on mail deliveries to ensure timeliness and accuracy in processing.

1995	1996	1997	% of Schedules Met
96%	95%	95%	

GOAL: TO MAINTAIN CITY HALL, GAMBLE BUILDING AND BROUGHTON MUNICIPAL BUILDING IN OPTIMAL OPERATING CONDITION.

OBJECTIVE-B: To ensure the average overall cleanliness rating for City Hall, and the Gamble Building is maintained at 3 or above for each weekly evaluation during 1996.

1995	3.0	1996	3.0	1997	3.25
Average Cleanliness Rating for City Hall	n/a	Average Cleanliness Rating for Gamble	3.0		3.25

- STRATEGY:**
1. Perform weekly evaluations of City Hall, Gamble and the Broughton Buildings.
 2. Monitor all contractual services provided to the Municipal Building.

1 Building Condition Rating Code:

- 4 Excellent (Meeting all specifications)
- 3 Good (Minor problems in no more than one area, i.e. floors, windows, walls, ceilings, etc.)
- 2 Fair (Minor problems in more than one area or moderate problems in one or more areas)
- 1 Poor (Several moderate problems or one or more major problems)

BUILDING AND ELECTRICAL MAINTENANCE

Trends and Issues

needs on an in-house or contract basis. In 1997, the division will continue to introduce concepts that will reduce future maintenance needs. A prime example of this is the specification of aluminum and vinyl exterior surfaces instead of the historic use of wood. Over time, this change will reduce the need for painting and replacing rotten wood.

This division is committed to customer service, efficiency, effectiveness and quality.

Significant Expenditure Changes

Building and Electrical Maintenance decreases \$38,272 or 7%. This is primarily due to a \$23,878 or 7% decrease in Personal Services due to a decrease in Worker's Compensation. Within Outside Services and Commodities, Building Repairs decrease \$3,500 and Construction Materials decrease \$8,771 due to the elimination of open purchase orders.

Building and Electrical Maintenance's budget and staffing allows performance of some of the small repairs which are too small to contract out as well as execution of some larger jobs in-house and on a contract basis. They fall far short, however, of meeting all the needs of the user departments. In such cases, Building and Electrical Maintenance acts in an advisory capacity or contracts jobs using user departments' funds. This advisory role also extends to the Engineering Department in the form of field advice on large CIP projects. The addition of a Supervisor and a part-time Senior Office Assistant to the staff in 1995 has allowed the division to handle more jobs on a contract basis than ever before. This trend is expected to accelerate in 1997.

The bulk of City facilities are in need of heavy maintenance. Much of this need has been documented by the division in the form of a 5-year CIP maintenance proposal. Building and Electrical Maintenance serves as a fast reaction tool to deal with unpredictable maintenance

<u>Expenditures By Type</u>					
1995	1996	1997	% Change	96 - 97	
Actual	Projected	Budget			
\$ 325,403	\$ 333,454	\$ 309,576	-7.2		
Personal Services			-7.2		
Outside Services			-6.1		
Commodities			-12.1		
Interfund Services			-4.5		
Capital Outlay			0.0		
Interfund Transfers			0.0		
Other Expenses			1.6		
\$ 527,369	\$ 533,492	\$ 495,220	-7.2		
TOTAL					

Positions

Class Title	1995	1996	1997
Sr. Office Assistant	0.00	0.50	0.50
Painter	1.00	1.00	1.00
Carpenter	1.00	1.00	1.00
Electrician	1.00	1.00	1.00
Senior Carpenter	2.00	2.00	2.00
Preventive Maint Coordinator	1.00	1.00	1.00
Building & Elec Maint Supervisor	0.00	1.00	1.00
Building & Elec Maint Admin	1.00	1.00	1.00
TOTAL	7.00	8.50	8.50

SERVICE QUANTITY

1995 1996 1997

COST ALLOCATION

WP-1: Maintain City-owned physical facilities (In 1997, the following number of requests are anticipated: 900 miscellaneous requests, 300 contractual repairs, 200 unscheduled requests, and 200 fabrication requests.)

Completed Percent of 420	0%	84%	84%
Facilities To be Surveyed	0%	84%	84%
Miscellaneous Requests	100%	100%	100%
Contractual Repairs	40%	50%	50%
Unscheduled Requests	20%	30%	30%
Fabrication Requests	100%	90%	90%

GOAL: PHYSICAL FACILITIES STRUCTURALLY SOUND, SAFE AND ACCESSIBLE.

OBJECTIVE-A: To complete 100% of all 80 anticipated life safety work requests.

1995	1996	1997
100%	100%	100%

STRATEGY:

1. Establish work request prioritization system.

STRATEGY:

1. Establish work request prioritization system.
 2. Establish department operating procedures to ensure immediate reaction to life safety work requests.

OBJECTIVE-B: To complete 75% of all 100 anticipated cost avoidance work requests.

1995	1996	1997
75%	60%	50%

OBJECTIVE-C: To complete 50% of all 800 anticipated quality of work environment work requests.

1. Establish work request prioritization system.

1995	1996	1997
30%	40%	75%

Completed Cost Avoidance Work Request

\$495,000

Unit: \$1,179 /facility maintained

STRATEGY:
 1. Establish work request prioritization system.
 2. Establish control and inspections system for outside contractual work and work conducted by City department personnel other than from Building and Electrical.

OBJECTIVE-D: To complete 25% of all 200 anticipated aesthetics work requests.

Completed Aesthetics Work Requests	1995	1996	1997
40%	25%	25%	25%
1995	1996	1997	1997

STRATEGY:
 1. Establish work request prioritization system.
 2. Establish control and inspections system for work conducted by City department personnel other than from Building and Electrical.

OBJECTIVE-E: To complete 90% of all 200 anticipated routine fabrication requests.

Completed % Percentage of Fabrication Requests	1995	1996	1997
100%	100%	90%	90%
1995	1996	1997	1997

STRATEGY:
 1. Establish work request prioritization system.
 2. Establish department operating procedures to facilitate timely response to fabrication work requests.

GOAL: MINOR CONSTRUCTION OPERATIONAL NEEDS PROVIDED IN A TIMELY FASHION.

Class Title	1995	1996	1997	Grade
Administrative Assistant	1.00	1.00	1.00	13
Tele-Electronics Technician	3.00	3.00	3.00	17
Electronics/Telecommunications Supt	1.00	1.00	1.00	24
TOTAL	5.00	5.00	5.00	

SERVICE QUANTITY

	1995	1996	1997	COST ALLOCATION
WP -1: Maintain electronic equipment				
Pieces of Electronic Equipment	3,312	3,375	3,395	\$491,000
Maintained	597	850	850	Unit: \$145 /equipment
Mobile Units Repaired	697	1,000	1,000	maintained
Non-mobile Units Repaired	450	500	500	
Miscellaneous Units Repaired	167	450	250	
Mobile Radio Installations				

GOAL: A COMMUNICATIONS SYSTEM CAPABLE OF PROVIDING THE CITY OF SAVANNAH, EFFICIENT AND RELIABLE RADIO COMMUNICATION AT ALL TIMES AND UNDER ALL CONDITIONS.

OBJECTIVE-A: To ensure, on a continuous basis, 100% of all radio communication equipment conforms to manufacturer specifications and complies with FCC rules and regulations.

No. of Preventive Maintenance Checks Performed	1995	1996	1997
	1,041	1,000	1,000
No. of Calibration Checks Performed	12	12	12

STRATEGY:

1. Continue program of preventive maintenance for all radio equipment consisting of a minimum of annual checks for receiver sensitivity, RF power output, bandwidth, and distortion.
2. Continue calibration program for all test

- OBJECTIVE-B: To complete, on an as requested basis, 100% of all :**
1. Repairs to fixed end and mobile equipment within 24 hours of the request.
 2. Continue for quantitative measurement with all calibrations traceable to National Bureau of Standards certified calibration instruments.
 3. Continue computer tracking and maintaining records and procedures for 100% of all equipment maintenance and calibration.
 4. Initiate a contract for the annual inspection and routine preventive maintenance of the City's primary radio tower located at Kerry Street and Dixie Avenue.
 5. Institute a program of scheduled phased replacement for all communications equipment.

- B. Repairs to portable radio equipment within 72 hours of the request.
- C. Repairs to miscellaneous electronic equipment within 72 hours of the request.
- D. Installation and modifications within 96 hours of the request.

1995	1996	1997
99.8%	100%	100%
% of Repairs Completed Within 24 Hours	(Mobile Radios and Fixed End Equipment)	94%
100%	100%	100%
% of Repairs Completed Within 72 Hours	(Non-mobile Equipment)	99.5%
100%	100%	100%
% of Repairs Completed Within 72 Hours	(Miscellaneous Equipment)	100%
100%	100%	100%
% of Installations Completed Within 4 Days of Request		

STRATEGY: 1. Ensure, on a continuous basis, through utilization of the dedicated maintenance software and specified minimum stock and order quantities, adequate quantities of tools,

materials and calibrated test equipment are available to the technicians.

2. Continue a program of on-site and factory training to ensure technicians are kept abreast of the latest technology.

OBJECTIVE-C: To ensure, on a continuous basis, proper accountability for 100% of all equipment and inventory.

1995	1996	1997
na	0%	0%
% of Deviation on Equipment Inventory	na	0%
0%	0%	0%
% of Deviation on Repair Parts Inventory		

STRATEGY:

- 1. Maintain the dedicated network based system of inventory and equipment tracking software with the software required to meet Goal 1.
- 2. Maintain system wide inventory of all parts and equipment and make appropriate entries into equipment maintenance data base.
- 3. Reconcile electronic equipment inventory on an annual basis.
- 4. Reconcile repair parts inventory on an annual basis.

CUSTOMER AND EMPLOYEE SERVICE CENTER

Trends and Issues

The Customer and Employee Service Center provides vital services to both internal and external customers. The Customer Service Center records service requests, routes them to the proper department and compiles and distributes daily, weekly, semi-monthly and monthly reports. The Employee Service Center processes payroll and provides other vital personnel services for employees in the Facilities Maintenance, Water and Sewer, and Sanitation bureaus.

The Customer and Employee Service Center decreased by 5,000 from 1994 to 1995. This decrease was attributable to fewer periods of severe weather. Service requests are expected to stabilize in 1997 to around 49,000. Another major trend since 1995 in the Customer Service Center has been increasing ability to provide internal customers with more timely and accurate reports which are vital in management and strategic planning. With better information, the user departments are able to achieve a high percentage of completions within standard, the principal method of assuring high quality service delivery. Completions within standard increased for all priority levels in 1995, and this trend is expected to continue in 1996 and 1997.

The average number of weekly employees is about 700. The Employee Service Center processes over 36,000 checks per year. No conference room chairs.

The major issue in the Customer and Employee Service Center in 1997 will continue to be improving the quality of service provided to citizens and internal user departments. Citizens have increasingly been able to have an unrestricted, smooth interface with city departments. This has been achieved through improvements in the Customer Service Center including the installation of an answering machine for after hours calls. The center also now gives the service request number to citizens who request services. This allows the citizen to better track a service request.

Significant Expenditure Changes

Employee and Customer Service Center budget is \$42,342 or 10% less than 1996 projected expenditures. The decrease is primarily due to of the transfer of the Personnel Coordinator's position to Human Resources, and the elimination of a \$20,000 allocation for resurfacing areas of the City Lot in 1996. Capital Outlay is \$7,600 for fence repairs and conference room chairs.

Expenditures By Type

Expenditure Area	Actual 1995	Projected 1996	Budget 1997	% Change 96 - 97
Personal Services	\$ 143,478	\$138,394	\$ 108,008	-22.0
Outside Services	188,241	205,525	197,207	-4.1
Commodities	6,315	5,700	4,250	-25.4
Intfund Services	64,596	61,061	54,073	-11.4
Capital Outlay	1,888	0	7,600	--
Other Expenses	3,600	2,800	0	-100.0
TOTAL	\$ 408,118	\$ 413,480	\$ 371,138	-10.2

Positions

Class Title	1995	1996	1997	Grade
Office Assistant	2.00	2.00	2.00	8
Customer Service Representative	1.00	1.00	1.00	11
Customer Service Supervisor	1.00	1.00	1.00	13
Personnel Coordinator	1.00	0.00	0.00	20
TOTAL	5.00	4.00	4.00	

SERVICE QUANTITY

COST ALLOCATION

	1995	1996	1997	
WP-1: To provide a centralized tracking system for service requests	47,969	48,350	49,000	Total New Service Requests Processed
	568	700	700	Average Number Weekly Employees
WP-2: To verify, process and prepare payrolls for weekly employees				
				Unit: \$176 /employee
WP-3: Provide building and maintenance support services for departments located at the City Lot	17	17	17	Departments
				Unit: \$112,000 /dept.

GOAL: A CITY WHERE REQUESTS FOR SERVICE ARE ACCURATELY RECORDED AND TRANSMITTED TO THE PROPER DEPARTMENT IN A TIMELY MANNER TO FACILITATE COMPLETION WITHIN STANDARD.

OBJECTIVE-A: To forward service requests to the proper department to facilitate completion within the standard number of days according to specific priority classifications. (Priority 1: A common condition requiring immediate action in order to correct a deficiency possibly detrimental to the health or safety of the public. Priority II: A condition, if not corrected, which would be detrimental to the health or the safety of the public. Priority III: Condition, if left not corrected, which would not be detrimental to the health and safety of the public.)

STRATEGY:

1. Follow established guidelines for daily distribution of service requests to each department.
2. Assure all completed service requests are entered into the service request system for inclusion in monthly reports.

	1995	1996	1997
Priority I	99%	100%	100%
Priority II	95%	90%	90%
Priority III	95%	85%	85%
% Completed Within Standard			

- 3. Provide timely and accurate reports of response and completion information for each department by priority classification.

GOAL: A CITY WHERE ALL EMPLOYEES IN THE FACILITIES MAINTENANCE, WATER AND SEWER, AND SANITATION BUREAUS ARE PAID ACCURATELY.

OBJECTIVE B: To pay all employees in the Facilities Maintenance, Water and Sewer, and Sanitation bureaus on time and correctly 100% of the time.

Accuracy Rate	1995	1996	1997
	99%	100%	100%

- STRATEGY:**
1. Employee Service Center employees will accurately verify, process, and prepare payrolls for weekly employees.
 2. Reports will be forwarded to payroll in a timely manner.
 3. Checks will be given to supervisors for distribution to employees promptly each Friday.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program for 1997 totals \$63,819,383. Capital Improvement Projects are of three basic types:

1. Capital repairs to existing facilities;
2. Improvements which enhance the capacity and performance of existing facilities; and
3. Provision of facilities to areas where a need has been determined.

The table below shows the capital projects planned for 1997.

PROJECTS BY CATEGORY

TYPE	AMOUNT
Civic Center Improvements	203,351
Drainage Improvements	20,762,990
I & D Water Improvements	15,790,000
Park and Recreation Improvements	313,500
Public Building Improvements	3,194,397
Sanitation Improvements	17,525,000
Sewer Improvements	4,134,285
Street/Traffic Improvements	239,360
Water Improvements	1,656,500
TOTAL	\$ 63,819,383

The specific projects are listed below:

Civic Center Improvement	25,805
Resurface Arena Basketball Court	30,800
Concession Renovations MLK, Jr. Arena	49,840
Renovate Existing Theater Dressing Rooms/Halls	96,861
Renovate Arena Kitchen	203,351

<u>Drainage Improvements</u>	129,000
Wishire Basin Flood Mitigation	540,000
Storm Sewer Rehabilitation	4,779,000
Casey Canal South Flood Elimination	6,141,990
Springfield Canal Flood Mitigation	9,173,000
West Savannah Flood Elimination	20,762,990
\$ 20,762,990	

<u>I & D Water Improvements</u>	215,000
Filter Building @ I&D Plant (Re-roof)	228,000
President Street Booster Station	1,000,000
Chlorine Building	1,029,000
President Street Directional Bore	2,200,000
48" Line in GPA Property	11,118,000
I & D Plant Redundancy Project	15,790,000
\$ 15,790,000	

	\$	
Park and Recreation Improvements	10,000	
Minick Turf Upgrade	50,500	
Colonial Cemetery Conservation	56,000	
Whitfield Square Walkways	197,000	
Daffin Park Master Plan	<u>313,500</u>	
	\$	
Public Building Improvements	25,000	
City Hall Roof Maintenance Project	47,500	
Police Dept. Back Elevator Replacement	50,000	
Fire Service Expansion	89,000	
W.W. Law community Center	127,000	
Paulsen & 63rd Fire Station Roof Replacement	135,000	
Radio Room Expansion	180,000	
Old City Lot Building Improvements	<u>2,540,897</u>	
Trunked 800Mhz Radio System	3,194,397	
	\$	
Sanitation Improvements	170,000	
Screener Acquisition or Vol. Reduction Program	480,000	
Mauler Acquisition for Vol. Reduction Program	1,350,000	
Landfill Land Acquisition	1,837,500	
Excavation for Phase IB (Incl. Road Reloc)	2,370,000	
Construction of Phase 1B Liner	<u>11,317,500</u>	
Air Pollution Control Retrofit	17,525,000	
	\$	
Sewer Improvements	100,000	
Developer Oversizing	100,000	
Lift Station Small Plants Monitoring	100,000	
Sewer Share of Paving	100,000	
Lift Station Emergency Power	120,000	
Storm Water Separation	150,000	
Sewer Extensions	200,000	
Treatment Plant Capital Maintenance	400,000	
Lift Station Rehabilitation	600,000	
Crossroads Business Center	714,285	
Sewer Line Rehabilitation	<u>1,250,000</u>	
	\$	
Street/Traffic Improvements	30,000	
Repair Defective Curbs	65,200	
Channelization Improvements Drayton/37th Street	70,000	
Hazardous Sidewalk Repairs	74,160	
LARP Manhole Adjustment	<u>239,360</u>	
	\$	
	4,134,285	

<u>Water Improvements</u>	
Well Site Chlorine leak Detection Units	\$ 97,500
Developer Oversizing	110,000
Extension to Unserved Areas	110,000
Chlorine and Fluoride Residual Analyzers	128,000
Improvements for Paving Projects	200,000
Well Preventive Maintenance Program	211,000
Misc. Water Line Improvements	400,000
West Chatham Water Line Extension	400,000
	<u>1,656,500</u>

GRAND TOTAL

\$ 63,819,383

\$ 1,656,500

400,000

400,000

211,000

200,000

128,000

110,000

110,000

97,500

PROJECTS BY FUNDING SOURCE

TYPE	AMOUNT	\$
1990 Drainage Fund	4,468,850	
1997 DSA Bond issue	4,714,047	
CDBG	250,000	
CUTS	3,500,000	
Civic Center Fund	203,351	
EDA Grant	1,000,000	
GEMA	680,000	
General Fund	1,291,360	
General Obligation Bond	1,960,000	
HUD Flood Grant	4,273,000	
I&D Fund	15,790,000	
Public Safety Block Grant	335,000	
RDPA Bond ISSUE	17,525,000	
SPLOST - Current	2,037,990	
Sewer Fund	4,134,285	
Water Fund	1,656,500	
Total	63,819,383	\$
1990 Drainage Funds	2,546,900	\$
Casey Canal South Flood Elimination	1,921,950	
Springfield Canal Flood Mitigation	4,468,850	
1997 DSA Bond Issue	129,000	\$
Wilshire Basin Flood Mitigation	542,100	
Casey Canal South Flood Elimination	1,652,050	
Springfield Canal Flood Mitigation	50,000	
Fire Service Expansion	2,340,897	
Trunked 800Mhz Radio System	4,714,047	
CDBG	250,000	\$
Springfield Canal Flood Mitigation	250,000	
CUTS	3,500,000	\$
West Savannah Flood Elimination	3,500,000	
Civic Center Fund	25,850	\$
Resurface Arena Basketball Court	30,800	
Concession Renovations MLK, Jr. Arena	49,840	
Renovate Existing Theater Dress Rooms/Halls	96,861	
Renovate Arena Kitchen	203,351	

EDA Grant
West Savannah Flood Elimination

\$ 1,000,000
\$ 1,000,000

GEMA

Springfield Canal Flood Mitigation
West Savannah Flood Elimination

\$ 280,000
\$ 400,000
\$ 680,000

General Fund

Storm Sewer Rehabilitation
Minick Turf Upgrade

\$ 270,000
10,000
50,500
56,000
197,000

Colonial Cemetery Conservation
Whitfield Square Walkways
Daffin Park Master Plan

25,000
47,500
89,000
127,000
180,000
30,000
65,200
70,000
74,160

City Hall Roof Maintenance Project
Police Dept. Back Elevator Replacement
W.V. Law Community Center
Paulsen & 63rd Fire Station Roof Replacement
Old City Lot Building Improvements
Repair Defective Curbs

\$ 1,291,360
\$ 270,000
\$ 1,690,000
\$ 1,960,000

General Obligation Bonds

Storm Sewer Rehabilitation
Casey Canal South Flood Elimination

\$ 4,273,000
\$ 4,273,000

HUD Flood Grant

West Savannah Flood elimination

I & D Fund

Filter building @ I&D Plant (Re-roof)
President Street Booster Station
Chlorine Building
President Street Directional Bore
48" Line in GPA Property
I & D Plant Redundancy Project

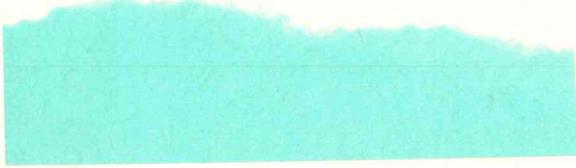
\$ 215,000
228,000
1,000,000
1,029,000
2,200,000
11,118,000
\$ 15,790,000

Public Safety Block Grant

Radio Room Expansion
Trunked 800Mhz Radio System

\$ 135,000
\$ 200,000
\$ 335,000

RRDA Bond Issue		
Screening Acquisition for Vol. Reduction Program	\$	170,000
Mauler Acquisition for Vol. Reduction Program		480,000
Landfill Land Acquisition		1,350,000
Excavation for Phase 1B (Incl. Road Reloc)		1,837,500
Construction of Phase 1B Liner		2,370,000
Air Pollution Control Retrofit		11,317,500
	\$	<u>17,525,000</u>
SPLOST - Current	\$	2,037,990
Springfield Canal Flood Mitigation		2,037,990
Sewer Funds		
Developer Oversizing	\$	100,000
Lift Station Small Plants Monitoring		100,000
Sewer Share of Paving		100,000
Lift Station Emergency Power		120,000
Storm Water Separation		150,000
Sewer Extensions		200,000
Treatment Plant Capital Maintenance		400,000
West Chatham Sewer Extension		400,000
Lift Station Rehabilitation		600,000
Crossroads Business Center		714,285
Sewer Line Rehabilitation		1,250,000
	\$	<u>4,134,285</u>
Water Improvements		
Well Site Chlorine Leak Detection Units	\$	97,500
Developer Oversizing		110,000
Extension to Unserved Areas		110,000
Chlorine and Fluoride Residual Analyzers		128,000
Improvements for Paving Projects		200,000
Well Preventive Maintenance Program		211,000
Misc. Water Line Improvements		400,000
West Chatham Water Line Extension		400,000
	\$	<u>1,656,500</u>
GRAND TOTAL	\$	63,819,383



SPECIAL SUMMARIES/FUNDS

EMPLOYEE BENEFITS FUND

The Employee Benefits Fund provides for fringe benefits offered to City of Savannah employees. Employee benefits include three basic benefit categories: Social Security, Pension, and Insurance. Allocations to these categories may include employer contributions and/or employee contributions. In 1997, employer contributions to employee benefits total \$12,483,790, while employee contributions total \$8,376,448. The following summary identifies specific benefits according to employer contributions and employee contributions.

Employer (City) Contributions

1996	1997		
Projected	Budget		
\$ 4,180,384	\$ 4,410,144		
3,109,005	1,954,680		
57,490	92,000		
5,159,412	4,870,119		
264,864	187,569		
69,443	0		
0	18,796		
1,041,610	950,482		
\$ 13,882,208	\$ 12,483,790		
<u>Employee Contributions</u>			
\$ 4,180,384	\$ 4,410,144		
2,454,208	2,587,129		
1,221,956	1,221,956		
132,480	157,219		
\$ 7,989,028	\$ 8,376,448		
<u>TOTAL</u>			

In 1997, the City will contribute \$4,410,144 to Social Security. This represents an increase of \$229,760 over 1996 expenditures. Playing a role in the increase is the full year cost of the 1996 wage increase and the 1997 wage increase. City employees will contribute the other half of the Social Security contribution for a total of \$8,820,288 in 1997.

Pension: Contributions to the Pension Fund total \$4,633,809 in 1997. The employer contribution of \$2,046,680 is a decrease of \$1,119,815 below the 1996 contribution. In

1995, the City made a planned excess contribution to the pension fund. The City may take credit for this excess contribution in 1997, thus the decrease. The employee contribution will be \$2,587,129. The employees' contribution is 4.6% of salary. A contribution of \$92,000 to the old pension plan (before 1972) is also included for 1997. The annual pension contributions by the City are based on the recommendations of the Actuarial Report prepared for the City of Savannah Employees' Retirement Plan.

PENSION SUMMARY
 SUMMARY STATEMENT OF INCOME AND EXPENSES
 FOR YEAR ENDED DECEMBER 31, 1995

	\$4,511,864	<u>(84,259)</u>	
Employee and Employer Contributions			
Less: Administration Expenses			
NET CONTRIBUTION INCOME			\$ 4,427,605
Investment Income:			
Dividends	761,955		
Interest	2,589,790		
Gain on Sale of Investments	5,234,081		
Less Investment Services	<u>(341,102)</u>		
NET INVESTMENT INCOME			8,244,724
TOTAL INCOME AVAILABLE FOR BENEFIT PAYMENTS			<u>\$ 12,672,329</u>
Benefit Payments:			
Pension Payments	3,962,157		
Refunds	333,704		
Interest on Refunds	<u>49,186</u>		
TOTAL BENEFIT PAYMENTS			<u>4,345,047</u>
NET OF INCOME OVER EXPENSES			\$ 8,327,282
Group Medical Insurance: The 1997 City contribution to the Group Medical Insurance Fund will be \$4,870,119. Other significant contributions include those active employees of the City, \$1,221,956; Savannah Airport Commission, \$200,609; Metropolitan Planning Commission, \$61,735; and Youth Futures, Commission, \$110,827. Also, former and retired employees make contributions of \$20,145 and \$414,056 respectively to the Group Medical Insurance Fund. The table which follows shows the breakdown of the contributions to the fund.			
<u>MEDICAL INSURANCE</u>			
	1996	1997	
Contributions			
City	\$ 5,159,412	\$ 4,870,119	
Employee-Medical	1,221,956	1,221,956	
Retiree-Medical	414,056	414,056	
Airport Commission	200,609	200,609	
COBRA-Terminated Employees	20,145	20,145	
Metropolitan Planning Commission	61,735	61,735	
Youth Futures	107,827	110,827	
Homeless Authority	20,381	20,381	
Draw (Contribution) on Reserves	180,984	861,763	
TOTAL	\$ 7,387,105	\$ 7,781,591	

<u>Expenditures</u>	
Claims Payment/Drug Card	\$ 6,700,000
Administrative Charge	298,153
Specific Stop-Loss Coverage	290,000
Aggregate Stop-Loss	73,260
Savannah Business Group	25,692
TOTAL	\$ 7,387,105
	\$ 7,781,591

Group Life Insurance: The City provides each employee in a full-time or part-time permanent position life insurance in an amount equal to one times annual earnings rounded to the next thousand. The City's cost for group life insurance will be \$187,569 in 1997.

The City offers the option to purchase additional life insurance to regular employees who earn \$7,000 or more. This optional coverage is in addition to the basic life insurance provided by the City, and is paid for by the employee. Employees' cost for supplemental life will equal \$157,219 in 1997. In order to continue life insurance coverage after retirement, costs are incurred by retirees. Retirees' cost will total \$42,409 in 1997.

LIFE INSURANCE

<u>Contributions</u>	1996	1997
City Contribution	\$ 264,864	\$ 187,569
Employee	132,480	157,219
Retiree	42,409	42,409
Metropolitan Planning Commission	7,141	7,789
Airport Commission	18,372	18,958
Youth Futures	15,224	9,778
Homeless Authority	1,233	1,269
Draw On Reserves	80,238	173,472
TOTAL	\$ 561,961	\$ 598,463

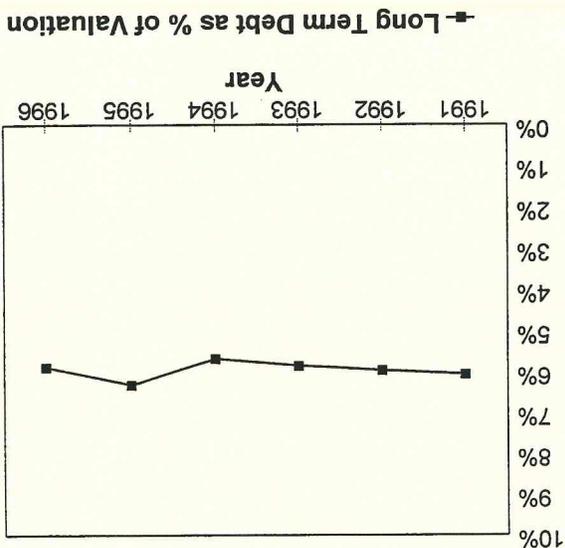
<u>Expenditures</u>	\$ 561,961	\$ 598,463
Premium Payments		

Disability Insurance: Disability Insurance contributions will be \$0 in 1997. The 1997 contribution will come from a draw on reserves. All contributions to Disability Insurance are made by the employer.

DEBT SERVICE SUMMARY

authorized to issue general obligations bonds equivalent to 10% of assessed taxable values within the City. The 1996 projected ratio of net general bonded debt to assessed value is .78%.

Debt As a Percent of Valuation. Total long-term debt and major contractual obligations shall not exceed 8% of assessed valuation. The projected amount of long-term debt and major contractual obligations as a percentage of valuation for 1996 is 5.89%. This is a favorable trend. Credit industry benchmarks are overall net debt exceeding 10% of assessed valuations is a negative. The City's debt is well within these benchmarks used by the credit rating industries.



Use of Debt Funds. Proceeds from long-term debt will not be used for current, ongoing operations. Long-term borrowing will be restricted to capital improvements too extensive to be financed from current revenues. Bonds will be retired within a period not to exceed the expected useful life of the capital project.

Debt Expenditures. The credit industry considers direct debt service requirements exceeding 20% of operating revenues as a negative and a potential problem. The City's obligations stood at 16.45% of net operating revenues at the end of 1996, well within the credit industry's guidelines; however given the

Debt service expenditures include the city's general obligation debt; major contractual obligations for drainage, the Broughton Municipal Building, Civic Center and municipal improvement projects; Water, Sewer, and I and D bonds and loans; Parking related debt; Resource Recovery Authority debt; the computer system lease; interfund advances for sanitation carts and golf course improvements; and the Savannah History Museum mortgage.

Debt service highlights, guidelines and trends, and projected and proposed expenditures are presented below and on the following pages. Additional discussion of these projects is included in the CIP section of this document. City policies are provided in *italics*.

BUDGET HIGHLIGHTS

- In 1997, \$2,000,000 in general obligation bonds will be issued primarily to finance the Casey South/Montgomery Crossroads Project and for storm sewer rehabilitation projects.

- More than \$5,000,000 in Downtown Savannah Authority Bonds will be issued in 1997. These bonds will finance approximately \$2,600,000 in drainage system improvements. In addition, \$2,300,000 is earmarked for trunked 800 MHZ radio system, and \$50,000 for fire service expansion.

- Approximately \$16,000,000 in City of Savannah Revenue bonds will be issued for various improvements and capacity expansion for the I and D Water system.

GUIDELINES AND TRENDS

The City's six year debt information and bar indicator chart below are based on the International City Manager Association financial assessment criteria.

Legal Debt Margin. The City of Savannah is

trend, additional major obligations should be undertaken only with a new dedicated stream of revenues to support them.

Debt Repayment Resources. The use of any revenue anticipation borrowing will be avoided. If such borrowing becomes imperative, the debt will be retired in full within the same fiscal year as it is incurred.

When feasible, special assessment, revenue, or other self-supporting bonds will be used instead of general obligation bonds.

A summary of the City's debt is available on the next page.

Credit Rating. Good communication with bond rating agencies will be maintained and full disclosure on every financial report as well as bond prospectus will continue. The City's general obligation bonds continue to have the same ratings which they have carried for the past several years; Moody's Investors Service: Aa; Standard and Poor's; AA.

1997 DEBT SERVICE SUMMARY

Fund/Security	Projected	Total 1997	Planned 1997	Projected
	Principal 1/1/97	Debt Service	Issuance	Principal 12/31/97
General Fund				
General Obligation Bonds	\$ 15,065,000	\$ 2,746,245	\$ 2,000,000	\$ 15,040,000
Downtown Sav'h Authority	31,355,000	4,379,624	5,160,000	34,035,000
Total	46,420,000	7,125,869	7,160,000	49,075,000
Civic Center Fund				
Downtown Sav'h Authority	5,025,000	253,253	0	5,025,000
Water Fund				
Water & Sewer Revenue	14,609,450	1,505,625	0	13,882,400
GEFA Loan	5,282,710	304,027	0	5,187,744
Discount Amortization	(166,129)	20,164	0	(145,965)
Total	19,726,031	1,829,816	0	18,924,179
Sewer Fund				
Water & Sewer Revenue	24,875,550	2,563,632	0	23,637,600
GEFA Loan	8,914,268	887,753	0	8,534,375
SRF Loans	14,849,111	979,648	0	14,298,423
Discount Amortization	(282,915)	34,333	0	(248,582)
Total	48,356,014	4,465,366	0	46,221,816
I&D Fund				
Water & Sewer Revenue	6,520,000	933,058	16,280,000	22,195,000
GEFA Loan	7,388,385	790,678	0	7,070,304
Discount Amortization	(73,333)	39,848	0	(33,485)
Total	13,835,052	1,763,584	16,280,000	29,231,819
Golf Course Fund				
Interfund Advance	699,651	159,259	0	610,357
Parking Services Fund				
Downtown Sav'h Authority	7,945,000	405,830	0	7,945,000
DSA Variable Rate Bonds	9,300,000	637,200	0	8,300,000
Total	17,245,000	1,043,030	0	16,245,000
Sanitation Fund				
Interfund Advance	1,428,203	229,992	0	1,283,903
Res Rec Dev Auth	8,820,000	614,750	18,070,000	26,745,000
Discount Amortization	(81,510)	7,857	0	(73,653)
Total	10,166,693	852,599	18,070,000	27,955,250
Internal Service Fund				
GMA Lease	468,262	491,675	0	0
Total	161,941,703	17,984,451	41,510,000	193,288,421

COMPUTER PURCHASE FUND

interest and contributions to this fund by City departments. Expenditures are projected to be \$380,163. A breakdown of the projected 1996 and 1997 revenues and expenditures is shown below.

The Computer Purchase Fund was established in 1995. The purpose of the fund is to maintain and replace components of COSMOS (City of Savannah Municipal Operations System), and purchase new computer outlay items. For 1997, revenue of \$203,163 is projected from

1996 REVENUE/EXPENDITURES

	\$	783,100			Beginning Balance 1996
		348,000			Computer Use
		328,365			Computer Outlay Contributions
	\$	35,000			Interest Earned
		711,365			1996 Total Revenue
	\$	26,861			1995 Open Purchase Orders
		360,000			PC's & Printers
		80,000			File Servers
		33,550			Communications
		86,000			Connections
		48,000			Software
	\$	600,585			Computer Outlay Items
		1,234,996			1996 Total Expenditures
	\$	259,469			Ending 1996/Beginning 1997 Fund Balance

1997 REVENUE/EXPENDITURES

	\$	0			Computer Use
		143,163			Computer Outlay Contributions
		50,000			GIS
	\$	10,000			Interest Earned
		203,163			1997 Total Revenue
	\$	110,000			PC's and Printers
		24,000			File Servers
		23,000			Unix Computers
		50,000			GIS
		30,000			Connections
		0			Software
	\$	143,163			Computer Outlay Items
		380,163			1997 Total Expenditures
	\$	259,469			1997 Beginning Fund Balance
	\$	82,469			1997 Ending Fund Balance

1997 VEHICLE PURCHASE FUND

1996 REVENUE/EXPENDITURES

	\$	3,142,124		
				BEGINNING BALANCE 1996
				Vehicle Use
		3,073,596		Fleet Addition Contribution
		565,309		Sales Revenue
		533,904		Interest Revenue
		130,000		Miscellaneous Revenue
		<u>163</u>		
	\$	4,302,972		1996 TOTAL REVENUE
				Vehicle Replacements
		4,820,080		Fleet Additions
		613,309		Sales Expense
		<u>0</u>		
	\$	5,433,389		1996 TOTAL EXPENDITURES
				ENDING 96/BEGINNING 97
				FUND BALANCE
	\$	2,011,707		

1997 REVENUE/EXPENDITURES

	\$	4,124,920		
				Vehicle Use
		91,800		Fleet Addition Contribution
		200,000		Sales Revenue
		<u>65,000</u>		Interest Revenue
	\$	4,481,720		1997 TOTAL REVENUE
				Vehicle Replacements
		4,152,500		Fleet Additions
		91,8000		Sales Expense
		<u>1,000</u>		
	\$	4,245,530		1997 TOTAL EXPENDITURES
				1997 ENDING FUND BALANCE
	\$	2,248,127		

GOLF COURSE FUND

Bacon Park Golf Course is a 27-hole golf complex which includes a putting green, a chipping green, a lighted driving range, and a clubhouse. The 1997 budget reflects the continuation of the Golf Course contractual agreement. In addition, \$6,000 is provided for a consultant to review golf course operations.

<u>Revenues By Source</u>			
	1995	1996	1997
<u>Revenue</u>	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>
Lease Revenue	\$ 200,000	\$ 200,000	\$ 200,000
Interest Earned	6,226	4,000	4,000
TOTAL	206,226	204,000	204,000
			0.0
			0.0
			<u>96-97</u>
			% Change

<u>Expenditures By Type</u>			
	1995	1996	1997
<u>Expenditure Area</u>	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>
Outside Services	\$ 0	\$ 0	\$ 6,000
Bond Redemption	\$ 69,526	\$ 81,176	\$ 89,294
Bond Interest	89,732	78,083	69,965
Additional Debt Redemption ¹	46,968	44,741	38,741
TOTAL	\$ 206,226	\$ 204,000	\$ 204,000
			0.0
			-10.0
			-10.4
			13.4
			<u>96-97</u>
			% Change

¹ Represents loan repayment to Water & Sewer for capital improvements.

SEACOAST WORKFORCE DEVELOPMENT BOARD (SWDB)

Department of Labor through the Georgia Department of Labor.

Program Costs

The administrative budget for the SeaCoast Workforce Development Board increases \$77,261 above 1996 projected expenditures. A large portion of the increases in 1997 are due to the full year's cost of the service district expansion, and the 1997 wage increase. The following table combines the administrative budget for SWDB Administration and Assessment Center.

The primary responsibilities of the SeaCoast Workforce Development Board (SWDB) are to assess the educational and training needs of economically disadvantaged and unemployed citizens, provide job training and work experience for clients, and provide job training and counseling services to refugees. In mid-1996, the service area was expanded to include eight additional counties. The 1997 administrative budget is summarized below.

Revenues By Source

The major revenue source is a Job Training Partnership Act (JTPA) grant from the U.S.

<u>Expenditures By Type</u>				
Expenditure Area	1995	1996	1997	% Change
Actual	Projected	Budget		
\$ 628,851	\$ 655,177	\$ 720,223	9.9	
75,298	61,008	69,371	13.7	
13,281	10,908	14,800	35.7	
-14,843	137,980	143,576	4.1	
4,608	10,284	5,000	-51.4	
396	400	0	-100.0	
\$ 707,591	\$ 875,709	\$ 952,970	8.8	
TOTAL				

TRAFFIC SAFETY GRANT PROGRAM

to public safety, especially in the areas of traffic management and enforcement.

Program Costs

The 1997 budget for the Traffic Safety Grant program is \$0.

In August, 1992, the Savannah Police Department received a grant through the Governor's Office of Highway Safety. A five person unit, four officers and a secretary, was organized to reduce the number of traffic accidents, especially those involving fatalities, and to reduce the incidence of DUI's. During operation, the unit made valuable contributions

The figures below reflect expenditures for City fiscal (or calendar) years.

Expenditures By Type

Expenditure Area	1995 Actual	1996 Projected	1997 Budget	% Change 96-97
Personal Services	\$ 182,545	\$ 190,886	\$ 0	-100.0
Outside Services	4,605	550	0	-100.0
Commodities	4,176	2,911	0	-100.0
Interfund Services	11,167	15,252	0	-100.0
Other Expenses	0	10,732	0	-100.0
TOTAL	\$ 202,493	\$ 220,331	\$ 0	-100.0

¹ The Traffic Safety Grant program was discontinued in 1996. The staff formerly assigned to the grant have been transferred to Special Operations within the Police Department and operates as the Community Traffic Safety Unit.

WEED AND SEED

Revenues By Source

	1995	1996	1997	% Change
Revenue Sources	Actual	Projected	Budget	96-97
DOJ Grant	\$ 500,000	\$ 500,000	\$ 500,000	0.0
FBI Reimbursements	125,000	125,000	125,000	0.0
General Fund Millage	265,000	265,000	265,000	0.0
Carryforward	443,847	194,059	0	-100.0
TOTAL	\$ 1,333,847	\$ 1,084,059	\$ 890,000	-18.1

The Weed & Seed revenues are derived from two sources: a Department of Justice grant and a General Fund contribution to the program. The City of Savannah anticipates receiving another federal grant of \$625,000 in 1997 for the Weed and Seed Program. Additional revenue includes \$265,000 from the General Fund and a \$194,059 carryforward from the General Fund contribution that started in 1993. This contribution is also used as a matching fund source for the COPS AHEAD grant program.

Program Costs

	1995	1996	1997	% Change
Expenditure Area	Actual	Projected	Budget	96-97
Personal Services	\$ 216,253	\$ 282,908	\$ 331,567	17.2
Outside Services	221,795	399,022	361,943	-9.3
Commodities	24,894	16,869	13,156	-22.0
Interfund Services	23,503	37,095	31,757	14.4
Capital Outlay	68,826	7,641	5,000	-34.6
Interfund Transfers	133,782	0	0	--
Other Expenses	33,290	17,367	6,511	-62.5
TOTAL	\$ 722,343	\$ 760,902	\$ 749,934	-1.4

The 1997 budget decreases \$10,968 or 1% below 1996 expenditures. This reduction is due to decreases in Other Services of \$37,079, Other Expenses of \$10,856 and Interfund Services of \$5,338. The decrease is partially offset by an increase in Personal Services of \$48,659 to reflect the full year's cost of vacancies in 1996.

Goals and Objectives are located in the General Fund Public Development section.

COPS AHEAD GRANT PROGRAM

The COPS AHEAD Unit is funded by the Department of Justice in 1995. It is a three-year grant designed to cover a portion of the cost of 10 officers. The COPS AHEAD Unit is supervised by a Sergeant and is deployed as a Unit dedicated to the Weed and Seed area. This Unit is not burdened with responding to calls for service, but devotes full attention to community-oriented and problem-oriented policing activities designed to reduce crime. The members of this unit meet with residents to discuss crime problems and respond with problem-solving approaches that may result in a wide variety of tactics, depending upon the nature of the problem. These officers have considerable autonomy with regard to implementing crime reduction tactics.

The COPS AHEAD Unit is funded by the COPS AHEAD Unit has been instrumental in the implementation of Operation Shutdown. The operation focuses on 18 drug hot spots in the Weed and Seed area. The overall approach relies on a wide variety of tactics to address the problems and requires a cooperative effort between patrol officers, COPS AHEAD officers, the Crime Suppression Unit, C.N.T. officers, the T.R.A.P. Unit, Traffic Unit, and the Chatham County Sheriff's K-9 Unit. The objective is to eliminate the drug hot spots, and to have a zero tolerance for drugs anywhere within the Weed and Seed area. The COPS AHEAD Unit takes the lead role and responsibility in planning day-to-day activities. Activities include: surveillance and intelligence gathering; targeted arrests using

The City was awarded funds for a three-year period to operate the COPS AHEAD program. In 1995, 75% of the costs of salaries and benefits were funded by the Department of Justice with the remaining 25% coming from the Weed and Seed tax millage. In 1996, the Department of Justice funded 73.7% of the program costs while the Weed and Seed tax millage funded the remaining 26.3%. In 1997, 72.4% of the program costs will be funded by the Department of Justice with the remaining 27.6% coming from the Weed and Seed tax millage.

Revenues By Source

The 1997 budget for the COPS AHEAD Program is \$432,838 or 1% over 1996 projected expenditures. The budget increases \$4,139 primarily in Other Expenses due to Vehicle Use charges. Expenditures for 1995 reflect a nine month period. Expenditures for 1996 and 1997 reflect a twelve month period.

Program Costs

The 1997 budget for the COPS AHEAD Program is \$432,838 or 1% over 1996 projected expenditures. The budget increases \$4,139 primarily in Other Expenses due to Vehicle Use charges. Expenditures for 1995 reflect a nine month period. Expenditures for 1996 and 1997 reflect a twelve month period.

Expenditures By Type

Expenditure Area	1995	1996	1997	% Change
<u>Expenditure Area</u>	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 228,423	\$ 392,169	\$ 389,765	-0.6
Outside Services	45	2,849	2,860	0.4
Commodities	37,517	15,518	15,375	-0.9
Interfund Services	7,689	15,495	0	-100.0
Capital Outlay	9,059	0	0	--
Interfund Transfers	61,322	0	0	--
Other Expenses	18,163	18,163	24,838	36.8
TOTAL	\$ 362,218	\$ 428,699	\$ 432,838	1.0

SCRAP TIRE GRANT PROGRAM

Program Costs

The 1997 budget decreases \$13,756 or 27% below projected expenditures. This decrease is due to (1) a decrease of \$11,750 in Intfund Transfers due to purchasing a vehicle in 1996, and (2) a \$1,802 decrease in advertising due to a reduced need for advertisement in 1997.

In August 1994, the City of Savannah received a grant through the Governor's Office of Natural Resources to address the City's scrap tire dumping problems. The City must contribute a minimum of 25% the first year, 50% the second year and 75% the third and final year. This program was placed in Property Maintenance Division due to the nature of its responsibilities. Property Maintenance Division is a part of the Public Development bureau.

<u>Expenditures By Type</u>				
Expenditure Area	1995	1996	1997	% Change
Personal Services	\$ 0	\$ 20,858	\$ 20,879	0.1
Outside Services	0	15,561	13,500	-13.2
Commodities	0	950	650	-31.6
Intfund Services	0	1,000	1,334	33.4
Intfund Transfers	0	11,750	0	-100.0
TOTAL	\$ 0	\$ 50,119	\$ 36,363	-27.5

BUDGET ORDINANCE

An ordinance to adopt the annual budget of the City of Savannah and to appropriate funds for the operation of the various funds for fiscal year 1997, January 1, 1997 to December 31, 1997.

WHEREAS, the City Manager submitted the Recommended 1997 Service Program and Budget to the Mayor and Aldermen on October 15, 1996.

WHEREAS, the Mayor and Aldermen conducted a series of workshops to review the proposed Budget.

WHEREAS, the 1997 City Manager's Recommended Service Program and Budget has been reviewed by the Mayor and Aldermen and the following revisions have been incorporated into the Budget Ordinance.

General Fund

- Establish a \$10 rental fee for private refuse containers located on public property.
- Add \$30,000 in revenue in 1996 for the newly adopted Telecommunications Franchise Fee.
- Add \$30,000 in 1996 to fund Savannah Science Museum's Community Development Block Grant Request.
- Reduce contingency by \$86,250 to provide:
 - 1) an additional \$25,750 in Social Service Contributions to Senior Citizens, Inc.;
 - 2) an additional \$3,000 in Social Service Contributions to the Navy League;
 - 3) an additional \$15,000 for the SDR/MLK Program;
 - 4) a grant of \$17,500 to Georgia Historical Society for capital improvements to its building; and,

5) \$25,000 to the Frank Callen Boys and Girls Club to fund its request originally made for CDBG funds.

Sanitation Fund

- Eliminate the Commercial Disposal Fee, reducing operating revenues and expenditures in the Sanitation Fund by \$2,641,567.

Civic Center Fund

- Reduce the Symphony ticket fee from \$1.00 to \$.50.

Other

- Increase the low income senior utility credit from \$3 per bill to \$4 per bill.

WHEREAS, the Mayor and Aldermen conducted two public hearings on November 21 and December 5, 1996 to receive citizen input on the 1997 Service Program and Budget.

WHEREAS, the 1996 appropriations shall be reduced by the total of open encumbrances as of December 31, 1996, and the 1997 appropriations shall be increased by the same amount.

WHEREAS, the Mayor and Aldermen further authorize appropriations for Capital Projects in the amount of the 1996 revenue over expenditures.

WHEREAS, BE IT ORDAINED by the Mayor and Aldermen of the City of Savannah in Council assembled, that the appropriations to the 1997 Budget be made as follows.

SOCIAL SERVICES CONTRIBUTIONS

For 1997, the Budget Department again coordinated review of requests for funding from social services agencies with the Neighborhood Planning and Community Development Department. Following is a listing of agencies receiving support from the General Fund. Council approved Community Development Block Grant (CDBG) funding in separate action. Note that funding for the Marshlands Foundation Runaway Home was moved to the Community Development Block Grant program. In exchange, the General Fund replaced CDBG support for the Coastal Children's Advocacy Center. The Economic Opportunity Authority is recommended for funding to support two programs for senior citizens: Foster Grandparents and the Retired Senior Volunteer Program.

Citizen Advocacy \$ 9,100
 To aid individuals with developmental disabilities.

- To provide relationships between needy Savannah residents and participating advocates.

Hospice \$ 8,000
 To improve the quality of life for terminally ill patients and their families.

- To provide Hospice home care for terminally ill patients and their families.

Navy League \$ 6,000
 To boost the City's economy and port reputation by inviting naval vessels to visit.

- To serve the crew and officers of naval vessels, visiting Savannah.

Volunteer Center of the United Way \$ 9,000
 To provide a central focus for volunteer activities in the community.

- To recruit volunteers to work in city agencies and to assist in the placement of persons sentenced to community service by the Recorder's Court.

Second Harvest Food Bank \$17,000

To collect and distribute food to hungry persons in Savannah and surrounding areas.

- To distribute food to non-profit agencies with regular feeding programs serving needy city residents.
 - To provide monthly food bags to low-income elderly.

Rape Crisis Center \$34,000

To aid rape victims and their families.

- To provide counseling and support services to victims of sexual assault and their families.
 - To promote public awareness about sexual assault and prevention.

International Seamen's House \$ 5,000

To provide activities for visiting sailors.
 - To provide counseling, transportation and recreational services to sailors.

Senior Citizens \$70,000

To promote the social, spiritual, mental, and economic well-being of elderly citizens and to prevent the premature institutionalization through the provision of services.
 - To provide funding to support: home delivered meals, elderly transportation, in-home support services, and social services.

Summer Therapeutic Enrichment Program \$10,000

To provide a yearly summer program for severely and profoundly mentally/physically handicapped children, ages 5 to 21, who attend Moses Jackson School.
 - To provide funding to support handicapped children in the summer program.

The Mediation Center \$10,000

To provide mediation services and other conflict

resolution method as an alternative to traditional litigation.

- To provide mediation assistance to cases involving City residents.

Living Independence for

Everyone, Inc.

\$20,400
 To promote an independent lifestyle in the mainstream of the community for severely physically handicapped adults.

- To provide funding to support: educational programs, information and referral assistance for handicapped clients, support group counseling, as well as advocacy services for handicapped clients.

Court Appointed Special

Advocates

\$3,000
 To provide abused and neglected children with a safe and permanent home as quickly as possible.

Coastal Children's Advocacy

Center

\$21,000
 To streamline and coordinate services to children who have been sexually and physically abused.

First Call For Help
\$6,000
 To provide accurate, up-to-date information to

GRAND TOTAL

\$906,000

the Community (agencies, organizations and callers) on health and human services programs.

- To provide agencies with a comprehensive resource guide annually.
- To provide citizens and agencies with Basic Needs brochures semi-annually.

Economic Opportunity Authority

\$10,000
 To provide services to senior citizens through the Foster Grandparents program and the Retired Senior Volunteer Program.

Homeless Authority

\$70,000
 To develop and implement a comprehensive plan to deal with problems of the homeless in the community.

New Futures Initiative

Program

\$500,000
 To ensure that every child will be born healthy, grown up healthy, be secure from abuse and neglect, and become a literate, productive, economically self-sustaining citizen.

Youth Service Corps

\$97,500
 To provide job training, education, and employment to out of school at-risk youth.

1997 CULTURAL PROGRAMS
(Alphabetical by Organization)

ARMSTRONG ATLANTIC STATE UNIVERSITY

\$ 3,000

Alliance Children's Theater: Performance
"The Nightingale"
April 28, 1997, ASC Fine Arts Auditorium
Alliance Theater and the City of Savannah
Department of Cultural Affairs will present
"The Nightingale" Monday, April 28, 1997 at
6:00 PM in the Armstrong State College Fine
Arts Auditorium.

\$ 3,000

**ASSOCIATION FOR THE STUDY OF AFRO-AMERICAN
LIFE AND HISTORY (ASALH)/AFRICAN AMERICAN
SAVANNAH AREA LIFE AND HISTORY**

\$ 26,500

Martin Luther King, Jr. Street Festival
March 29, 1997, Alice street and
R. M. Gilbert Civil Rights Museum
The Festival will celebrate the Savannah Civil
Rights Movement and the people who continue
to work toward racial equality and social
justice. Entertainment will be continuous
featuring both Savannah performers and guest
artists. A highlight will be a Civil Rights Folk
Sing starring the internationally renowned
Richie Havens. A 1960s Street Dance will be
held in the evening to DooWop Music on MLK
Jr. Blvd. A Civil Rights exhibit will be displayed
in the Museum galleries and an Art and Craft
Juried Exhibition will be held on the adjoining
land.

\$ 20,000

**Oliver Harrington Cartoon Art Exhibit
September-November 1997
R. M. Gilbert Civil Rights Museum**

\$ 6,500

The exhibit will consist of 75 original framed
and captioned cartoon drawings from the
"Bootie" period of Mr. Harrington's work.
The Black comic character "Bootie" appeared
in a humorous, biting comic panel on race
relations and political affairs for several
decades beginning in the 1930s. Oliver
Harrington is recognized as the first major
African American cartoonist. Two hardcover
books on Mr. Harrington will be available.

BALLET SOUTH, INC.

Arts-on-the-River Weekend Participation
May 1997, River Street
 Ballet South is proud to be part of Arts-On-The-River Weekend which exposes thousands of Savannahians to the city's finest cultural organizations. Ballet South will perform a newly choreographed piece featuring local and professional talent to the music of the Savannah Symphony Orchestra.

\$ 3,500

Creative Movement Therapeutic Program
Summer, 1997
 Various sites determined by LSB staff

\$ 3,000

The program is for participants in the Leisure Services Bureau Therapeutics summer program, and seeks to enhance the lives of the differently-abled through movement therapy which is designed to improve coordination, motor skills and interaction with rhythm. The program will end with a dance performance.

Summer Dance Residency Workshop
Summer, 1997
 Various sites determined by LSB staff

\$ 3,500

This is a combination of programs provided to groups not usually exposed to dance. Ballet South members demonstrate dance steps to the audience and then perform with costumes and props. Audience is then asked to participate.

Contemporary Jazz Performance,
Coastal Jazz Assn.'s Jazz Festival
September 1997, Forsyth Park.

\$ 5,000

Ballet South will present a specially-choreographed evening of contemporary and jazz dance at the 1997 Jazz Festival in collaboration with the Coastal Jazz Association.

CITY LIGHTS THEATRE COMPANY

Outreach Touring Program for the Elderly
January-December 1997

\$ 4,000

Golden Age Centers
 City Lights Theatre Company will present a series of plays for and about the elderly at eight locations throughout the city during the spring and fall of 1997.

\$ 50,000

\$ 15,000

Savannah Shakespeare Festival/English Arts Festival \$ 44,000

City Lights Theatre Company will present the eleventh annual Shakespeare Festival for one weekend in April or May, and will feature a variety of preshow activities including renaissance dance and music followed by a Shakespearean revival. Additional series include a highschool acting competition and free staging and combat classes.

Creative Theatre for the Mentally Challenged \$ 2,000

July-August 1997, Camp Full of Fun
 City Lights Theatre Company will conduct classes in creative dramatics for mentally and physically challenged adults and children at Camp Full of Fun during the months of July and August.

CITY LIGHTS THEATRE COMPANY/EASTSIDE PLAYERS

City-wide Musical Tour \$ 5,000

July/August 1997 W.W. Law Grant, Yamacraw, Tompkins Delaware
 City Lights Theatre Company and the Eastside Players will present a musical touring program that will be performed at a variety of neighborhood centers throughout the city during the months of July and August.

COASTAL HERITAGE SOCIETY

Savannah Heritage Days \$ 15,000

Various dates, Various locations
 This program is a series of weekend activities designed to inform the public of issues of local heritage and to present public facilities at no charge to local families and tourist audiences. It will include programs from the past and program innovations, and will also serve as an opportunity for the public to observe progress in development of the History Museum, the Historic Railroad Shops, and Fort Jackson.

Summer is a Blast \$ 5,500

June 15-August 15, 1997
 Fort Jackson
 City residents may visit Fort Jackson for free during these summer months. Youth, seniors and other organized groups of City residents may also schedule special history program for free.

\$ 3,000	<p>Maritime Arts Day To coincide with Savannah Maritime festival</p>
\$ 5,000	<p>Daffin Park The focus will be on regional watercrafts and the traditional skills associated with boat artisans, craftspeople, musicians and people who are expert in fishing in the local waterways will be included in the event which will allow for an opportunity to learn how the maritime industry has evolved over the years. Small boat enthusiasts will be encouraged to bring their crafts for a boat show.</p>
\$ 5,000	<p>Jubilee January, 1998, Railroad Shops, History Museum, and various locations A celebration of emancipation and a tribute to the freedom fighters of the 1860's. Displays, demonstrations and history presentations will relieve those exciting times in Savannah.</p>
\$ 6,000	<p>Sights and Sounds of Big Band Savannah Dates are tentative at this time. Forsyth Park, Savannah High, ASSU The Coastal Jazz Association will present four Big Band concerts featuring the Savannah Jazz Orchestra which is made up of local and area musicians. One of the concerts will be the annual "Tribute to Duke Ellington" held at ASSU.</p>
\$ 50,000	<p>Fifteenth Annual Savannah Jazz Festival Forsyth Park The Savannah Jazz Festival annually presents some of the world's finest Jazz Musicians as well as local and area musicians. The festival will also feature performances by the Savannah High "Blueight" Jazz Ensemble and the Country Day School Jazz Ensemble.</p>
\$ 1,500	<p>Arts on the River May 1997 River Street Rousakis Plaza The Savannah Jazz Orchestra will be presented in Concert as part of the annual Arts On The River Festival.</p>
\$ 1,000	<p>"Jazz Ballet" a joint venture with Ballet South Forsyth Park This original Jazz Ballet will be the second of these cultural joint ventures. The first work was presented at the 1995 Savannah Jazz Festival</p>

\$ 58,500

and was a hit. Coastal jazz would like to make this collaboration an ongoing element of our annual festival.

DEPARTMENT OF CULTURAL AFFAIRS

\$161,500

Free Community Concerts \$ 11,000

Free concert performances as requested by the community in parks, Golden Age Centers, institutions, Downtown squares, etc., including Music for Lunch in Johnson Square. Matching funds are provided by US Recording Companies as arranged by the American Federation of Musicians Local 447-704.

Black Heritage Festival \$ 60,000

A multi-media festival highlighting the rich heritage of African-Americans in music, drama, dance, visual arts and authentic cuisine.

CityArts Weave-A-Dream \$ 25,000

Provides hands-on experiences and instruction in the arts for underserved populations in the community.

Forsyth Festival \$ 13,000

July 1997

An outdoor performing arts festival in Forsyth Park. The festival includes musical performances and hands-on activities for children and their families.

Tara Feis: St. Patrick's Family Festival \$ 6,000

A multi-media festival highlighting the rich heritage of the Irish in music, drama, dance and art.

Technical Assistance \$ 7,500

These projects support and implement the goals and objectives of the Department of Cultural Affairs and the City Council approved Community Arts Action Plan.

Arts on the River \$ 24,000

May 1997, River Street

Provides support or technical assistance for visual and performing arts components.

Savannah Asian Festival \$ 5,000

February 1997

Savannah Civic Center

A multi-media festival highlighting the rich heritage of Asian-Americans in music, drama, dance, visual arts and authentic cuisine.

Artist-Initiated Grant

\$ 10,000

Funds awarded in this category provide services to the citizens of Savannah created by individual artists. Examples of possible projects include: a visual arts exhibition of recently produced works, screening of a newly produced film or video, one person productions of dance, music or theatre, production or reading of a new script, or readings of written works such as novels, poetry, or short stories.

EMPIRE THEATRE CO. AKA DARK NIGHT THEATRE CO.

\$ 5,000

Summer and Smoke - Theatrical Production during Forsyth Park Festival July 1997, Forsyth Park

\$ 5,000

Empire Theatre is producing a weekend performance of Tennessee Williams' play Summer and Smoke. Come bring a picnic and sit under our tent, watching professional live theatre.

GUARDIANS OF THE CULTURE, INC

\$ 11,000

Culture and Community March 1997

\$ 11,000

John S. Delaware, St. Pius Family Resource Guardians of the Culture will develop an Artists' Residency featuring artists from the Rites of Passage Institute in California, principals in the Bomani Drummers and Nyon Kwouya, and the Tall Spirit Dancers. Forty children from Savannah will have the opportunity to learn drumming and spirit dancing (on tall stilts), to gain self-confidence and a commitment to assisting other young people to make a positive difference in their lives and in Savannah.

KING-TISDELL COTTAGE FOUNDATION, INC.

\$ 38,000

1997 Beach Institute Lecture Series January, March, May, September, November (Dates to be determined), Beach Institute

\$ 9,500

The purpose of the 1997 Lecture Series (a proposed continuation of series started in 1995 and offered again in 1996) is to provide a scholarly forum for the dissemination of research on and experiences of African Americans.

\$ 5,000

"Back When...": An Oral History Project
Jan., March, May, July, Sept., Nov.
Beach Institute

This series, offered in six presentations (the first one in January) of narrative and mixed media (photographs, music, instruments, and tools), will give first hand accounts of life in Savannah as it was lived by African-Americans. Topics include: African-American community mobilization during the civil rights era. All about school for African-Americans in Savannah during segregation; A child's life in the 1940's and 50's; Neighborhood unity during segregation; Employment, Transportation and Demographics, and One Mama's Struggle (to make sure her family survived).

\$ 5,000

Early African American Film in Georgia:
Film maker Richard Norman
January 4 - February 15, 1997
Beach Institute

A public exhibit with accompanying lectures and film screenings on African American film from the silent era with emphasis on Savannah and Georgia. The exhibit will examine the overlooked contributions of African Americans to film history, illustrate the fact of their early involvement as actors, producers, directors and owners or managers of theaters, and will also examine the career of pioneer white Southern film maker Richard Norman as an early writer/director/producer of silent all-African American cast movies and his interaction with white and African American culture in Georgia in the 1920's and 1930's. It will also discuss the role of film as social history and as a factor in the shaping of racial stereotypes.

\$ 3,500

Local Artists Exhibit - Accentuating the Positive
February/March 1997
502 East Harris Street, Savannah, GA.

An exhibit of the works of local artists in the West Gallery of the Beach Institute. The artists have produced a wide range of moving pieces in several mediums, giving expression to the struggles and triumphs, mournings and celebrations which are experienced by African-Americans.

\$ 10,000

"A Journey of Rivers": works by Arlene J. Case
May 1 - June 13, 1997, Beach Institute

An exhibit consisting of 30 pieces by artist/illustrator Arlene J. Case - an African-Canadian artist who produces works in oils, pastels and acrylics. Her creations are a combination of representational and semi-abstract images. Common themes of the African experience that are woven throughout the diaspora dominate her work as the settings and faces of her subjects could be anywhere in Africa, the West Indies or the Americas (including Savannah). Ms. Case will be in Savannah to conduct lectures, presentations and interviews with the media. Her works have been displayed in galleries throughout North America, the Caribbean and England, and also on popular TV shows.

\$ 5,000

Bridging the Void
October 2-November 28, 1997, Beach Institute African American Cultural Center

An exhibit of the works of Dori Lemeh, an artist from Tennessee currently living in Pennsylvania. Her art is a classic example of the Du Boisian concept of dualism or double consciousness among African Americans, and an expression and bringing together of two worlds; Africa and North America, her father is Nigerian and her mother is American.

\$ 5,000

SAVANNAH FOLK MUSIC SOCIETY

Eighth Annual Folk Music Festival
September 21, 1997

Daffin Park - Westside of pond
 The festival will celebrate the rich diversity of the styles and origins of folk music. Internationally-known artists, national heritage award-winning performers and regionally recognized musicians will perform a mix of Blues, Appalachian, Gospel, Celtic, Cajun, Contemporary and other folk music styles. The festival will run from 1-6 pm.

\$ 5,000

SAVANNAH ONSTAGE

Savannah Onstage International Arts Festival

March 2-9, 1997, Downtown Historic Venues
including churches, synagogues, City Market, Lucas Theatre, schools, colleges and community/arts centers
 This festival, providing world class cultural arts opportunities and drawing a national and international audience, will feature the eighth annual World Class Concert Series and the

\$ 50,000

\$ 50,000

fourth annual American Traditions Competition, as well as community outreach activities (all artists and judges participating) such as free and reduced tickets, free school concerts, master classes and workshops, and outdoor concerts. Savannah Symphony will participate at opening.

SAVANNAH SCIENCE MUSEUM

Speaker Series \$ 20,000

January, March, May 1997

Locations considered: The Lucas Theatre,

City Lights and Savannah Theaters

The museum envisions this three-part lecture

series being presented in Winter and Spring

1997. Each program is multi-media to heighten

participants' experience and learning curve.

The presenters are: Colonels Jerry and Nancy

Jaxx - specialists in extremely contagious viruses

and high hazard biology research - speaking on

their experiences with Ebola and other viruses;

Dr. Mark Moffett - zoologist, photographer and

author - speaking on the tropical rainforests; and

Roger Payne - president of the Whale and

Dolphin Society and author of "Among Whales".

Mr. and Mrs. Fish

1st choice - Oct. 4-6, alternative - Oct. 11-13,

1997, The Lucas Theatre

Award-winning Jeff and Deb Hall Sandler, aka

Mr. and Mrs. Fish uses colorful costumes and

humor in this unique and world-renowned

program to educate children about marine

science. Pre- and post-sight testing has shown

that students can triple their knowledge of the

topics covered. The couple has appeared in

three CBS specials.

SAVANNAH SYMPHONY SOCIETY, INC.

Symphony Outreach Program

\$ 18,000

Spring, 1997

Golden Age Centers, playgrounds, parks

This program brings the experience of hearing

live symphonic music to those who cannot attend

conventional performances, including the sick, the

disadvantaged, the very young and the very old.

Locations for the ensemble performances include

Savannah Gardens, Summit, Cuyler, Cunningham,

Grant, Wimberly, Stubbs, Frazier, and Stillwell

Golden Age Centers, Adult Day Care Center,

Hull, Kennedy, and Forsyth Parks, Bull Street

Baptist Church, and Johnson Square. Programs

are designed to appeal to each specific audience.

\$183,000

\$ 29,000

\$ 37,000

**Picnic in the Park Concerts
October 1997, Forsyth Park**

There will be a concert at 3:30 p.m. targeted toward families and children. The concert at 7:30 will attract thousands of residents and tourists who will bring a picnic dinner to enjoy during the concert. Programming includes light classics and familiar favorites designed around a theme with wide appeal. Prizes are given for the most original and most elegant picnics, adding to the festivity of the evening.

\$ 24,500

Southside Music Festival

Fall 1997, Sites may include St. Joseph's Hospital lawn, White Bluff United Methodist Church, Windsor Forest Elementary School, Nicholsonboro Baptist Church and other churches and schools

This festival is designed to serve residents of the Southside area of Savannah who are not well represented among symphony patrons. The program includes two open rehearsals, two concerts by Savannah Symphony core orchestra, and five performances by SSO ensembles (brass quintet, woodwind quintet, or string quartet).

Black Heritage Concert and Educational Program

February, 1998, Johnny Mercer Theatre, the Civic Center, and area schools, churches and community centers

This project is a week-long celebration of the contributions of African-Americans to symphonic music, including lectures, dialogue and music, featuring acclaimed black musicians, conductors, and guest artists. The event, which is planned to coincide with Black History month, will culminate in a Saturday evening concert, continuing a ten year old tradition. Ten informal talks/musical demonstrations will be held the week prior to the concert.

\$ 65,000

Arts on the River Concerts

May 1998, Rousakis Plaza, River Street

This two-day event showcasing the finest of Savannah's performing and visual arts includes, amongst other things, two outdoor Symphony concerts which are designed to have broad appeal and to stimulate interest in symphonic music among the many audience members who do not attend traditional concerts. Programming includes light classics and familiar favorites

which both adults and children enjoy. The Sunday evening concert features a spectacular fireworks display.

SAVANNAH THEATRE COMPANY

Spring/Fall Traveling Theatre Program
March-May, September-November, 1997

\$ 19,000

8 Institutions such as St. Mary's, Ga Infirmary, etc. and 20 Neighborhood or Golden Age Centers

This project will consist of a professional actors troupe traveling to 8 institutions and 20

Neighborhood or Golden Age Centers, half of

these being served in the spring and the other

half in the fall. The Spring program will consist

of a children's show and a play for adults, and

the Fall program will have a children's show

and a Musical Review for the adults.

Summer Parks Touring Theatre Program

\$ 10,000

June-August, 1997

30 City Parks or Community Centers

This project will consist of the Savannah

Theatre Company's professional actors troupe,

the Mini-Rep, who will travel to 30 City Parks

or Community Centers to present an

educational, entertaining and interactive

performance for children, designed to impress

moral and social values. Each performance will

consist of a workshop designed to introduce the

children to the excitement of live theatre.

Super Saturday Theatre

\$ 17,000

Quarterly during 1997 - 2 Saturdays each

quarter, Savannah Theatre - 222 Bull Street

This program is a joint effort of the Savannah

Theatre Company and the Department of

Cultural Affairs' Savannah Studio Theatre,

which will feature a musical or play performed

by kids for kids. It will be held on two

Saturday mornings each quarter of 1997, for a

total of 8 performances. Admission will be free.

SAVANNAH WRITERS' WORKSHOP

Savannah Literary Journal & Open Mike

\$ 4,000

Literary readings

SLJ - October; Open Mike - January thru

May and September thru December 1997

The Blue House, 918 Abercorn Street

Area literary artists will present works to the

community in a juried literary journal, of which

\$ 4,000

\$ 46,000

free copies will be distributed to area libraries, community & senior centers and to school writing groups. The journal publication will be complemented by nine literary readings. Audiences will be educated in the value of various literary forms and have an opportunity to interact with the authors. Without preconditions, everyone is invited to read original works at the readings.

TELFAR MUSEUM OF ART

Sunday Specials Lectures and Films January-November 1997, Telfair Museum \$ 5,490

In this series of free Sunday afternoon lectures and award-winning films, visitors will gain a greater appreciation for art and major Telfair exhibits through talks by regionally and nationally renowned artists and scholars, and related documentary films shown on a large screen in stereo sound. One highlight is a lecture by internationally noted photographer Sally Mann, whose work will be on view in the exhibition, "Hospice: A Photographic Inquiry."

Art for Seniors and Special Audiences January-December 1997, Telfair, \$ 2,500

The Telfair's goal with this project is to bring meaningful and enjoyable visual arts programs and exhibitions to the entire community. The project includes an expanded program of outreach visits(13) and in-museum programs (12) for seniors attending Golden Age Centers, Adult Day Care, the Georgia Infirmary, as well as adults and teens from Tidelands and Georgia Regional Hospital. Special tour programs will also be offered for hearing and visually-impaired visitors, as well as physically-challenged individuals attending the City of Savannah's Therapeutics classes, whose art will be exhibited in Telfair's education galleries and at MMC.

Family Sundays February-December, 1997 \$ 3,300

Telfair Museum of Art
These three unique events are the only free local opportunities for adults and children to interact with contemporary artists in a museum setting, and to take part in hands-on activities, tours, and performances in one event. Each will be linked to a Telfair exhibit, and will bring

\$ 46,000

together young and old, while connecting living artists with the great art of the past and highlighting the work of diverse cultures. Visual artists and performers enlisted for these events range from school bands to noted regional artists. The schedule will include "A Celebration of Eastern Europe" (Feb.2), "Art and Nature Family Sunday" (April 20), and "Holiday Family Sunday" (Dec.7).

**Ya/Ya Workshop
April 13, 1997**

\$ 3,650

Family Resource Center

YaYa stands for "Young Aspirations/Young Artists" and is the name of an art and social service organization based in New Orleans, whose mission is "to provide educational experiences and opportunities that empower artistically talented inner-city youth to be professionally self-sufficient through creative self-expression." Students involved in YaYa produce vibrantly designed furniture and clothing, and have had commissions and media attention nationwide. A slide presentation, describing the success of the project, will be shown to the general public, followed by two workshops, in which Savannah youths(40-50) will design and paint chairs. Items designed at Telfair and the Family Resource Center.

**Art Ventures
June-July 1997**

\$ 1,360

Parks, Playgrounds and Centers

This important program provides an engaging and informative activity for approximately 1000 children at sites throughout the city. Two outreach presenters will introduce the children to the contemporary artists of Georgia. Through discussion, looking activities, poster reproductions, and art making, children will learn about materials, methods, and meanings in art produced in their own state. Following the outreach, children will have the opportunity to visit the Telfair and see the "Contemporary Georgia Artists" exhibition for tours and hands-on activities.

**Museum Visits for Parks and Playgrounds
July 1997, Telfair Museum**

\$ 1,300

In this follow-up to ArtVentures, children from the City's supervised parks and playgrounds will visit the museum for tours of the

Contemporary Georgia Artists exhibition, which will focus on artists of diverse backgrounds currently in the state. The museum program is designed to improve the children's "visual literacy" through direct observation and discussion of art. While in the museum, the children will also enjoy the opportunity to become a "Georgia Artist" by creating art work inspired by the exhibition.

\$ 28,400

Three Generations of African American Women Sculptors: A Study in Paradox
December 2, 1997 - February 8, 1998
Telfair Academy, Upper Galleries
 This exhibition will feature sculptures by ten African American women sculptors. Spanning the time period from the mid 19th century to the present, works by such artists as Mary Edmonia Lewis, Selma Burke, Elizabeth Catlett Mora, Barbara Chase-Riboud and Beulah Ecton Woodard will be included.

TOTAL

\$765,000

CLASSIFICATIONS AND PAY GRADES

JOB TITLE	GRADE	JOB TITLE	GRADE
Account Clerk	10	Case Disposition Clerk	11
Account Clerk, Senior	11	Case Management Supervisor	15
Account Technician	14	Case Manager	12
Accountant	19	Cashier	9
Accountant, Senior	23	Cataloging Librarian	15
Acquisition/Relocation Specialist	16	Cemetery Director	34
Administrative Assistant	13	Cemetery Rehabilitation Specialist	16
Administrative Assistant to City Mgr.	18	Central Services Director	94
After School Program Coordinator	17	Central Services Administrator	26
After School Program Coordinator, Asst	14	Chemist	20
After School Asst Program Tutor	15	Chief Fire Investigator	23
Alderman	--	Chief Revenue Investigator	16
Apprentice Mechanic	10	City Attorney	--
Architectural Coordinator	24	City Engineer	40
Arts Coordinator	17	City Manager	--
Assistant City Engineer	35	Civic Center Director	36
Assistant City Manager - Mgt. Services	52	Civic Center Finance Officer	21
Assistant City Manager - Public Dev.	52	Civic Center Marketing Coordinator	20
Assistant Civic Center Director	26	Civil Engineer	25
Assistant Director-Recorder's Court	27	Civil Engineer, Senior	32
Assistant Finance Director	31	Clerk of Council	--
Assistant Fire Chief	36	Clubhouse Attendant	7
Assistant Housing Director	28	Commer. Refuse Coll. Administrator	26
Assistant Streets & Stormwater Director	27	Communications Center Coordinator	20
Assistant to Clerk of Council	13	Communications Specialist	11
Assistant to the City Manager	28	Communications Specialist, Senior	12
Athletics Administrator	27	Community Programs Coordinator	20
Audit Administrator	29	Community Projects Coordinator	16
Auto Parts Buyer	16	Community Services Assistant	12
Balliff	11	Community Services Director	34
Box Office Clerk	10	Computer Services Clerk	11
Box Office Supervisor	13	Computer Services Coordinator	20
Budget Technician	14	Computer Services Specialist	16
Building & Electrical Maint. Administrator	25	Computer Services Technician	14
Building & Electrical Maint. Supervisor	19	Concessions Supervisor	17
Building & Grounds Director	36	Construction Inspector	18
Building & Grounds Maint. Administrator	27	Construction Site Safety Monitor	10
Building Inspector	18	Contract Compliance Coordinator	19
Building Inspector, Principal	20	Court Services Specialist	16
Building Maintenance Technician	16	Crime Prevention Specialist	13
Bus Driver	9	Cultural Affairs Coordinator	19
Buyer	19	Cultural Affairs Director	36
Buyer Assistant	11	Cultural Arts Coordinator	20
Cable Access Coordinator	20	Custodian	9
Carpenter	13	Customer Service Representative	11
Carpenter, Senior	15	Development Services Administrator	13

JOB TITLE	GRADE	JOB TITLE	GRADE
Downtown Programs Coordinator	30	ISD Business Coordinator	17
Driver Training Coordinator	78	Industrial Pretreatment Technician	17
Electrical Inspector	18	Information Services Administrator	31
Electrician Inspector, Principal	20	Information Services Director	40
Electrician	15	Information Services Tech Coordinator	24
Electronic & Telecomm. Equipment Supt.	24	Information Services Technician	17
Electronic Control Technician	17	Information Services Technician, Senior	20
Employee Assistant Coordinator	23	Inspections Director	36
Employee Health Coordinator	21	Internal Auditor	21
Employee Health Coordinator, Asst.	18	Internal Auditor, Principal	25
Engineering Aide	9	Internal Auditor, Senior	23
Engineering Aide, Senior	13	Inventory Coordinator	24
Engineering Technician	19	Judge Recorder's Court	--
Environmental Compliance Coordinator	20	Lab Supervisor	18
Equipment Mechanic	13	Lab Technician	12
Equipment Mechanic, Master	22	Lab Technician, Senior	13
Equipment Mechanic, Principal	18	Land Surveyor	19
Equipment Mechanic, Senior	15	Landfill Administrator	25
Equipment Service Attendant	7	Landscape Specialist	11
Executive Secretary	14	Leisure Services Center Supervisor	14
Facilities Maintenance Director	43	Leisure Services Director	43
Film Services Coordinator	21	Leisure Services Leader	9
Finance Director	43	Leisure Services Specialist	13
Fire Battalion Chief	30	Leisure Services Supervisor	17
Fire Captain	22	Library Director	34
Fire Chief	46	Lifeguard	5
Fire Investigator	18	Lifeguard, Senior	6
Fire Prevention Inspector	18	Light Equipment Operator	8
Fire Prevention Inspector, Principal	20	Loan Officer	16
Fire Training Chief	27	Loan Specialist	14
Firefighter	14	Loss Control Coordinator	19
Firefighter Trainee	13	MLK Revolving Loan Fund Director	33
Forester	23	Mail Clerk	9
GIS Analyst	20	Maintenance Assistant	13
GIS Coordinator	23	Maintenance Crew Chief	13
Graduate Student Intern	9	Maintenance Mechanic	12
Grounds Maintenance Equip. Specialist	16	Maintenance Mechanic, Senior	14
Hazardous Materials Coordinator	25	Maintenance Superintendent	22
Heavy Construction Equipment Operator	13	Maintenance Supervisor	17
Heavy Equipment Operator	12	Maintenance Worker	7
Horticulturist	23	Maintenance Worker, Principal	11
Housing Director	36	Maintenance Worker, Senior	9
Housing Project Coordinator	24	Management and Auditing Director	36
Human Resources Administrator	30	Management Analyst	21
Human Resources Analyst	20	Management Analyst, Principal	25
Human Resources Analyst, Senior	22	Management Analyst, Senior	23
Human Resources Assistant	11	Management Projects Coordinator	25
Human Resources Director	36	Master Firefighter	17
Human Resources Technician	14	Mayor	--

GRADE	JOB TITLE	GRADE	JOB TITLE
23	Private Development Coordinator	9	Medium Equipment Operator
20	Program Analyst	9	Meter Technician
22	Program Analyst, Senior	11	Meter Technician, Senior
22	Program Coordinator	26	Neighborhood Ping.&Com. Dev. Admin
14	Property Inspector	36	Neighborhood Ping.&Com. Dev. Director
18	Property Inspector, Principal	20	Neighborhood Services Coordinator
27	Property Maintenance Administrator	22	Neighborhood Services Coordinator, Sr.
24	Property Maintenance Administrator, Asst.	24	New Futures Initiative Contract Coord.
13	Property Maintenance Monitor	7	Office Assistant
20	Property Maintenance Specialist	11	Office Assistant, Principal
15	Public Information Assistant	8	Office Assistant, Senior
34	Public Information Director	15	PIC Case Manager
31	Purchasing Administrator	11	PIC Case Manager, Trainee
23	Purchasing Administrator, Assistant	36	PIC Director
10	Purchasing Clerk	18	PIC Paint Project Supervisor
24	Real Property Coordinator	17	PIC Planning/Marketing Coordinator
36	Recorder's Court Director	16	PIC Program Monitor
36	Recreation Services Director	11	PIC Program Monitor, Trainee
36	Refuse Disposal Director	21	PIC Project Coordinator
16	Rehabilitation Technician	12	Painter
36	Research and Budget Director	36	Park and Tree Director
36	Residential Refuse Collections Director	7	Parking Attendant
11	Residential Refuse Truck Operator	20	Parking Coordinator
27	Revenue Administrator	18	Parking Facilities Supervisor
36	Revenue Director	8	Parking Services Officer
13	Revenue Investigator	10	Parking Services Officer, Senior
19	Revenue Supervisor	15	Parking Services Supervisor
29	Risk Management Administrator	10	Permit Specialist
16	Risk Management Technician	20	Personnel Coordinator
20	SCADA Coordinator	22	Planner
43	Sanitation Director	24	Planner, Senior
24	Sanitation Superintendent	26	Planning and Research Coordinator
19	Sanitation Supervisor	22	Plans Examiner
7	Sanitation Worker	16	Plans Examiner, Assistant
4	School Crossing Guard	12	Plant Operator
10	Secretary	18	Plumbing/Mechanical Inspector
7	Security Guard	20	Plumbing/Mechanical Inspector, Principal
12	Social Services Specialist	24	Police Budget Administrator
--	Special Assistant to the Mayor	30	Police Captain
14	Stage Manager	48	Police Chief
8	Storekeeper	18	Police Corporal
36	Stormwater Management Director	26	Police Lieutenant
22	Stormwater Mgt. Project Coordinator	36	Police Major
26	Street Cleaning Administrator	13	Police Officer Trainee
36	Street Maintenance Director	15	Police Officer/Advanced Police Officer
16	Surveying Technician	20	Police Public Information Officer
8	Swimming Pool Manager	22	Police Sergeant
21	Systems Analyst	27	Police Training Coordinator
24	Systems Analyst, Senior	16	Preventive Maintenance Coordinator

JOB TITLE	GRADE	JOB TITLE	GRADE
Tennis Coordinator	21	Water & Sewer Engineer	43
Traffic Engineering Administrator	29	Water & Sewer Engineering Director	32
Traffic Engineering Coordinator	22	Water & Sewer Project Coordinator	27
Traffic Engineering Director	37	Water & Sewer Superintendent	24
Traffic Engineering Superintendent	24	Water & Sewer Supervisor	18
Traffic Engineering Technician	19	Water & Sewer Utilities Coordinator	19
Traffic Maintenance Specialist	12	Water & Sewer	
Traffic Planner	16	Utilities Plans Coordinator	13
Tree Trimmer	9	Water Meter Reader	10
Tree Trimmer, Senior	10	Water Meter Reading Supervisor	14
Undergraduate Student Intern	8	Water Operations Director	36
Utilities Crew Chief	13	Water Quality Control Director	36
Utilities Maintenance Worker	8	Water Service Representative	10
Vehicle Maintenance Worker, Senior	9	Weed & Seed Director	34
Vehicle Maintenance Administrator	28	Welder	15
Vehicle Maintenance Coordinator	14	Youth Outreach Specialist	13
Vehicle Maintenance Director	36	Zoning Inspector	18
Water & Sewer Administrator	29	Zoning Inspector, Principal	20

1997 SALARY GRADE TABLE

Grade	Minimum	Maximum
1	\$8,328	\$11,667
2	9,489	13,292
3	10,650	14,919
4	11,811	16,545
5	12,971	18,171
6	14,131	19,796
7	15,292	21,422
8	16,453	23,048
9	17,614	24,675
10	18,775	26,300
11	19,935	27,927
12	21,096	29,553
13	22,257	31,179
14	23,418	32,805
15	24,578	34,431
16	25,739	36,057
17	26,900	37,683
18	28,061	39,309
19	29,222	35,064
20	30,382	42,561
21	31,543	44,187
22	32,704	45,813
23	33,865	47,440
24	35,025	49,065
25	36,186	50,692
26	37,347	52,318
27	38,508	53,943
28	39,669	55,570
29	40,829	57,197
30	41,990	58,822
31	43,151	60,448

Grade	Minimum	Maximum
32	\$44,312	
33	45,472	
34	46,633	
35	47,794	
36	48,955	
37	50,116	
38	51,277	
39	52,438	
40	53,598	
41	54,759	
42	55,920	
43	57,080	
44	58,242	
45	59,402	
46	60,563	
47	61,724	
48	62,884	
49	64,046	
50	65,206	
51	66,367	
52	67,527	
53	68,689	
54	69,849	
55	71,010	
56	72,171	
57	73,332	
58	74,493	
59	75,653	
60	76,814	

EXPENDITURE CLASSIFICATIONS

PERSONAL SERVICES

Salaries and Wages

Salaries and wages for all positions currently on the Position Control Register.

Section 125 Benefits

Dependent (family) medical insurance premiums, childcare and nonreimbursed medical expenses paid with pre-tax dollars through payroll deduction.

Social Security

City's share of social security payments.

Police Pension

Retirement benefits paid under the Police Pension Program, as required by State law (GA laws 1950, p. 50) which created the Peace Officer's Annuity and Benefit Fund.

Medical Insurance

City's share of employee group medical insurance coverage.

Life Insurance

City's share of employee group life insurance coverage.

Unemployment Insurance

City's cost of providing unemployment insurance to terminated employees who are normally eligible for unemployment compensation (state and federal law requirement).

Disability Insurance

City's cost of providing disability insurance coverage to employees.

Worker's Compensation

Payments to employees, former employees or heirs through worker's compensation for personal injury claims, including salary benefits, medical expenses, and ambulance services. Also the payment to the State Worker's Compensation Board for the City's share of administrative costs.

Pension

City's contribution to cover cost of employees retiring under the new pension law.

Longevity

Special pay granted personnel after ten years of service to the City, with increases in five-year increments for further service.

Overtime

Payments to employees who work beyond the normal workweek.

Court Overtime

Overtime payments made to Police personnel who must appear in court on their own time, but in conjunction with City duties.

Temporary Labor

Payments to individuals working for the City in a temporary capacity. Payments for casual labor and temporary personnel from agencies are charged to this account. Temporary labor must comply with the Management and Auditing Director's memo of December 27, 1982 on temporary labor.

OUTSIDE SERVICES

Electricity

Electrical service.

Natural Gas

Natural gas and fuel oil service.

Communications

Long distance telephone costs, private lines, telegraph or radio services, including telephone installation costs and maintenance on electronic equipment sets.

Travel/Conference

Expenses for travel to conferences such as ICMA, GFOA, ASPA, or APWA.

Travel/Training

Expenses for job-related training such as attendance at courses required to acquire or maintain certification. Also includes police/investigative travel costs.

Advertising

Costs for classified or legaladvertising, as required, to give notice. For example: Water Distribution giving notice of interrupted water service, Purchasing giving notice of requests for bids, and Human Resources giving local notice of position openings.

Rentals

Costs of facilities or equipment rented for City use (excluding photocopying and data processing equipment and papers).

Data Processing Equipment Rentals

Costs for computer equipment rented or leased for City use.

Dues, Memberships, and Subscriptions

Dues and memberships for professional organizations and information services (including subscriptions, books, and audiovisuals) and other professional literature from organizational and corporate sources.

Professional Services Fees

Costs for outside professional or investigation services such as auditor fees, engineering fees, consultant fees, architect fees, accountant fees, attorney fees, instructor fees, and sports official fees.

Security Guard Services

Costs for services provided by security guards.

Southside Fire Services

Provision of fire protection services to the City's southside on a contractual basis.

Janitorial Services

Costs for outside janitorial services performed for the City.

Building Maintenance

Costs of labor and/or materials supplied by outside contractors to maintain City facilities.

Building Repairs

Items include heating/air conditioning maintenance contracts, termite inspections, pest control services, elevator service contracts, fire extinguisher services, etc.

Equipment Maintenance

Costs of labor and/or materials supplied by outside contractors to maintain or repair City machinery and equipment. (City provided materials will be charged to the proper commodity account).

Data Processing Equipment Maintenance

Costs of maintenance on computer equipment and software for City use.

Accident Repairs

Costs of accident repair work performed by outside agencies. (This account is used by Vehicle Maintenance only).

Outside Vehicle Repairs

Costs of vehicle repair work performed by outside agencies. (This account is used by Vehicle Maintenance only).

Car Washes

Expenses for car washes provided to City vehicles. (This account is used by Vehicle Maintenance only.)

Photocopying

All charges related to photocopying, including rental equipment, paper, ink and maintenance charges.

Outside Printing

Costs of printing and reproduction services provided by outside agencies.

Towing Services

Costs of towing vehicles. (This account is used by Vehicle Maintenance only).

Travel/Training

Expenses for job-related training such as attendance at courses required to acquire or maintain certification. Also includes police/investigative travel costs.

Advertising

Costs for classified or legaladvertising, as required, to give notice. For example: Water Distribution giving notice of interrupted water service, Purchasing giving notice of requests for bids, and Human Resources giving local notice of position openings.

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Costs of facilities or equipment rented for City use (excluding photocopying and data processing equipment and papers).

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Costs for services provided by security guards.

Southside Fire Services

Provision of fire protection services to the City's southside on a contractual basis.

Janitorial Services

Costs for outside janitorial services performed for the City.

Building Maintenance

Costs of labor and/or materials supplied by outside contractors to maintain City facilities.

conducting City business.

Operating Supplies and Materials

General operating supplies such as equipment operating manuals, user manuals, motivational pamphlets, supervisory aides, fire extinguisher, first aid kits, cleaning supplies, gasoline cans, golf carts, small batteries, trash bags, and garbage cans. Also includes computer hardware and software costing less than \$750.

Small Fixed Assets

A small fixed asset is defined as an asset with a value of more than \$50 but less than \$750, and with a useful life of more than one year. Such items include file cabinets, calculators, typewriters, desks, chairs, small tools, chain saws, and drills.

Sports and Crafts Supplies

Items such as balls, bats, paints, clay, etc. used in recreational programs. (This account is used by Leisure Services only).

Chemicals

Items such as treatment chemicals, fertilizers, insecticides, herbicides, and pesticides.

Equipment Repair Parts

Parts for equipment needing repair such as tires, mower blades, spark plugs, carburetors, pistons, light fixtures, breathing apparatus, and other small equipment repair parts.

Construction Materials

Construction materials for buildings, streets, parks, etc. such as lumber, bricks, clay, sand, and paint (excludes Water and Sewer materials).

Water and Sewer Construction Materials

Water and sewer construction materials including pipe, water mains, water storage, and treatment and pumping facilities. (This account is used by Water and Sewer only).

Shop Supplies and Propane

Items such as small hand tools, propane, oils, and grease.

Medical Costs

Expenses for pre-employment physical examinations, medical treatment for prisoners, and victims of special crimes, etc. (This account is used by Human Resources, Police, Fire, Adult Day Care, Lift Stations, and Vehicle Maintenance).

Other Transportation

This account includes all non-training travel such as local mileage reimbursement for use of personal cars on City business, expenses incurred interviewing applicants, and moving expenses.

Other Contractual Services

Costs of contractual services such as mowing, high pressure washing, irrigation services, and minor street repairs as well as other contractals not captured in another account.

Jail Costs

Jail services from Chatham County.

Housing Demolitions

Costs associated with residential and commercial housing demolitions, and cleaning/securing houses. (This account should be used only by Property Maintenance Division).

COMMODITIES

Office Supplies

General day-to-day supplies.

Postage

Costs associated with postage for mailings and express mailing services.

Laundry Allowance

An allowance to maintain uniform/personal clothing worn in the performance of duty. (This account is used by the Fire and Police Bureau only).

Clothing and Laundry

All clothing, wearable safety gear, and laundry services. Includes all uniform rentals as well as uniform purchases. Also includes the replacement of personal items damaged while

Vehicle Parts
 Vehicle parts not specifically identified by the other codes, including tires and batteries. (This account is used by Vehicle Maintenance only).

Gasoline
 Cost of gasoline for City vehicles.

Diesel Fuel
 Cost of diesel fuel for City vehicles.

Natural Gas
 Cost of natural gas for City vehicles (this account is used by Vehicle Maintenance only).

Oil and Grease
 Cost of oil and grease for City vehicles.

Hardware (Nut and Bolts)
 Cost of miscellaneous hardware for City vehicles.

Rebuilt Parts
 Cost of rebuilt parts for City vehicles.

Other Commodities
 Includes expenses such as retirement luncheons, plaques, awards, etc.

INTERFUND SERVICES

These accounts are for services provided to City activities and outside agencies by City departments/funds.

Services by General Fund
 Payment to General Fund for services provided by the General Fund.

Billing Services by Water Fund
 Payment to the Water Fund for providing billing and collection services to all Sewer and Sanitation accounts.

Streets Maintenance Services to Water/Sewer
 Payment by Water and Sewer Funds to the General Fund for repair of street utility cuts.

Parking Services to Sanitation
 Payment to Parking Services for collection of street sweeping citations.

Services by Water/Sewer
 Payment to Water and Sewer Funds for services provided by those funds.

Water/Sewer Services to Stormwater
 Payment by Stormwater to Water Fund for the maintenance of three pump stations.

Services by Sanitation
 Payment to Sanitation for services provided by Sanitation.

Services by Civic Center
 Payment to Civic Center for services provided by the Civic Center.

Services by Water/Sewer Planning
 Payment to Water Fund for services provided by Water/Sewer Planning. (This account should be used only in the Sewer Fund.)

I & D Services to Water Fund
 Represents payments by Water Fund for water from the I & D plant.

Administrative Services from I & D (Water Fund only)
 Represents the Water Fund's share of the cost of the Water Operations Director.

Administrative Services from Water (Sewer/ I & D only)
 Represents the Sewer and I & D Fund's share of the cost of the Water and Sewer Director.

Risk Management Insurance
 All charges for general liability, auto liability, multi-peril, and other special insurance programs. Also general and special bonds as required. Includes self insurance charges for bodily injury, judgments and losses, boiler and machinery, and fire coverage.

Human Resources
 Charges for services such as recruitment and selection, employee benefits and assistance,

training, classification and compensation, wellness programs, driver training, and general personnel administration.

Research Library

Services such as publications collections, reference and retrieval services, and records retention provided by the Research Library.

Purchasing

Charges for the costs associated with the purchase of goods and services, promotion of equal opportunity in purchasing, and the monitoring of contracts for City departments.

Public Information and Customer Service

Charges for the costs associated with informing customer and citizen services, employee activities, preparation of the City's annual report, production and distribution of news releases, operation of Savannah's Government Channel 3, and maintenance of a photographic record of City events.

Service Center

Charges related to the handling of citizens' service requests and complaints, the provision of personnel and payroll services for the Facilities Maintenance, Sanitation and Water and Sewer Bureaus, and the coordination of all building maintenance and janitorial services for departments located at the City facility on Gwinnet Street.

Information Services

Services such as systems design, program development, monthly program runs, and office data processing equipment maintenance and installation provided by Information Services.

Engineering Services

Engineering services provided for street paving, water and sewer, urban renewal and other capital improvement projects.

Garage Overhead Charges

Charges for the costs associated with the administration of the central garage, supervision of mechanics, and parts

department administration.

Garage Services

Charges for the actual maintenance and operating costs of City vehicles including fuel, parts, lubricants, outside repair, and direct labor costs.

Central Services Director

Overhead charges for services provided in the area of risk management and for administrative oversight of the other Central Services departments.

Inventory Management

Overhead charges for inventory warehousing, distribution and other related services provided by Inventory Management.

Custodial and Mail

Actual and overhead charges for the provision of mail services and the coordination of all building maintenance and janitorial service requests.

Building and Electrical Maintenance

Actual and overhead charges for the general maintenance of and minor remodeling repairs to all of the City's physical facilities.

Tele-Electronics

Actual and overhead charges for the purchase, maintenance, installation and repair of all City-owned radio systems and other electronic equipment.

CAPITAL OUTLAY

Capital Outlay items are defined as those single items costing more than \$750 and having a use-life of more than one year.

Computer Hardware/Software

All computer hardware, personal computers, printers, software and any other computer related items.

Vehicle Equipment

Mobile equipment designed for street, highway or construction use, i.e. cars, trucks, graders, backhoes, pumps, riding mowers. (This

account is used only in the Vehicle Purchase Fund).

Office/Building Furniture and Equipment

New or replacement furniture or equipment. Also includes the acquisition of new facilities, additions or major changes to existing facilities; heating/air conditioning equipment; office partitions, power tools, radios (non-attachable), weapons, edge trimmers, and push type lawn mowers (with a life of more than one year).

DEBT RELATED CHARGES

Sinking Fund Payments
Sinking Fund payments for Water and Sewer revenue bonds, I & D bonds, and Parking Services bonds.

Bond Redemption
Redemption of General Obligation Bonds.

Bond Interest
Interest on General Obligation Bonds.

Interest and Short-Term Notes
Repayment for I & D short-term borrowing and interest.

Amortization of Bond Discounts
Payment for discounts on Water/Sewer and I & D bonds.

GEFA Loan Interest
Repayment of low interest borrowing by Water and Sewer.

Drainage Bond Payments
Payment to Downtown Authority for debt service issued for stormwater improvements.

State Revolving Fund (SRF) Payments
Repayment of low interest borrowing for sewer improvements.

Broughton Building Bond Payments
Payments to Downtown Authority for debt service issued for Broughton Municipal

Building.

Redemption of Assessment Bonds for street

paving.

COSMOS Financing

Represents debt service payments for the City's management information system.

Golf Course Loan Repayment

Repayment to Water and Sewer for interfund advance from contingency account for Golf Course improvements.

Landfill Bond Payments

Payments to cover the cost of the Southeast Quadrant Subtitle D Phase I and II, and groundwater remediation reserve expenses.

Community Improvement Projects Bond Issue
Debt issuance cost for community improvement projects.

INTERFUND TRANSFERS

Contribution to Sanitation

Reflects subsidy to Sanitation Fund.

Contribution for Computer Systems

This account reflects the financing cost for the new management information system and includes funds acquired for the replacement and/or upgrading of outdated computer equipment as required for the new system.

Fleet Addition Contribution

Payment to the Vehicle Purchase Fund for new additions to the City fleet.

Contribution to Civic Center

Subsidy to the Civic Center Fund.

Building Renewal/Replacement (Parking Fund

only)

Represents funds for future maintenance and repairs to the parking garages. (This account should be used by Parking Interdepartmental only).

OTHER EXPENSES

tourism-related services.

Contribution to Metropolitan Planning Commission

City contribution to support MPC operations.

City Membership Dues

Expenses for City memberships to Georgia Municipal Association and National League of Cities.

Computer Use

Payment to the computer replacement fund based upon the value of pc's/printers and their use-life.

Vehicle Use

Payment to the Vehicle Purchase Fund based upon the value of the vehicle and its use life.

Weed and Seed Reserve

Reserve set aside to help fund a collaborative attack on drugs and violence in targeted neighborhoods.

CAPITAL IMPROVEMENT PROJECTS

Represents the allocation for capital repair and improvement projects.

CONTINGENCIES

Allocation for unplanned and emergency expenditures.

Contributions

Includes expenses for contributions to Savannah Onstage, Savannah Day, Red Carpet Tour, and Coastal Regional Development Center dues.

Contribution to Resource Recovery

Stabilization Fund
Represents the contribution to Resource Recovery. (This account should be used only in the Refuse Disposal Fund).

Cultural Contributions

Contributions to Cultural Agencies.

Social Contributions

Contributions to Social Agencies, Youth Futures, Youth Services Corporation, and Homeless Authority.

Bad Debt Expenses (Water/Sewer/Sanitation

only)
Represents the estimated amount of outstanding customer bills due to the Water, Sewer, and Sanitation Funds which are uncollectible.

Contribution to Savannah History Museum

City contribution to support the Savannah History Museum operations.

Contribution to Visitor's Center/Chamber

Contribution to Visitor's Center/Chamber for

GLOSSARY OF KEY TERMS

and the proposed means of financing them.

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

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

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

CAPITAL OUTLAY - Capital items are defined as tangible items such as tools, desks, machinery and vehicles costing more than \$750 each and having a use-life of more than one year.

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

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) - A federal domestic assistance grant to develop viable urban communities by providing decent housing and a suitable living environment as well as expanding economic opportunities for persons of low and moderate income.

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

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

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

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

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

ASSESSED VALUATION - A value that is established for real and personal property for use as a basis for levying property taxes.

BALANCED BUDGET - A budget in which planned funds available equal planned expenditures.

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

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

BUDGET - An annual financial plan embodying estimated expenditures for providing services

COST ALLOCATION - The distribution of expenditures within each minor code among the appropriate work programs within an activity.

DEBT RETIREMENT - The repayment of general long-term debt principal and interest.

DEBT SERVICE - Payments of principal and interest to lenders or creditors on outstanding debt.

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

EMPLOYEE BENEFITS - Contributions made by the City to designated funds to meet commitments or obligations for employee fringe benefits. Included are the City's share of costs for social security and the various pension, medical and life insurance plans.

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

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

FISCAL YEAR - The accounting period for which an organization budgets is termed the fiscal year. In Savannah, the fiscal year is the same as the calendar year.

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

FUND BALANCE - The excess of the revenues and other financing sources over the expenditures and other uses.

GENERAL FUND - The fund that accounts for

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

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

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

GRANT - An amount provided by a governmental unit or other type organization in aid or support of a particular governmental function or program.

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

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

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

LOCAL OPTION SALES TAX - State legislation allows local governments to levy an additional sales tax in its jurisdiction. The City of Savannah currently collects proceeds based on a 1% local option.

MAJOR CODE - A major code is assigned to classify eight major groups of expenditures. These groups are: Personal Services, Outside Services, Commodities, Intfund Services, Capital Outlay, Debt Related Charges, Intfund Transfers, and Other Expenses. Each group consists of a series of minor codes

which have related functional characteristics.

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

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

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

OBJECTIVE - A decision about the amount of progress to be made within a specified time in reducing the gap between real conditions and ideal conditions described in the goal.

OPERATIONS BUDGET - Referred to as an operating budget. The portion of the budget that pertains to daily operations which provide basic governmental services. The operating budget contains appropriations for such expenditures as salaries, supplies, utilities, materials, travel and fuel.

ORDINANCE - A formal legislative enactment by the City Council which has the full force and effect of law within the boundaries of the City.

ORGANIZATION CHART - A chart representing the authority, responsibility, and relationships among departmental entities within the City organization.

OTHER EXPENSES - Items of expenditure primarily for payments and contributions to other City funds, public agencies, and private/non-profit agencies which sell services to or receive a contribution from the City.

OUTSIDE SERVICES - Items of expenditure

for services the City receives primarily from an outside company. Utilities, rent, travel and advertising are examples of outside services.

PERFORMANCE MEASURES - Specific quantitative measures of work performed within an activity or program. Also, a specific quantitative measure of results obtained through a program or activity.

PERSONAL SERVICES - Items of expenditures in the operating budget for salaries and wages paid for services performed by City employees as well as the fringe benefit costs associated with City employment.

PROGRAM - An organized set of related work activities within a bureau or a department which are directed toward a common purpose or goal and represent a well-defined use of City resources. Each City department usually is responsible for a number of related service programs.

PROJECTED - Estimation of revenues and expenditures based on past trends, current economic conditions and future financial forecasts.

PROPERTY TAX - A tax levied on the assessed value of real, public utility and personal property. Generally, assessed value is 40% of market value.

REVENUE - Money or income received by the City from external sources such as taxes collected or an amount received for performing a service.

REVENUE BONDS - Bonds usually sold for constructing a project that will produce revenue for the government. That revenue is pledged to pay the principal and interest due on the bond.

RISK MANAGEMENT - The coordinated and continuous effort to minimize the potential financial and human resource losses arising from workers compensation, liability and property exposures.

SELF-INSURANCE - The formal assumption or partial assumption of risks and the accounting of results. Specific accounts or funds are set aside to fund the risks, and losses which do occur are charged against those accounts or funds.

SERVICE CHANGE - A proposal to either provide a new service or position, or to substantially improve an existing service which will result in additional funding.

STRATEGY - A plan for achieving a specific objective.

UNIT COSTS - The costs required to purchase or produce a specific product or unit or service (e.g., the cost per residence to collect residential garbage and trash); cost allocation

divided by the service quantity.

USER CHARGES - The payment of a fee for direct receipt of a public service by the party benefiting from the service. Examples are Water, Sewer and Residential Refuse fees.

UTILITY TAX - A tax levied by cities on the consumers of various utilities such as electricity, gas and water.

WORK PROGRAM - The activities of departments which are aimed at accomplishing a major service for which a government is responsible.

WORK PROGRAM SERVICE QUANTITY - A representative measure of the actual units produced by the work program.

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