

City of Savannah, Georgia

Service Program and Budget - 1998

CITY OF SAVANNAH, GEORGIA

1998 SERVICE PROGRAM & BUDGET

January 1 - December 31, 1998

Floyd Adams, Jr.
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City Manager

Robert J. Bartolotta
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Research & Budget Department

CITY OF SAVANNAH ORGANIZATION CHART

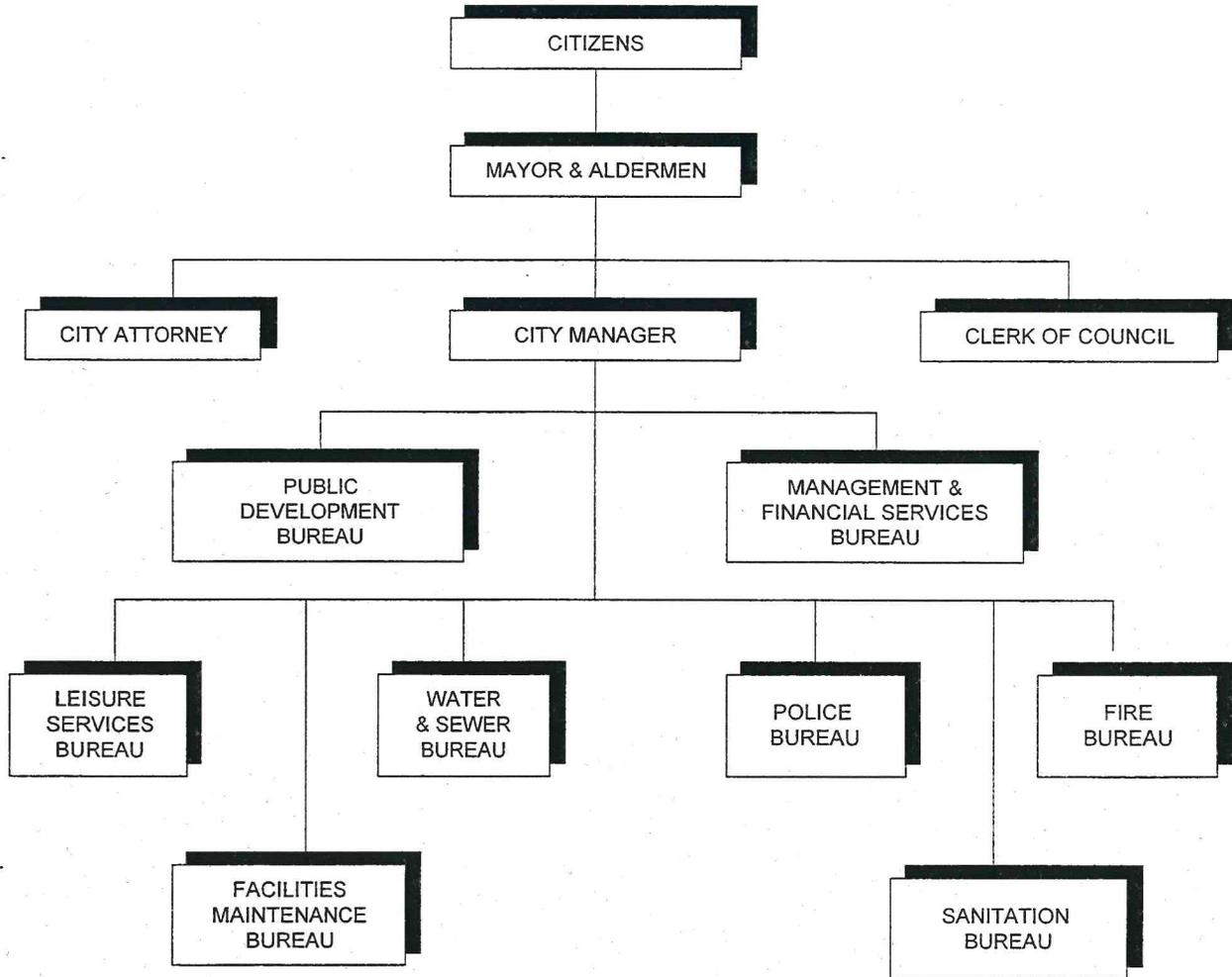


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INTRODUCTION

The **1998 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, objectives and performance measures. 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 1998 service plan. This section describes the major challenges faced by the City of Savannah and how they will be addressed in 1998 and beyond. The **Budget Highlights** section describes major changes to the base budget, service improvements, and fee changes.

The next section, **Budget 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 performance measures for each department by fund.

The **Appendix** includes the following information: 1998 Budget Ordinance; Social Services Contributions; Cultural Program Contracts; 1998 Position Classification and Salary Grade Tables; a glossary of key terms; 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 **1998 Service Program and Budget**.

SAVANNAH AT A GLANCE ¹

Population: ²

City	137,560
Chatham County	216,935
MSA	242,622

Climate:

Semi-tropical	
Average annual temp.	66.4°
Highest mean temp.	81.3°
Lowest mean temp.	51.4°
Average rainfall	51.0"
Average humidity	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 World War II when other industries began to prosper that Savannah regained its prestige as a vibrant port city. As its commercial fortunes

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

began to rise, the City almost lost what Sherman had spared some 100 years earlier: its squares, houses and heritage.

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 encouraged other renewal projects such as the City's historic waterfront and those underway in the Victorian District. 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, Gulfstream Aerospace Corporation announced a doubling of the production of its popular Gulfstream IV corporate jet through 1999 and Home Depot constructed a major warehouse facility at the Crossroads Industrial Park. The top manufacturing employers are: Gulfstream Aerospace (3,700 employees); Union Camp Paper (2,600); Fort Howard Corp. (1,100) and Great Dane Trailers (1,000).

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 7,500 hotel rooms in 91 properties and more than 150 restaurants.

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, Continental, Valujet
Rail: CSX & Norfolk Southern Railroads,
plus AMTRAK
Other: Greyhound, Local Bus System

Port:

Georgia Ports Authority
1996: 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 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

3 Universities

2 Colleges

250 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 Georgia Guardian (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.



CITY OF SAVANNAH - Office of the City Manager

P.O. Box 1027 • Savannah, Georgia 31402

912-651-6415 • FAX 912-238-0872

October 14, 1997

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

Dear Mayor and Aldermen:

I hereby submit to you the *1998 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 a reduction in the property tax millage rate and no increase in business taxes or residential refuse fees.

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 a number of special issues workshops including one on the Capital Improvements Program. Every City Council meeting and workshop provided City staff with direction and the Mayor and Aldermen's priorities for preparing the Recommended Service Program and Budget.

Balancing this year's budget while maintaining critical City services has been a tremendous challenge for City staff. As in past years, the City's finances have been negatively impacted by federal mandates such as the loss of flow control and the Clean Air Act which required expensive pollution abatement changes to the Resource Recovery Facility.

Compounding this increase in expenditures are problems with sales tax, the General Fund's second largest revenue source. In mid-1997, many cities in the state were informed that in 1995 and 1996 the Georgia Department of Revenue, to make up for a backlog in processing receipts, increased monthly sales tax

checks to local governments. Without knowing that the State's sales tax distribution did not reflect actual sales receipts, our 1997 sales tax forecast was based on monthly revenue experience in 1996. Consequently, actual sales tax revenue in 1997 will be \$1.7 million less than budgeted. In 1998 — even with the City's Local Option Sales Tax percentage restored — total sales tax revenue is projected to be \$1.5 million less than the City received in 1996.

The 1998 Budget addresses these challenges while continuing to meet City Council's priority issues: drainage; neighborhood safety; housing, sanitation; historic district and tourism; and improved quality of life for all Savannah residents.

1998 Budget Guidelines

The 1998 budget was developed using the following guidelines.

- **Taxpayer Dividends:** For several years the City has invested in the area's tourism industry. Extension of the Riverwalk, construction of the Bryan Street Parking Garage, additional funds for maintaining historic squares, and construction of the River Street Restrooms are just a few examples of how the City has invested its resources to benefit the entire region. Savannah taxpayers should now begin to receive a return on that investment through property tax reductions. The first of these was approved by Council in July, 1997 when the tax rate on real and personal property was reduced .53 mills. *In 1998, I recommend a further reduction of .13 mills.* These reductions in the property tax rate are the

result of our continuous commitment to reducing costs in the operation of City government.

- **Fiscal Security:** The City benefits from a high rating from bond agencies. The task now is to ensure the City's strong financial position is not adversely impacted by the cost of meeting federal mandates or by foreseeable problems which, if left unaddressed, would have a negative impact. Preservation of the City's long range fiscal security is a struggle to balance our need to improve service delivery without incurring expenditures which damage our financial base. Some indicators of fiscal security such as debt obligations must be limited to assure overall fiscal health.
- **Debt Reduction:** Although the City remains well within the legal limit of debt, to reduce interest payments, the budget was prepared with the intent of limiting the amount of indebtedness incurred. For example, implementation of the 800 megahertz radio system for Police & Fire was originally to be funded by the issuance of bonds. However, budget savings allowed a cash purchase which meant that debt payments in 1998 and future years were avoided.

I also recommend that the City reduce future General Obligation debt by adopting a pay as you go policy for General Fund capital projects. In the long term, this policy will save hundreds of thousands of dollars in interest payments which can be returned to the taxpayer or directed toward additional capital projects.

- **Quality Services:** We recognize that a city is composed of neighborhoods and that the whole is greater than the sum of the parts. This budget focuses on developing and maintaining neighborhoods where everyone enjoys the highest quality of life.

In addition, City employees will continue to focus on "customer satisfaction." We recognize that as employees of the City, our primary goal is to satisfy the citizens who pay for the services we provide. All employees will continue to be required to attend Customer Orientation classes and will be trained in quality management techniques.

- **Infrastructure Improvement:** As the oldest city in Georgia, Savannah enjoys the benefits of tourism and historical ambience, but also faces the problem of an aging infrastructure. By maintaining the Capital Improvements Program, this budget increases the resources available to address critical infrastructure needs such as drainage/repetitive flooding and preventive maintenance to safeguard the City's capital assets.
- **Performance Measurement:** For many years, the City has been a national leader in assessing the performance of departments. In 1998, we will modify the performance reporting system to make it more useable by Council and upper management and more understandable to the general public. These changes will also permit comparison with other cities to determine the comparative efficiency of our programs and, ultimately, to make City government a more productive organization.

Another challenge in 1998 and future years is to reduce the cost of providing services to our citizens while maintaining or improving the quality of those services. Any new staff or equipment (a service improvement) requested by a department must be assessed against the increased performance which can be expected. Additional costs are justified only by additional performance.

These guidelines were used to make the difficult decisions necessary to present you with this balanced budget with a decrease in property taxes.

Priority Issues

Drainage. This budget continues to provide resources to address Savannah's number one goal -- to eliminate structural flooding in major storm events. An important element in eliminating flooding was the policy decision in 1996 to prepare a comprehensive *Flooding Elimination Program*. This plan which was prepared jointly by City staff and a citizens Drainage Committee identified and prioritized problems, then detailed improvements needed in all sections of the City to provide for adequate drainage and for the elimination of flooding.

The plan was a factor in the approval by voters of the one cent Special Purpose Local Option

Sales Tax (SPLOST) in 1997. Although this tax will not take effect until late 1998, the 5-year drainage plan calls for expending SPLOST funds of \$39,708,000 and \$270,000 from the General Fund in 1998. Total 5-year (1998 - 2002) expenditures for drainage are \$72.3 million including \$1.3 million from the General Fund.

Housing: Providing decent housing in a suitable environment has been, and remains, a priority issue for the City. A concern is to encourage restoration of housing units within the Historic District without decreasing the number of affordable housing units. Throughout the City, use of vacant land (in-filling) will be encouraged to revitalize neighborhoods and to provide additional housing without extending utilities. We recognize that housing restoration and in-filling with new construction helps us meet another priority issue; maintaining neighborhood quality.

The Housing Department will continue to use federal, state and private resources and to work with the Community Housing Services Agency in a public/ private partnership to create and maintain affordable rental housing units. Other programs such as the Affordable Housing Auction will provide homeownership assistance.

In 1998, the Housing Department working in concert with the Housing Task Force and other stakeholders will develop a comprehensive housing program to deal with all of the interconnected aspects of this priority issue.

Public Safety: Through the combined efforts of the Police, Department of Community Services, other City Departments, and neighborhood groups, significant progress has been made in reducing crime. But more work remains to be done. The 800 megahertz radio system will become operational in December, 1997. This \$2.3 million project will link SPD to all other local and state law enforcement and emergency agencies. SPD is using grant funds to staff a Domestic Violence Unit to aggressively investigate such crimes and assist in the prosecution of offenders. Although the 3-year funding of Weed & Seed has essentially expired, the success of the program prompted the U.S. Department of Justice to provide additional funding of \$175,000 to continue the most successful parts of the program.

The Fire Department is preparing for extending fire services to the southside beginning on January 1, 1999. In 1998, a CIP totaling \$1,831,663 will be used to either buy or build four fire stations north of Eisenhower Avenue.

Sanitation. In 1994, the City of Savannah and 125 other cities were dealt a difficult judgment when the Supreme Court ruled that cities which operate waste-to-energy facilities (we have the only one in Georgia) could not direct the flow of municipal waste to their facility. Since repayment of construction bonds was based on a steady flow of fuel (garbage from the city) to produce steam and energy for sale to industry, the loss of "flow control" was a major blow which costs the City \$2 million annually. However, several court opinions indicate that, in some conditions, cities can enforce flow control. Based on these court decisions, we reinstated flow control on October 1, 1997. The additional revenue from energy sales and tipping fees at the Resource Recovery Facility reduces the projected deficit in the Sanitation Fund.

Historic District and Tourism. In 1997, the Sanitation Bureau changed the way trash is picked up on River Street. The unsightly collection bins were replaced by compactors placed on Factors Walk and other nearby sites. Although these services increase our cost of operation, they are necessary to provide a clean attraction to the thousands of visitors to the riverfront.

This budget continues funding for the Savannah Development and Renewal Authority, the Savannah History Museum, the Railroad Roundhouse, cultural programs, and all the operating departments which support our historic district and tourism.

Also, in 1997 we reached agreement with the Georgia International Maritime and Trade Center Authority on the use of funds generated by the one percent increase in the City's hotel/motel tax. The agreement will allow the trade center to operate without a tax subsidy while allowing our Civic Center to continue to showcase smaller, family-oriented events such as circuses, ice shows, Broadway shows or symphonies.

Cost Reduction Strategies

As in past years, the 1998 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.

Pay Plan for City Employees. 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 number of employees has been in the Police Department where more than 80 officers have been added.

The City also strives to provide a competitive wage to attract and keep quality employees. In 1998, I recommend a major departure from the traditional way pay increases are handled. The rationale for the new plan is that employees' pay should not increase simply because national inflation rates are driving up the cost of goods. Instead, pay increases should be tied to performance and to finding ways to reduce operating costs. For 1998, I recommend that City employees' pay increases be determined as follows:

- A 2% General Wage Increase effective on January 1, 1998.
- Cost Savings Incentive. I recommend a citywide Cost Savings Incentive plan which encourages all City departments and employees to achieve performance goals and reduce operating costs while benefiting taxpayers as well. A percentage of year-end savings would be reserved in the budget as a return to taxpayers and a percentage will be distributed to employees in the form of a midyear bonus. The size of the bonus will be equally distributed to employees and will be determined by the amount of year-end savings.
- Performance-Skill Pay. I also recommend a performance-skill pay component that will be used to enhance and reward employee performance in order to continuously improve service delivery. Employee performance will

be assessed in 1998 with the pay increase payable in the 1st Quarter of 1999.

Vehicle Maintenance. An adequate, well-maintained vehicle fleet is critical to 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, the Vehicle Maintenance Department reduced the cost of maintaining the City's fleet by \$800,000 from 1995 to 1997. These savings were realized while increasing vehicle availability from 94% to 96%.

In 1998, Vehicle Maintenance Charges will be reduced another \$100,000. This has been possible by further productivity improvements and by providing maintenance services to other agencies, reducing the Vehicle Maintenance overhead costs to City departments.

Technology. The City uses technology wherever possible to provide efficient customer service while keeping costs at a minimum. In 1997, for example, we completed installation of the 800 megahertz radio system which will allow the Police and Fire Departments to communicate with all other state and local law enforcement and emergency service agencies. The cost of the system was \$2.3 million, but secure communications are important at all times and priceless in emergencies. In our continuing effort to seek alternative sources of funding, major portions of this new radio system were funded by grants from the U.S. Department of Justice.

In 1998, ISD will upgrade the software used by most City employees to improve communications and collaboration among departments.

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 and by HOME funds. Likewise, the Seacoast Workforce Development Board is funded

entirely by \$1.4 million in grants from the Department of Labor. Other significant awards currently administered by staff include \$3.1 million for removal of lead based paint from residences, \$1.1 million to operate business development and business loan programs especially in the MLK, Jr Blvd. and Montgomery Street area. Other awards are used to support police officers in the Weed & Seed target area, to restore monuments, to preserve historic City records and to operate Domestic Violence and Traffic Safety Programs in the Police Department.

The Park & Tree Department is actively raising funds from private sources to restore monuments. More than \$100,000 has been raised for the restoration of the Oglethorpe and Pulaski monuments primarily from the Colonial Dames Society, Historic Inns of Savannah and Polish heritage organizations.

These efforts to identify and use nonlocal funding sources will continue not only to fund important programs and projects but to ease the financial burden on local taxpayers.

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.

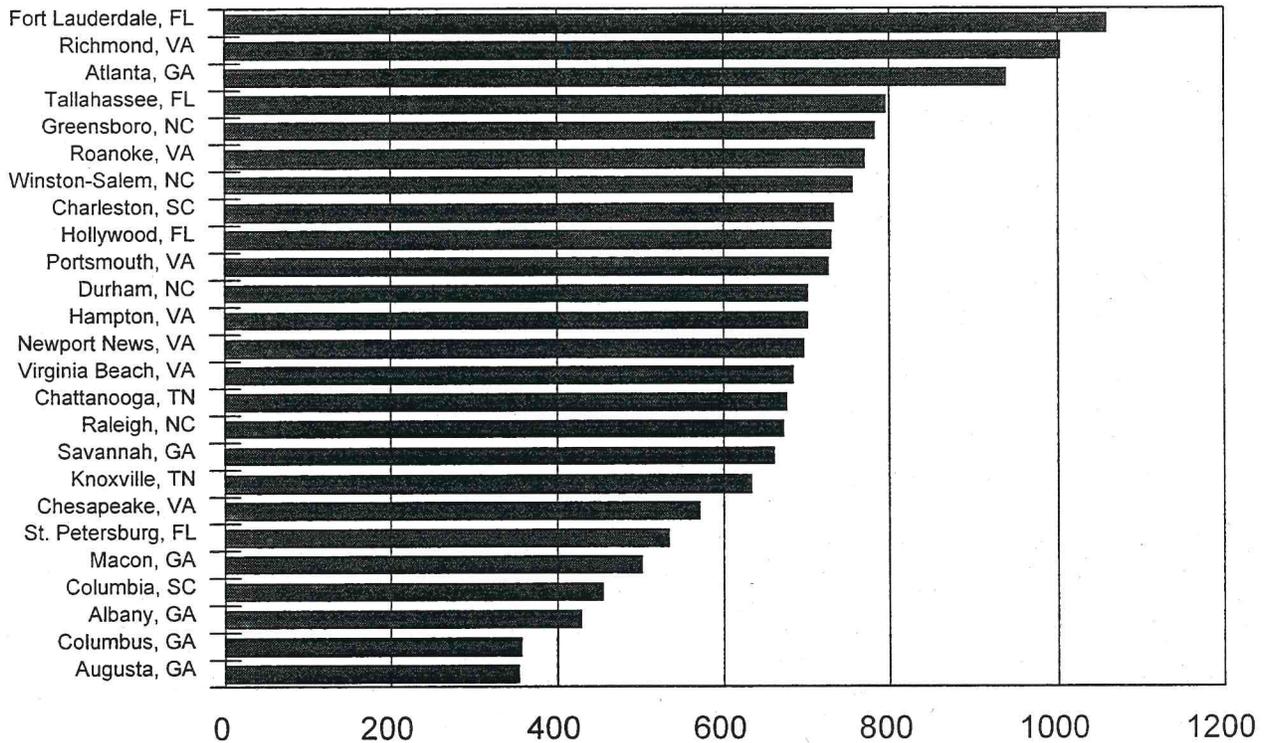
In many cases, the General Fund figures from other cities have been adjusted to achieve a valid comparison. This adjustment is necessary due to the diverse organization of cities' government functions.

Savannah's Per Person Cost of Government (\$659) is \$15, or 2% below the average of \$674 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)

<u>Rank</u>	<u>City and State</u>	<u>General Fund (Adj.)</u>	<u>Population</u>	<u>PPCG</u>
1	Fort Lauderdale, FL	133,835,218	149,377	1,056
2	Richmond, VA	194,443,273	203,056	1,001
3	Atlanta, GA	367,991,505	394,017	934
4	Tallahassee, FL	90,878,955	124,773	791
5	Greensboro, NC	143,087,167	183,521	780
6	Roanoke, VA	63,683,747	96,397	767
7	Winston-Salem, NC	107,687,171	143,485	751
8	Charleston, SC	58,601,557	80,414	729
9	Hollywood, FL	84,091,355	121,697	726
10	Portsmouth, VA	75,204,609	103,907	724
11	Durham, NC	95,825,591	136,611	701
12	Hampton, VA	93,589,544	133,793	700
13	Newport News, VA	102,948,406	170,045	696
14	Virginia Beach, VA	267,992,042	393,069	682
15	Chattanooga, TN	103,025,436	152,466	676
16	Raleigh, NC	139,405,998	207,951	670
17	Savannah, GA	94,339,943	143,239	659
18	Knoxville, TN	103,966,671	165,121	630
19	Chesapeake, VA	86,109,587	151,976	567
20	St. Petersburg, FL	126,314,100	238,629	529
21	Macon, GA	53,418,181	106,612	501
22	Columbia, SC	44,386,832	98,052	453
23	Albany, GA	33,257,091	78,122	426
24	Columbus, GA	61,892,769	178,681	356
25	Augusta, GA	49,408,545	141,268	350
	AVERAGE			674

Per Person Cost of Government



Conclusion

In the preceding pages, I have summarized the major issues which we will face in 1998 as well as some of our achievements in 1997. In the next section, Budget Highlights, you will find summaries of major expenditure and revenue impacts in 1997 and 1998.

Each year brings new problems and opportunities to Savannah. For 264 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 1998 and beyond. The *1998 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

Michael B. Brown
City Manager

1998 SERVICE PROGRAM & BUDGET HIGHLIGHTS

The proposed budgets for each of the City's funds are listed in the table below. After adjusting for interfund transfers, in 1998 these

budgets together total \$167,167,214 an increase of \$6,147,375 from the 1997 adjusted total.

ALL FUNDS SUMMARY

<u>Fund</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>Difference</u> <u>Amount</u>	<u>Difference</u> <u>Percent</u>
General	\$ 88,062,913	\$ 94,339,943	\$ 6,277,030	7.1%
Grant	2,179,771	1,347,895	(831,876)	-38.2%
Community Development - Program	13,204,699	10,814,000	(2,390,699)	-18.1%
Housing	3,359,230	3,986,000	626,770	18.7%
Sanitation	16,248,136	18,108,001	1,859,865	11.4%
Water & Sewer	30,745,945	32,064,416	1,318,471	4.3%
I & D Water Supply	7,523,295	7,864,889	341,594	4.5%
Golf Course	204,000	204,000	0	0.0%
Civic Center	2,233,500	2,079,000	(154,500)	-6.9%
Parking	4,131,250	3,918,250	(213,000)	-5.2%
Internal Services	9,361,316	8,755,717	(605,599)	-6.5%
SUBTOTAL	\$ 177,254,055	\$ 183,482,111	\$ 6,228,056	3.5%
Less Interfund Transfers	(16,234,216)	(16,314,897)	(80,681)	0.5%
TOTAL	\$ 161,019,839	\$ 167,167,214	\$ 6,147,375	3.8%

BASE BUDGET CHANGES

Sales Tax Revenue. The Georgia Department of Revenue's (DOR) problems with distributing accurate local sales tax checks continue to plague the City of Savannah. From mid-1995 until September 1996, monthly sales tax checks from the DOR were based on estimates and/or included funds from earlier months which had not been entered into the system.

With inaccurate monthly checks, projecting the City's sales tax revenue, nearly a third of General Fund revenue, is extremely difficult. Current projections for 1997 sales tax are \$1.7 million below the original budget. In 1998, without accurate monthly sales tax revenue information, projections are very conservative. The 1998 budgeted sales tax revenue is more than \$1.5 million less than 1996 revenue — before the City took its one time reduction in sales tax allocation (from 70.71% to 57.41%) following negotiations with Chatham County. It is expected that beginning with the October 1997 check, the Georgia DOR will have a new sales tax collection and distribution system in place which will provide local governments with

accurate funds and information.

Parking Revenue. In 1998, as a means to insure the General Fund (and, thus the city property tax payer) is adequately compensated for the costs associated with tourists and workers who live outside the City limits but come into the downtown and use the Parking Garages or spaces on the street, the following revenue items have been added to the General Fund.

- Parking Franchise Fee assessed on parking meter revenue.
- Payment in lieu of taxes based on value of parking garages and lots.
- Several miscellaneous parking revenues moved into the General Fund (e.g., Ellis Square rent, motor coach fees, etc.).

These new revenues to the General Fund will not impact the financial stability of the Parking Fund.

Wage Adjustment. The budget includes a modest 2% pay increase for City employees. This increase is less than the projected 2.9% inflation rate and well below the estimated 4%

average salary increase nationally¹. The cost of this pay increase is \$1,125,000 plus \$86,000 in related social security. This equates to 0.7% of total 1998 expenditures (adjusted).

Group Medical Insurance. In 1998, the City's contribution to the Medical Insurance Program will increase \$1,270,000 or 26% from the current contribution. There are a number of reasons for this increase. Because of the 1997 decrease in sales tax revenue, we lowered our 1997 contribution to the healthcare fund. A review of the first 8 months of 1997 claims data shows that our claims costs are up nearly 18% over the same period in 1996.

The City's preferred provider plan has been able to steer more employees to the lower cost in-network providers however a sizable number of employees continue to go out of network. The 38% of the cases using out of network hospitals has resulted in nearly 60% of our costs. Being in the 2nd year of our preferred provider plan has also resulted in more employees taking advantage of the city's prescription drug plan and utilizing primary care physicians more often. While this increases costs in the short term, it should reduce or stabilize long term healthcare costs.

In 1998 the basic benefit design will be modified to provide more incentives to stay in network. In addition, premiums for employees will increase for the first time in 4 years. We also plan to expand the prescription drug network to provide more choice for employees and to shift long term maintenance prescriptions to lower cost mail plans.

While not yet definite it is anticipated that the recent consolidation of St. Joseph's and Candler May result in Candler becoming an in-network provider at the current St. Joseph's rates.

Pension. In 1995 the City made a planned excess contribution of \$785,024 to the Pension Fund. The City took credit for this excess contribution in 1997. Adjusting for the one time credit in 1997, the 1998 contribution to the pension fund increases \$912,301 from 1997.

Internal Service Departments. In 1997, the Human Resources, Central Services, Research Library, Purchasing, Service Center and Public Information Departments were moved from the Internal Services Fund to the General Fund. With this change, other funds are charged for these services through a cost allocation plan rather than as a direct charge. This change will reduce the number of items in departmental budgets over which they have little control, making departments more accountable for their bottom line. The Vehicle Maintenance, Engineering, and Information Services Departments remain in the Internal Services Fund. Operating departments will continue to be directly charged for these services.

Sanitation. In 1997, it was planned to eliminate the subsidy to the Sanitation Fund. This goal was not possible due to lower than projected tonnage at the Resource Recovery Plant which results in a \$460,000 shortfall in the Sanitation Fund. To insure the General Fund remains balanced, this subsidy will be funded through a one time credit from a capital project set up to reduce the amount of debt necessary for 1997 Sanitation capital projects.

The 1998 subsidy to the Sanitation Fund is projected to increase \$332,000 to \$795,017. This subsidy is necessary due to the new debt for federally mandated air pollution control equipment at the Resource Recovery facility. Rather than pass this increase on to citizens through an increase in the residential refuse fee, it will be covered by a general tax subsidy and by an increase in the tipping fees at Resource Recovery from \$50 to \$65.

Civic Center. In 1997, the General Fund's subsidy to the Civic Center was eliminated by applying 75% of the newly enacted Auto Rental Tax and 28% of the additional 1% hotel/motel tax to Civic Center revenues. In 1998, the City will no longer be able to apply 28% of the additional hotel/motel tax to the Civic Center. The fund will be balanced in 1998 by funding \$440,000 in capital projects from interest earned on the Civic Center bond and also a small surplus generated in 1997. In future years, these sources will not be available, possibly creating the need for a General Fund subsidy to this fund in 1999 until 2005 when the City will

¹ Kiplinger Washington Newsletter, Vol. 74, No. 35, August 29, 1997.

once again share in the additional hotel/motel tax revenue.

In order for the Civic Center to achieve financial independence, we must continue to work diligently to market the facility, provide good management and seek new revenue sources. One such revenue source is catering. The Civic Center currently has no catering policy which results in both lost revenue and no control over quality or accountability for building damages.

In 1998, an exclusive caterer has been selected

for the facility. The caterer will provide capital equipment and improvements to the facility and provide consistency and quality control to the food service division. It will also result in additional revenue to the facility which should help reduce the amount of subsidy necessary from the General Fund in future years.

Debt Service. The 1998 costs for debt service will increase \$226,730. The bonds planned for 1998 are listed in the table below.

ESTIMATED 1998 BONDS	
	Project Cost
Downtown Savannah Authority Revenue Bonds, Series 1998	
Fire Service Expansion	\$ 1,393,543
Contingency/Issuance Costs	106,457
Total	<u>\$ 1,500,000</u>

1998 SERVICE IMPROVEMENTS

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

- **Livable Neighborhoods;**
- **Superior Public Safety;**
- **Clean, Safe Environment;**

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

The number of Service Improvements in 1998 is less than in previous years. With slow growth in revenues, and limited possibilities for additional revenue sources, City departments are encouraged to improve services using existing resources. 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.

Service Improvements by Fund

General Fund	\$ 317,580
Sanitation Fund	10,000
Parking Fund	60,000
Water/Sewer/I&D Funds	<u>176,505</u>
TOTAL	<u>\$ 564,085</u>

Descriptions of each service improvement by community priority issue follows.

Neighborhoods \$162,212

Extended Hours for Summer Camp -- \$0. Currently, the City's Summer Camp programs operates from 8:30 am to 2:30 pm. These hours make it very difficult for working parents to pick up their children. This service improvement will extend operating hours until 4 pm. The net cost is reduced to \$0 by charging a small fee for the service.

Eastside Community Center -- \$131,212. The Eastside Community Center constructed by Chatham County is scheduled to open in January 1998. The 1998 budget provides for 52 hours of operation per week.

Moses Jackson Family Resource Center -- \$22,000. The Moses Jackson Family Resource Center is scheduled to open at the end of 1998.

Services at the Center will include Adult Day Care, Golden Age, and youth programming.

Festival/Marketing Coordinator -- \$9,000.

The addition of a part-time Festival/Marketing Coordinator will help manage the growing number of festivals in the City. The position will also market Cultural Affairs programs to neighborhoods presently not being served by the Department.

Public Safety \$125,368

Southside Fire Service Start-up -- \$105,178.

In 1996, the Mayor and Aldermen approved the City Manager's recommendation to extend Savannah Fire Department services into the southside. The start-up funds, approved in the recommended plan, provide for hiring firefighters and buying equipment to ensure complete readiness on January 1, 1999 when the service extension takes effect.

City Hall Security Guard -- \$20,190. Currently, there is no full-time security at City Hall. This service improvement will provide full-time security services to assure protection of citizens, employees, and equipment.

Environment \$186,505

Landfill Erosion/Sedimentation Control -- \$10,000.

The Georgia Environmental Protection Division requires landfills to be kept free of trees because root systems create pathways for rainfall intrusion into disposal areas. This process increases the generation of leachate and could increase the potential hazard to groundwater resources. Additional resources will provide for clearing areas which could become reforested.

Laboratory Technician -- \$21,096. New federal regulations will increase required testing of water at the Industrial and Domestic (I & D) Water plant by approximately 6,000 tests/year. To ensure continued quality of I & D supplied water and to meet these regulations, an additional laboratory technician is needed in 1998.

Electronics Control Technician -- \$30,061.

Since 1978 when the first electronics control

technician was added to the (I & D) staff, the number of electronic devices has increased from 60 to 195. The number of instruments again increased in 1997 by approximately 30 instruments with completion of the President Street Booster, I & D High Service Pump Station, and I & D Chlorine Facility projects. To meet this increasing number of instruments which must be regularly serviced, maintained, and repaired, an electronics control technician will be added in 1998.

Gas Chromatograph/Mass Spectrometer -- \$83,561.

The addition of a Gas Chromatograph/Mass Spectrometer will allow the I & D lab to test for a wide range of regulated organic compounds which are currently sent to an outside lab. The equipment will have a 15 month pay back period due to savings on outside laboratory charges.

Lift Station Maintenance -- \$41,787.

The City's Water Quality Control Department maintains 157 sanitary sewer lift stations and five odor control units located throughout Chatham County. A recent performance review of this Department identified the need for an additional Senior Maintenance Mechanic to inspect and maintain these facilities. This new position will reduce the Department's overtime budget by \$15,000.

City Assets \$90,000

State Street Garage Gate Equipment -- \$60,000.

State Street Garage, the oldest of the City's three parking garages, is currently operating on the original gate equipment system installed at the time this facility opened. Currently, down-time averages 30% with an annual repair cost of \$5,000.

Street Maintenance -- \$30,000.

Additional resources in the Streets Department will provide for contract patching of an additional 600 utility cuts and asphalt street defects.

FEE CHANGES

The 1998 Service Program and Budget is balanced with the following fee changes.

Property Taxes. The property tax millage rate

was reduced from 17.46 to 16.93 mills in 1997. A further reduction to 16.80 mills is included in the 1998 Budget.

Leisure Services. The following Leisure Services fee increases are included in the 1998 budget.

	<u>Current</u>	<u>New</u>	<u>Add'l Rev.</u>
Basketball			
Adult League	\$ 335	\$ 340	\$ 225
Adult City	165	170	35
Flag Football	260	265	50
Softball			
Summer	425	430	525
Fall	335	340	375
Tennis			
Team-Individual	20	22	3,200
Ceramics	Various	60	2,100
Grayson Stadium			
Baseball	Various	+10	80
Daffin Pavilion	50	55	275
Centers			
Summer Day Camp	0	25	33,820
Receptions/Reunions	35	40	175
Dances/Parties	35	50	300
Rousakis Plaza - Arbor			
Commercial	130	135	0
Commercial by Non-Prof	90	95	0
Rousakis Plaza - Piazza			
Commercial	90	95	0
Commercial by Non-Prof	40	45	0
Entire Riverfront			
Commercial	265	270	0
Commercial by Non-Prof	160	165	110
Parks & Squares			
Weddings	55	60	425
Receptions	160	175	405
TOTAL			<u>\$ 42,100</u>

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

<u>Fee</u>	<u>Current</u>	<u>New</u>
Perpetual Care (sq. ft.)	\$ 1.82	\$ 3.64
Annual Care (lot)	59.00	63.00
Work Permits		
per corner marker	5.00	5.25

per foot marker	22.00	23.00
per monument	60.50	63.50
Record search	6.00	7.00
Add'l search	3.00	3.50
After hour fee	35.00	45.00
Each add'l hour	15.00	20.00
Water supplied to lot	11.00	12.00
Burial Fees	Various	10.5%
Increased Revenue		<u>\$ 22,534</u>

Inspections. Currently the Inspections Department does not have a fee structure for special inspections conducted after normal business hours. The following after business hour fees, based on actual costs, will be implemented in 1998.

<u>Fee</u>	<u>Current</u>	<u>Add'l Revenue</u>
Fire Inspection	\$ 37.50	\$ 3,000
Inspection Fee	37.50	2,000
Increased Revenue		<u>\$ 5,000</u>

Civic Center. Rate increases for the Civic Center are listed below.

	<u>Current</u>	<u>New</u>	<u>Add'l Rev.</u>
Symphony Service			
Charge	\$.50	\$ 1.00	\$ 7,000
Box Office mailing			
Fee	0	.50	7,500
TOTAL			<u>\$ 14,500</u>

Sanitation. Several fee changes are proposed for Sanitation services. Most of the fee changes are necessary due to the increase in costs at the Resource Recover Facility as a result of the debt service on the federally mandated air pollution control retrofit. A summary of fee changes is available below.

<u>Fee per cu. yd.</u>	<u>Current</u>	<u>New</u>
Compactors	\$ 3.80	\$ 4.30
School Board	2.80	3.10
2 - 15 cu. yd.	3.80	4.00
16 - 47 cu. yd.	3.50	3.70
48 - 95 cu. yd.	3.20	3.50
96 - over	2.90	3.10

Water & Sewer. A 1995 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 (1998 - 2002) is \$56,376,000. 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 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.

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 1998 - 2002 funding period.

<u>Funding Requirement</u>	<u>1998 - 2002</u>
O & M Expenses	\$109,362,000
Capital Projects	56,376,000
Debt Service	33,437,000
Less Bonds/GEFA/SRF	
Loan Proceeds	<u>(6,675,000)</u>
Total Funding	<u>\$192,500,000</u>

The revenue generated at existing rates is as follows.

<u>Sources (Existing Rates)</u>	<u>1997 - 2001</u>
Current Customer Revenue	\$142,946,000
Growth Customer Revenue	4,072,000
Tap-in Fees and Surcharges	12,055,000
Interest Revenue	5,754,000
Beginning Balance	<u>15,533,000</u>
Total Sources	<u>\$180,360,000</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 \$12,140,000.

A plan of rate increases has been computed which will provide sufficient metered revenues over the five-year period to close the \$12,140,000 gap. With no planned increase in residential refuse fees, the average utility bill will increase 2.3% in 1998. The monthly increase for the median in-City customer using 15 CCF's (9,350 gallons) in a month is shown in the table below.

Monthly Increases (Water & Sewer)

<u>Year</u>	<u>\$ Increase</u>	<u>% Increase</u>
1998	\$.68	3.42%
1999	.68	3.30%
2000	.45	2.13%
2001	.52	2.44%
2002	.45	2.04%
Average Annual	\$.55	2.67%

These recommended rate increases are 50% lower than those proposed in the 1997 *Service Program and Budget*.

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 2.67%.

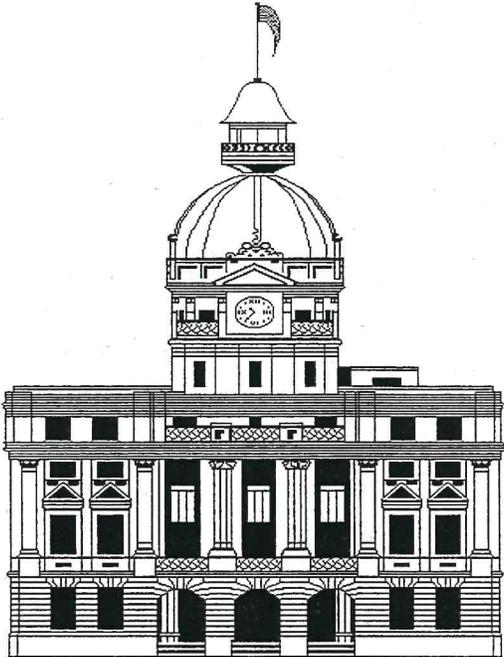
To reduce the financial hardships these rate increases may cause on elderly residents on a fixed income, the 1998 budget continues to include the \$24 per year low-income elderly utility credit adopted in 1997.

A new fee for 1998 is expected to generate

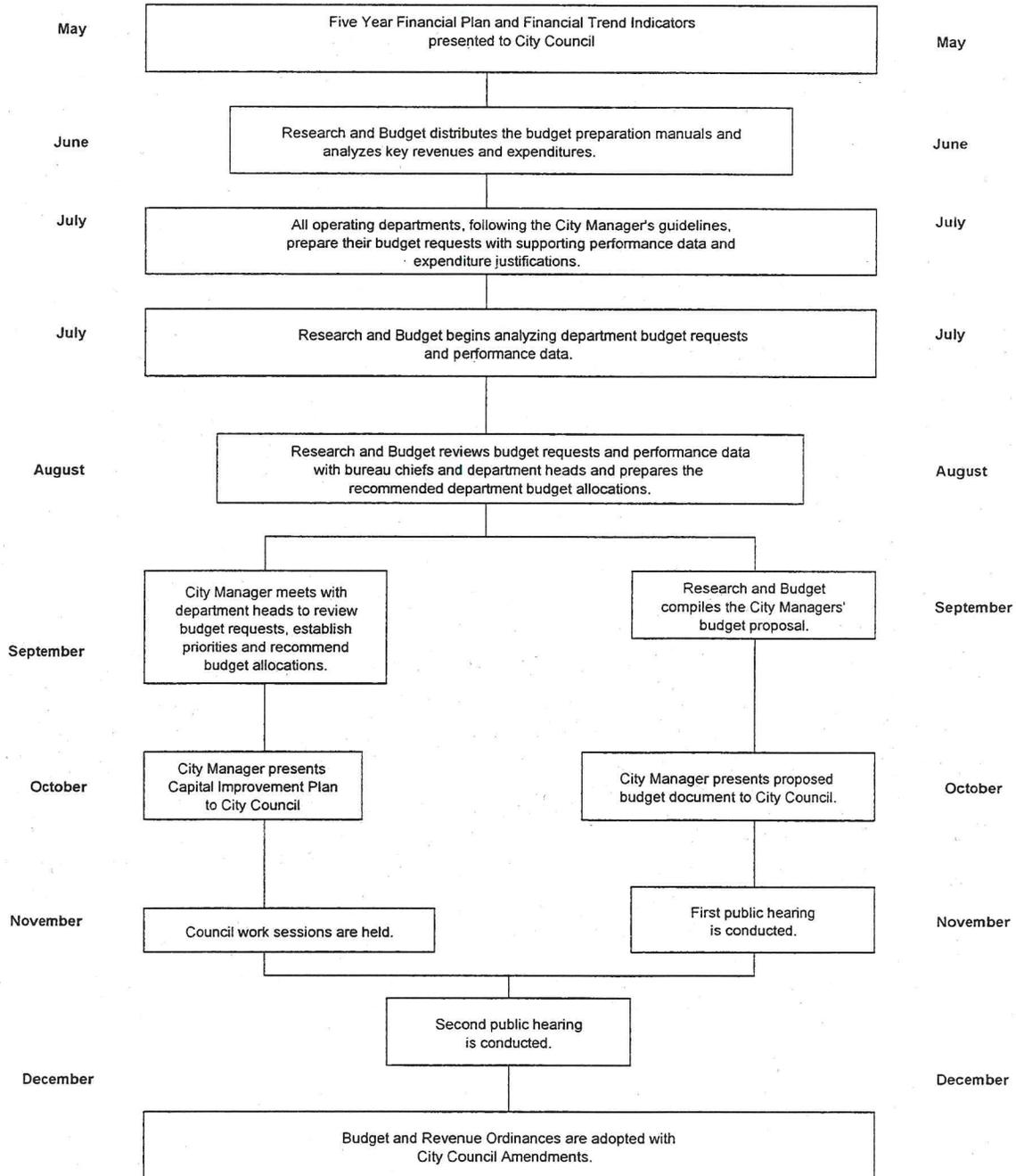
\$63,002. The Sewer Department will provide developers with services to televise sewer lines at a fee of \$.85 per linear foot. The revenue from this new fee will offset the cost of adding an additional televising crew to the Sewer Department.

Preservation Fee. The 1998 Budget includes a new Historic Preservation Fee which is projected to generate \$180,000. The Preservation Fee will be levied effective July 1, 1998 on all individuals taking bus tours in the

City. Plans are to bring detailed program guidelines on this fee to the Council this spring. The fee will raise revenue from visitors which would be earmarked for maintaining those tourism support functions. Funds could be used for restoration and maintenance of the squares and monuments, for tourism drop off points, for infrastructure in the historic and Riverstreet areas etc. Two 1998 capital improvement projects, Colonial Cemetery Conservation and Rousakis Plaza repairs, at a total cost of \$85,500 will be funded by this new fee.



BUDGET PREPARATION SCHEDULE



THE BUDGET PROCESS AND FINANCIAL STRUCTURE

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 uses 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 the *Financial Trend Indicators Report* which identifies positive and negative financial trends impacting the City. In addition, a *Five Year Financial Plan* is also prepared. These reports are presented to City Council 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.
3. Departments, using the City Manager's

guidelines, develop performance data, expenditure requests, and service change requests for the upcoming budget 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 for presentation 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 begun 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 adopted by the Mayor and City Council, the budget amendment process is substantively similar to the process to amend other ordinances. As such, a majority positive vote by Council at two meetings is required.

BUDGETARY POLICIES

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 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 1997, the unallocated fund reserve totals approximately \$7.2 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 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 Treasury 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 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 purposes in order to maximize flexibility in budgeting and utilize revenues more efficiently.
- The City will maintain effective collections systems and implement aggressive enforcement strategies in order to maximize revenues from available sources.

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

Financial Accounting Policies

In developing and evaluating the City's accounting system, consideration is given to the effective implementation of 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/ Management Services and to the City Manager. The department operates a full program of routine and special internal audits.

Single Audit: As a recipient of federal and state assistance, the City is 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.

Debt Policies

The City of Savannah is authorized to issue general obligations bonds equivalent to 10% of assessed taxable values within the City. The bonded indebtedness is well within this limit. To maintain this favorable position, the following debt policies are in place:

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

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 certain objectives in accordance with special regulations or restrictions. Although funds are independent entities within the financial records of a government, there is no requirement to physically segregate the assets. Funds are classified into three basic types: governmental funds; proprietary funds; and fiduciary funds.

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 enterprise 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 Information Services, Engineering, and Vehicle Maintenance. 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, when they become measurable and available. Likewise, expenditures are recorded as the liabilities are incurred, if measurable. However, principal and interest on general long-term 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.

Budgetary Basis

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 appropriations for the Capital Improvement Projects Fund which are carried forward until such time as the project is completed.

SUMMARY BY EXPENDITURE TYPE (000s)

Fund	Personal Services	Outside Services	Com-modities/ Capital Outlay	Internal Services/ Interfund Transfers	Debt Related	Other Expenses	Total
General Fund	\$ 52,684	\$ 10,692	\$ 4,153	\$ 10,320	\$ 7,416	\$ 9,075	\$ 94,340
Grant	823	334	50	110	0	31	1,348
Comm. Dev.	1,339	259	35	13,066	0	101	14,800
Sanitation	5,350	330	623	2,514	1,846	7,445	18,108
Civic Center	835	433	198	173	429	11	2,079
Water/Sewer	7,344	4,402	2,491	8,958	6,661	2,208	32,064
I & D	1,341	2,042	992	313	2,627	550	7,865
Parking	1,316	366	188	1,296	603	149	3,918
Golf Course	0	0	0	0	0	204	204
Internal Services	4,552	1,085	1,457	1,004	0	658	8,756
TOTAL	\$ 75,584	\$ 19,943	\$ 10,187	\$ 37,754	\$ 19,582	\$ 20,432	\$ 183,482

SUMMARY BY BUREAU (000s)

Bureau	General Fund	Special Revenue	Enterprise Funds	Internal Services	Total
General Admin.	\$ 1,491	\$ 0	\$ 0	\$ 0	\$ 1,491
Management Svc.	7,591	0	5,173	6,744	19,508
Facilities Maint.	15,388	0	0	0	15,388
Public Dev.	3,597	15,979	0	2,012	21,588
Police	26,416	169	0	0	26,585
Fire	12,005	0	0	0	12,005
Leisure Svc.	8,629	0	2,283	0	10,912
Sanitation	0	0	18,108	0	18,108
Water/Sewer	0	0	38,674	0	38,674
Non-Departmental	19,223	0	0	0	19,223
TOTAL	\$ 94,340	\$ 16,148	\$ 64,238	\$ 8,756	\$ 183,482

The Special Revenue Fund consists of the City's Grant and Community Development Funds. The Enterprise Funds include the Sanitation, Civic Center, Water & Sewer, I & D, Parking, and Golf Course Funds.

TOTAL CITY-WIDE REVENUES

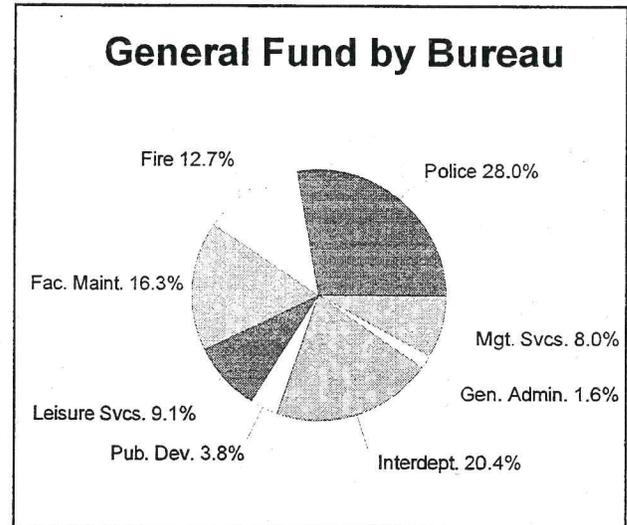
	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97 - 98</u>
Taxes				
Property Taxes	\$ 33,035,918	\$ 33,168,000	\$ 33,915,000	2.3
Sales Tax	26,142,713	19,670,000	24,440,000	24.3
Other Taxes	11,494,318	12,734,000	13,156,000	3.3
Subtotal	\$ 70,672,949	\$ 65,572,000	\$ 71,511,000	9.1
User Fees				
Tax Fees & Interest (Penalties)	\$ 354,834	\$ 296,000	\$ 330,000	11.5
Leisure Services Fees	485,986	516,000	541,000	4.8
Inspection Fees	788,375	919,000	931,000	1.3
Fees- Other Gen. Fund Svcs.	1,981,261	2,030,400	2,241,900	10.4
Water Services	12,646,506	13,172,394	13,518,098	2.6
Sewer Services	17,052,575	16,074,477	16,922,562	5.3
I & D Services	6,355,381	7,471,803	7,811,387	4.5
Sanitation Services	12,187,445	13,458,857	14,609,692	8.6
Parking Services	3,657,257	3,913,000	3,961,000	1.2
Civic Center Services	1,160,360	1,252,000	1,255,500	0.3
Golf Course Lease	205,826	200,000	200,000	0.0
Subtotal	\$ 56,875,806	\$ 59,303,931	\$ 62,322,139	5.1
Interfund Revenues				
Internal Service Charges	\$ 13,679,688	\$ 9,361,316	\$ 8,755,717	-6.5
Interfund Services	5,165,166	6,763,023	7,418,831	9.7
Subsidies from General Fund	1,761,766	462,531	795,017	71.9
Subtotal	\$ 20,606,620	\$ 16,586,870	\$ 16,969,565	2.3
Licenses & Permits	\$ 10,003,140	\$ 10,331,000	\$ 10,824,000	4.8
Fines, Forfeits, & Penalties	\$ 1,941,632	\$ 1,940,000	\$ 1,990,000	2.6
Grant Revenues	\$ 21,539,821	\$ 19,084,426	\$ 16,451,895	-13.8
Interest Earned	\$ 1,999,932	\$ 1,715,000	\$ 1,182,500	-31.1
Other Revenues	\$ 2,148,932	\$ 2,017,452	\$ 2,231,012	10.6
TOTAL	\$ 185,788,832	\$ 176,550,679	\$ 183,482,111	3.9

SUMMARIES BY FUND

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, funds established to obtain better financial control and accountability over capital improvement expenditures, or funds established for wholly or partially self-supported enterprises.

The proposed 1998 General Fund budget totals \$94,339,943, an increase of \$6,277,030 or 7% above 1997 projected spending.



General Fund Expenditures By Bureau

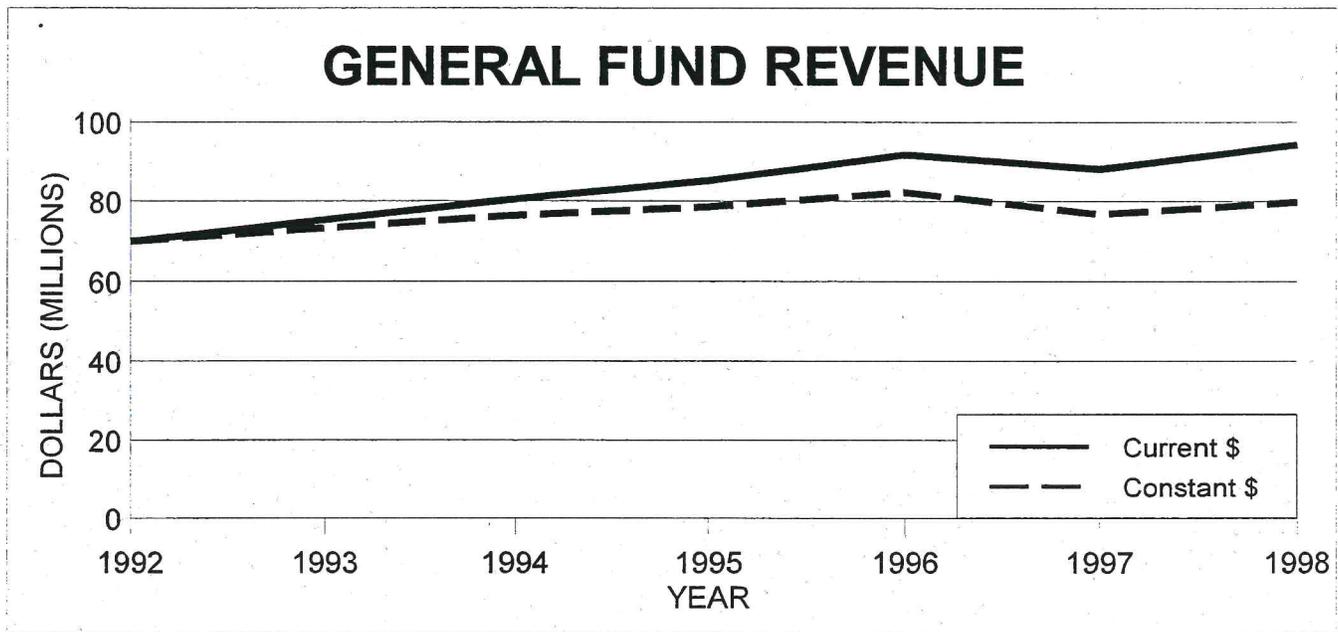
<u>Bureau</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>Difference</u> <u>Percent</u>
Legislative/Legal/Administrative	\$ 1,359,671	\$ 1,472,171	\$ 1,490,989	1.3
Management & Financial Services	4,458,471	7,370,640	7,591,006	3.0
Facilities Maintenance	13,556,606	14,661,759	15,387,747	5.0
Public Development	3,431,092	3,513,469	3,596,785	2.4
Police	25,650,936	24,808,248	26,415,554	6.5
Fire	11,356,375	11,244,925	12,005,091	6.8
Leisure Services	6,961,276	8,048,407	8,629,158	7.2
Interdepartmental	24,243,715	16,943,294	19,223,613	13.5
TOTAL	\$ 91,018,142	\$ 88,062,913	\$ 94,339,943	7.1

General Fund Expenditures By Type

<u>Bureau</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>Difference</u> <u>Percent</u>
Personal Services	\$ 46,253,782	\$ 49,209,468	\$ 52,678,792	7.1
Outside Services	11,198,932	10,586,419	10,690,216	1.0
Commodities	2,732,175	3,516,863	3,813,102	8.4
Interfund Services	9,313,799	7,991,582	8,115,152	1.5
Capital Outlay	296,056	521,584	336,014	-35.6
Interfund Transfers	13,965,015	8,777,879	10,375,858	18.2
Other Expenses	7,258,383	7,459,118	8,330,809	11.7
TOTAL	\$ 91,018,142	\$ 88,062,913	\$ 94,339,943	7.1

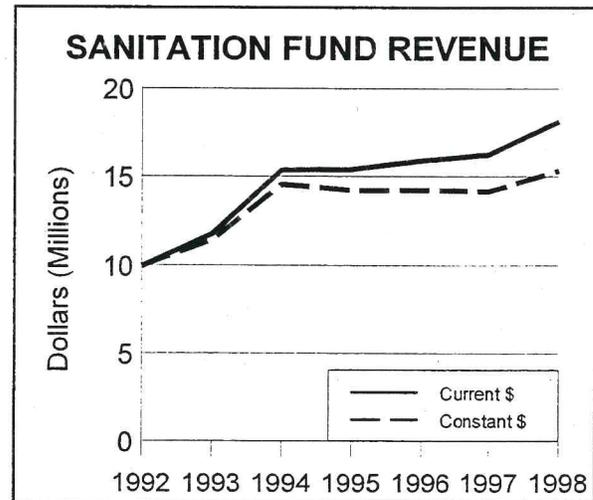
General Fund Revenue By Major Category

Revenue Category	1996	1997	1998	Difference Percent
	Actual	Projected	Budget	
Property Taxes	\$ 33,035,918	\$ 33,168,000	\$ 33,915,000	2.3
Sales Tax	26,142,713	19,670,000	24,440,000	24.3
Other Taxes	11,221,068	11,862,000	12,445,000	4.9
Licenses & Permits	10,003,140	10,331,000	10,824,000	4.8
Leisure Services Fees	485,986	516,000	541,000	4.8
Inspection Fees	788,375	919,000	931,000	1.3
Fees for Other Services	1,951,203	2,030,400	2,502,900	23.3
Interfund Fees	1,757,477	3,225,399	3,349,031	3.8
Other Revenues	6,300,201	6,341,114	5,392,012	-15.0
TOTAL	\$ 91,686,081	\$ 88,062,913	\$ 94,339,943	7.1



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 community services, which include street cleaning and litter control, are provided by the Sanitation Fund under a contractual agreement with the General Fund. Commercial services costs are paid exclusively with fees to service users. Disposal costs are paid from fees levied on agencies disposing of trash.



Sanitation Fund Expenditures By Department

<u>Expenditure Area</u>	1996			1997			1998			<u>Difference Percent</u>
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>		<u>Budget</u>		
Sanitation Director	\$	295,564	\$	272,672	\$	273,050			0.1	
Residential Refuse		5,069,031		5,114,906		5,125,349			0.2	
Refuse Disposal		6,439,169		6,886,326		8,694,737			26.3	
Street Cleaning		1,520,337		1,466,815		1,535,991			4.7	
Commercial Refuse		1,062,252		1,376,813		1,302,081			-5.4	
Sanitation Interdepartmental		1,238,349		1,130,604		1,176,793			4.1	
TOTAL	\$	15,624,702	\$	16,248,136	\$	18,108,001			11.4	

Sanitation Revenue

<u>Revenue</u>	1996			1997			1998			<u>Difference Percent</u>
		<u>Actual</u>		<u>Projected</u>		<u>Budget</u>		<u>Budget</u>		
Residential Refuse	\$	8,781,718	\$	9,161,185	\$	9,235,548			0.8	
Commercial Refuse		1,619,018		2,086,411		2,586,098			24.0	
C & D Waste		5,447		72,400		135,000			86.5	
Refuse Disposal Tip Fees		162,363		67,035		87,146			30.0	
Sweeper Parking Citations		313,638		305,000		305,000			0.0	
Ash Disposal		1,284,332		1,754,314		2,100,000			19.7	
Interfund Fees		2,187,786		2,268,308		2,830,292			24.8	
Other Revenues		103,909		70,952		33,900			-52.2	
General Fund Contribution		1,435,270		462,531		795,017			71.9	
TOTAL	\$	15,893,481	\$	16,248,136	\$	18,108,001			11.4	

CIVIC CENTER FUND

The Savannah Civic Center is operated through an Enterprise Fund. Most 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 1998,

the Civic Center Fund is expected to be self-supporting, due to funds received from the new Auto Rental Tax. The proposed 1998 budget decreases \$154,500 or 7% below projected 1997 expenditures.

Civic Center Fund Expenditures By Type

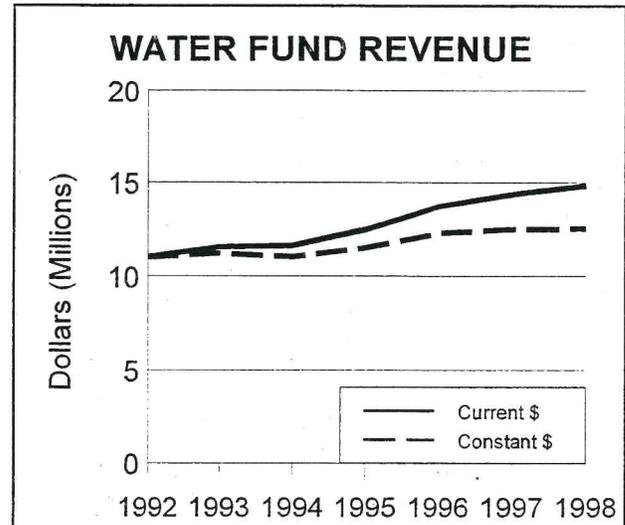
<u>Expenditure Area</u>	1996	1997	1998	Difference
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>Percent</u>
Personal Services	\$ 782,761	\$ 798,130	\$ 834,683	4.6
Outside Services	398,676	418,357	433,108	3.5
Commodities	160,590	205,228	191,715	-6.6
Interfund Services	158,565	166,959	173,076	3.7
Capital Outlay	3,359	5,900	5,900	0.0
Debt Related Charges	0	253,563	428,563	69.0
Interfund Transfers	335,003	375,511	0	-100.0
Other Expenses	44,811	9,852	11,955	21.3
TOTAL	\$ 1,883,765	\$ 2,233,500	\$ 2,079,000	-6.9

Civic Center Revenue

<u>Revenue</u>	1996	1997	1998	Difference
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>Percent</u>
Rental Income	\$ 659,898	\$ 738,000	\$ 723,000	-2.0
Auto Rental Tax	273,250	666,000	711,000	6.8
Hotel/Motel Tax	0	206,000	0	--
Concessions	315,015	342,000	350,000	2.3
Ticket Fee	121,261	132,000	135,000	2.3
General Fund Contribution	326,496	0	0	--
Other Revenues	147,845	149,500	160,000	7.0
TOTAL	\$ 1,843,765	\$ 2,233,500	\$ 2,079,000	-6.9

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.



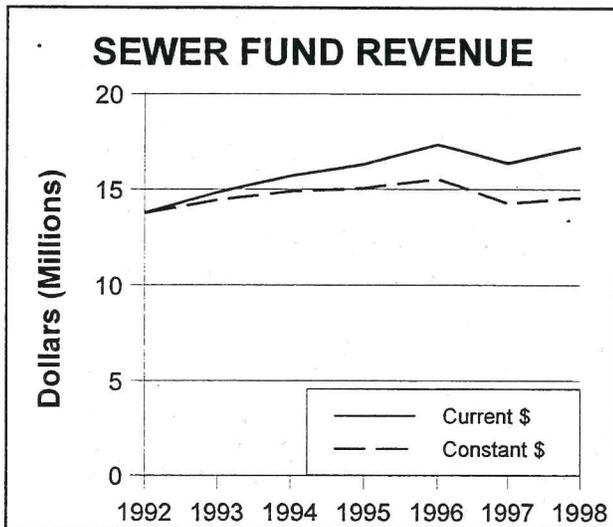
Proposed Revenues By Source

<u>Revenue Source</u>	1996	1997	1998	Difference Percent
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Water Sales- Inside City	\$ 7,704,204	\$ 8,080,483	\$ 8,255,010	2.2
Water Sales- Outside City	2,614,197	2,776,372	3,006,791	8.3
Industrial Water Sales	413,428	450,000	400,000	-11.1
Water Tap-In Fees/Surcharges	531,834	690,000	690,000	0.0
Water Meter Installation Fees	398,990	270,000	270,000	0.0
Reimb. from Other Funds	1,154,168	1,213,358	1,332,753	9.8
Other Revenues	890,466	887,455	877,300	-1.1
TOTAL	\$ 13,707,287	\$ 14,367,668	\$ 14,831,854	3.2

Water Fund Expenditures By Department

<u>Expenditure Area</u>	1996	1997	1998	Difference Percent
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Water & Sewer Director	\$ 372,310	\$ 369,944	\$ 366,619	-0.9
Water & Sewer Plng. & Dev.	449,640	623,687	813,719	30.5
Water Supply and Treatment	2,219,429	2,430,085	2,429,685	0.0
Water Distribution	1,983,573	1,912,163	2,017,358	5.5
Utility Services	1,173,447	1,224,601	1,255,118	2.5
Water Interdepartmental	7,574,115	7,807,188	7,949,355	1.8
TOTAL	\$ 13,772,514	\$14,367,668	\$14,831,854	3.2

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.

Proposed Revenues By Source

<u>Revenue Source</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>Difference</u> <u>Percent</u>
Sewer Fees - Inside City	\$ 10,608,874	\$ 10,923,176	\$ 11,484,180	5.1
Sewer Fees - Outside City	3,253,659	3,412,395	3,905,932	14.5
Sewer Connection Fees	652,981	410,000	510,000	24.4
Miscellaneous Surcharges	1,212,848	1,001,437	623,424	-37.7
County Poll. Abatement Fee	1,001,256	0	0	--
Other Revenues	628,110	631,269	709,026	12.3
TOTAL	\$ 17,357,728	\$ 16,378,277	\$ 17,232,562	5.2

Sewer Fund Expenditures By Department

<u>Expenditure Area</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>Difference</u> <u>Percent</u>
Sewer Maintenance	\$ 2,107,067	\$ 2,012,805	\$ 2,022,878	0.5
Lift Station Maintenance	1,883,168	2,099,091	2,123,785	1.2
President Street Plant	3,164,579	3,412,391	3,490,308	2.3
Small Plant Operations	1,337,491	1,417,318	1,492,204	5.3
Sewer Interdepartmental	8,706,676	7,437,392	8,103,387	9.0
TOTAL	\$ 17,198,981	\$ 16,378,997	\$ 17,232,562	5.2

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 goal of the I & D system is to provide safe and potable water in the quantities and pressure needed to service industrial and business customers both for their operations and for their fire protection.

I & D Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>Difference Percent</u>
Personal Services	\$ 1,202,159	\$ 1,277,997	\$ 1,340,871	4.9
Outside Services	2,474,408	2,455,323	2,042,209	-16.8
Commodities	542,578	626,939	609,210	-2.8
Interfund Services	333,890	311,543	313,354	0.6
Capital Outlay	50,332	77,017	382,500	396.6
Debt Related Charges	1,781,413	1,977,922	2,627,260	32.8
Other Expenses	13,321	796,554	549,485	-31.0
TOTAL	\$ 6,398,101	\$ 7,523,295	\$ 7,864,889	4.5

I & D Revenue

<u>Revenue Category</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>Difference Percent</u>
Water Sales	\$ 6,355,381	\$ 7,471,803	\$ 7,811,387	4.5
Admin. Svcs. To Water	42,720	51,492	53,502	3.9
TOTAL	\$ 6,398,101	\$ 7,523,295	\$ 7,864,889	4.5

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

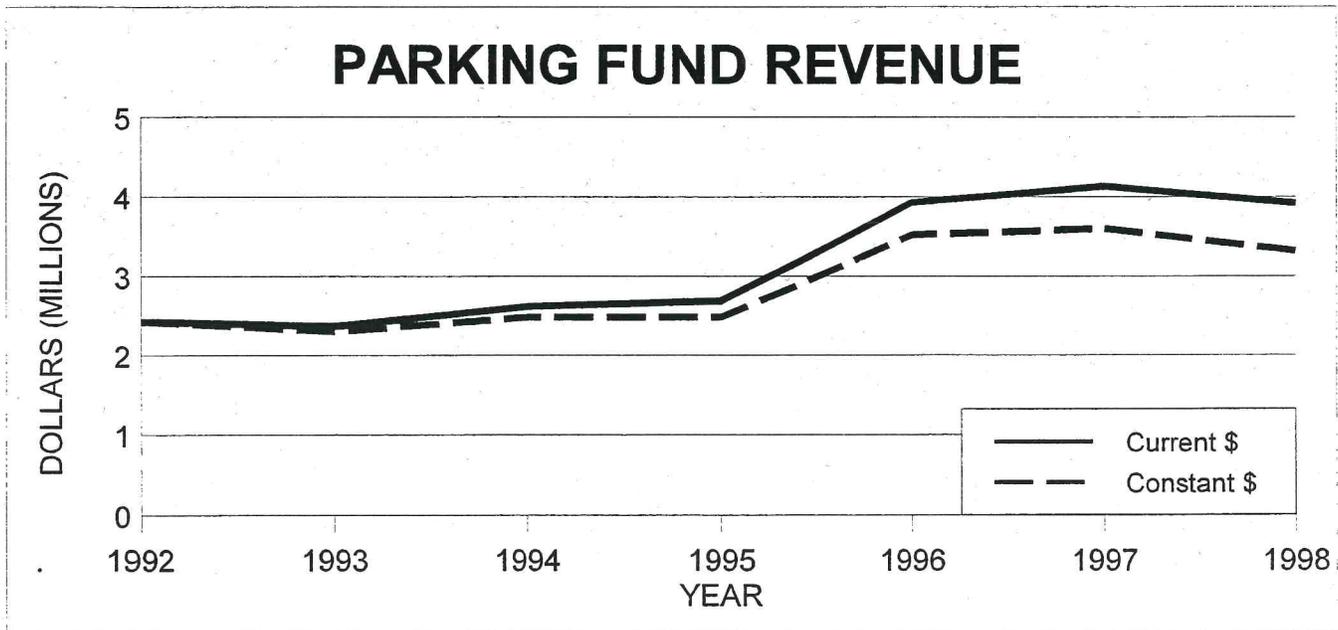
lot parking. The Parking Services Fund also provides citation collection services for the Street Sweeping Department under contract with the Sanitation Fund.

Parking Fund Expenditures By Department

<u>Expenditure Area</u>	1996	1997	1998	<u>Difference Percent</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Parking Enforcement & Tourism	\$ 1,294,437	\$ 1,225,312	\$ 1,262,907	3.1
Parking Garages and Lots	1,224,111	1,395,109	1,307,717	-6.3
Parking Interdepartmental	1,365,058	1,510,829	1,347,626	-10.8
TOTAL	\$ 3,883,606	\$ 4,131,250	\$ 3,918,250	-5.2

Parking Fund Revenue

<u>Revenue</u>	1996	1997	1998	<u>Difference Percent</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Parking Meters	\$ 981,254	\$ 920,000	\$ 930,000	27.8
Parking Citations	1,500,460	1,540,000	1,550,000	0.6
Parking Lots	166,031	252,000	240,000	-4.8
Parking Garages	638,960	847,000	850,000	0.4
Svcs. To Sanitation Fund	188,183	137,250	137,250	0.0
Other Revenues	449,708	435,000	211,000	-51.5
TOTAL	\$ 3,924,596	\$ 4,131,250	\$ 3,918,250	-5.2



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.

Community Development Fund Expenditures By Department

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>Difference Percent</u>
N'hood Plng. & Comm. Dev.	\$ 670,264	\$ 762,383	\$ 799,363	4.9
Housing	698,333	689,942	877,410	27.2
MLK Revolving Loan Fund	62,569	105,242	105,000	-0.2
Program Costs/Carryforward	17,313,845	15,006,362	13,018,227	-13.2
TOTAL	\$ 18,745,011	\$ 16,563,929	\$ 14,800,000	-10.6

Community Development Fund Revenue

<u>Revenue</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>Difference Percent</u>
Fund 221 (CDBG)				
Carryforward	\$ 4,487,246	\$ 3,724,686	\$ 3,400,000	-8.7
CDBG Entitlement Grant	3,328,000	3,277,000	3,146,000	-4.0
CDBG Program Income	248,248	154,500	120,000	-22.3
Other Revenues	105,080	86,000	86,000	0.0
Subtotal Fund 221	8,168,574	7,242,186	6,752,000	-6.8
Fund 223 (State Grants)				
Carryforward	0	43,025	25,000	-41.9
Other Revenues	161,011	108,493	108,000	-0.5
Subtotal Fund 223	161,011	151,518	133,000	-12.2
Fund 224 (Other Federal)				
Carryforward Other Federal	7,309,628	4,284,455	3,500,000	-18.3
HOPWA III Grant	0	750,000	0	-100.0
FEMA/GEMA Flood Grant	232,936	622,740	200,000	-67.9
Other Revenues	93,910	153,800	229,000	48.9
Subtotal Fund 224	7,636,474	5,810,995	3,929,000	-32.4
Fund 232 (HOME)				
Carryforward HOME	1,401,529	1,923,430	2,300,000	19.6
HOME Entitlement	1,186,000	1,157,000	1,286,000	11.2
HOME Program Income	191,423	278,800	400,000	43.5
Subtotal Fund 232	2,778,952	3,359,230	3,986,000	18.7
TOTAL	\$ 18,745,011	\$ 16,563,929	\$ 14,800,000	-10.6

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.

Internal Services Fund Expenditures By Department

<u>Expenditure Area</u>	1996 <u>Actual</u>	1997 <u>Projected</u>	1998 <u>Budget</u>	Difference <u>Percent</u>
Vehicle Maintenance	\$ 5,078,909	\$ 4,997,787	\$ 4,112,357	-17.7
Information Services	2,448,011	2,648,957	2,631,128	-0.7
Engineering	1,443,875	1,714,572	2,012,232	17.4
TOTAL	\$ 8,970,795	\$ 9,361,316	\$ 8,755,717	-6.5

Proposed Revenues By Source

<u>Revenue by Source</u>	1997 <u>Projected</u>	1998 <u>Budget</u>	Difference <u>Percent</u>
General Fund	\$ 5,097,783	\$ 4,715,654	-7.5
Community Dev. Fund	84,725	73,997	-12.7
Internal Services Fund	312,744	296,140	-5.3
Civic Center Fund	13,381	15,971	19.4
Parking Services Fund	153,680	145,387	-5.4
Sanitation Fund	1,862,811	1,536,653	-17.5
Water & Sewer Funds	843,917	715,155	-15.3
I & D Fund	47,324	44,301	-6.4
CIP Fund	880,305	1,144,803	30.0
Other Outside Agencies	56,616	59,121	4.4
Grant Fund	2,028	2,735	34.9
Youth Futures	6,002	5,800	-3.4
TOTAL	\$ 9,361,316	\$ 8,755,717	-6.5

FUND POSITIONS

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 \$7.2 million for the end of fiscal year 1998, equates to 7.6% of the total General Fund revenues. The projected 1998 beginning and ending fund balances for City funds are provided below.

	General	Special Revenue ¹	Debt Service	Capital Projects
Beginning Fund Balance 1-1-98	\$ <u>7,173,812</u>	\$ <u>0</u>	\$ <u>0</u>	\$ <u>29,419,345</u>
Appropriated Funds				
Operating Revenues	94,339,943	15,879,947	0	54,854,987
Operating Expenditures	84,453,252	16,144,947	20,146,716	61,536,989
Net Position Before Transfers	17,060,503	-265,000	-20,146,716	22,737,343
Transfers In	0	265,000	20,146,716	6,682,002
Transfers Out	9,886,691	0	0	0
Projected Ending Fund Balance, 12-31-98	\$ <u>7,173,812</u>	\$ <u>0</u>	\$ <u>0</u>	\$ <u>29,419,345</u>

	Sanitation	Civic Center	Water/ Sewer/I&D	Parking	Golf Course
Beginning Fund Balance 1-1-98	\$ <u>1,957,866</u>	\$ <u>6,145,003</u>	\$ <u>167,473,231</u>	\$ <u>3,939,295</u>	\$ <u>155,744</u>
Appropriated Funds					
Operating Revenues	17,312,984	2,079,000	39,929,305	3,918,250	204,000
Operating Expenditures	16,262,065	1,650,437	25,189,848	2,909,420	44,742
Net Position Before Transfers	3,008,785	6,573,566	182,212,688	4,948,125	315,002
Transfers In	795,017	0	0	0	0
Transfers Out	1,845,936	428,563	14,739,457	1,008,830	159,258
Projected Ending Fund Balance, 12-31-98	\$ <u>1,957,866</u>	\$ <u>6,145,003</u>	\$ <u>167,473,231</u>	\$ <u>3,939,295</u>	\$ <u>155,744</u>

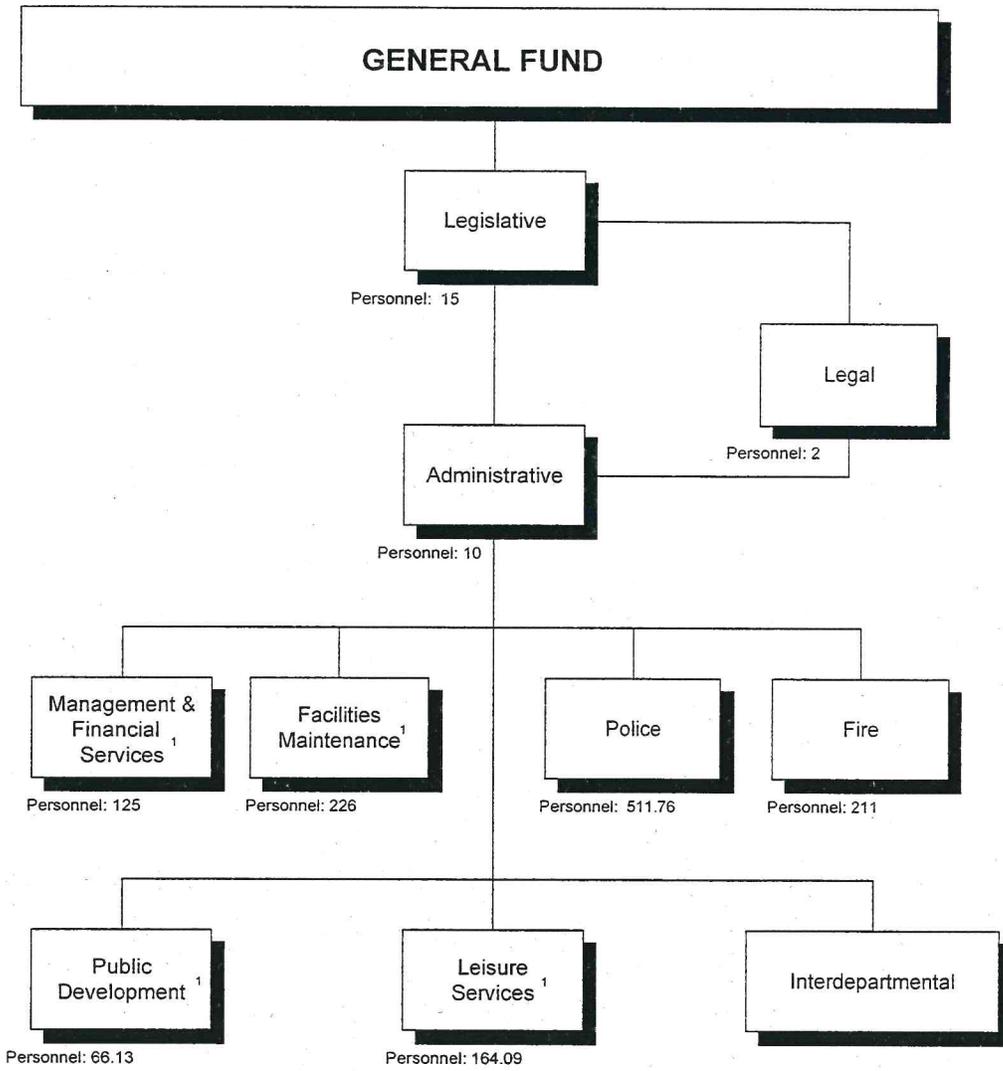
¹ The Special Revenue Fund includes the City's Grant Fund and Community Development Fund.

FULL TIME POSITIONS BY DEPARTMENT

<u>Department/Activity</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>Change 97 - 98</u>
Legislative/Legal/Admin				
Mayor and Aldermen	12.00	13.00	13.00	
Clerk of Council	3.00	3.00	3.00	
City Manager's Office	4.00	4.00	4.00	
Public Information	6.00	6.00	6.00	
Legal	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	
Subtotal	27.00	28.00	28.00	
Management & Financial Svcs.				
Asst City Mgr./Mgt. & Financial Svcs.	3.00	3.00	3.00	
Research Library	2.50	2.00	2.00	
Research & Budget	9.00	9.00	9.00	
Human Resources	18.00	18.00	18.00	
Management & Auditing	10.00	10.00	10.00	
Finance	14.00	14.00	14.00	
Purchasing	8.00	8.00	8.00	
Revenue	17.00	16.00	16.00	
Recorder's Court	29.00	28.00	28.00	
Central Services	<u>18.00</u>	<u>18.00</u>	<u>18.00</u>	
Subtotal	128.50	126.00	126.00	
Facilities Maintenance				
Facilities Maintenance Director	3.00	3.00	3.00	
Park and Tree	56.00	56.00	56.00	
Cemeteries	38.00	38.00	38.00	
Traffic Engineering	26.00	27.00	27.00	
Stormwater Management	52.00	52.00	52.00	
Streets Maintenance	48.00	50.00	50.00	
Customer & Employee Svc. Ctr.	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	
Subtotal	227.00	230.00	230.00	
Public Development				
Asst City Mgr./Public Development	4.00	4.00	4.00	
Inspections	26.00	26.13	26.13	
Property Maintenance	25.00	25.00	25.00	
Community Services	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>	
Subtotal	66.00	66.13	66.13	

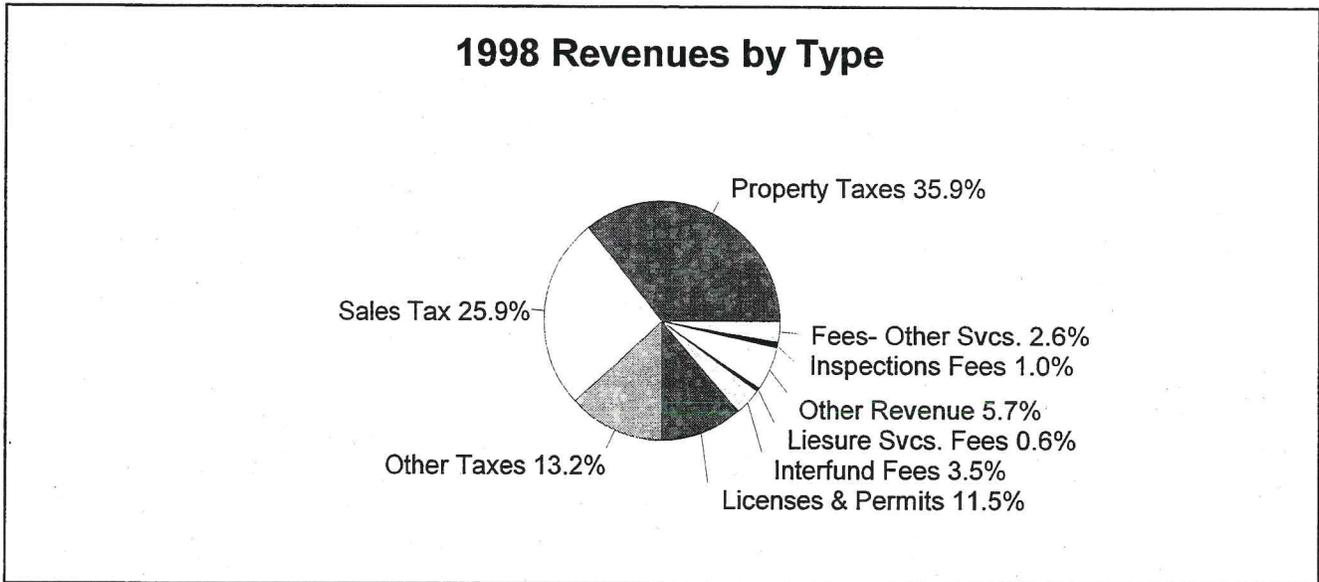
Department/Activity	1996 Actual	1997 Projected	1998 Budget	Change 97 - 98
Police				
Police Chief	5.00	5.00	5.00	
Patrol	262.00	259.00	259.00	
Special Operations	65.76	0.00	0.00	
Information Management	0.00	32.00	32.00	
Communications	48.00	40.00	40.00	
Criminal Investigations	80.00	109.00	109.00	
Support Services	44.00	66.76	66.76	
UHURU/Youth Futures Grant	2.00	0.00	0.00	
Subtotal	506.76	511.76	511.76	
Fire				
Fire Administration	7.00	7.00	7.00	
Fire Operations	204.00	204.00	204.00	
Subtotal	211.00	211.00	211.00	
Leisure Services				
Leisure Services Director	5.00	5.00	5.00	
Athletics	16.93	16.93	16.93	
Neighborhood Programs	53.19	57.45	60.26	2.81
Adult Day Care	6.50	7.00	7.00	
City Golden Age	19.13	21.13	21.13	
Cultural Affairs	9.00	9.50	10.00	0.50
Buildings & Grounds	50.84	54.84	54.84	
Building & Electrical Maint.	8.50	14.00	14.00	
Subtotal	169.09	185.85	189.16	3.31
Interdepartmental				
Film Services	1.00	1.00	1.00	
Total General Fund	1336.35	1359.74	1363.05	3.31
Sanitation Fund				
Sanitation Director	5.00	5.00	5.00	
Residential Refuse Collection	126.00	126.00	126.00	
Refuse Disposal	10.00	10.00	10.00	
Street Cleaning	20.50	21.50	21.50	
Commercial Refuse Collection	16.00	16.00	16.00	
Total	177.50	178.50	178.50	
Civic Center Fund				
	17.00	17.00	17.00	

Department/Activity	1996 Actual	1997 Projected	1998 Budget	Change 97 - 98
Water Fund				
Water & Sewer Director	4.00	4.00	4.00	
Water & Sewer Planning & Dev.	8.00	11.00	11.00	
Water Supply and Treatment	23.00	23.00	23.00	
Water Distribution	38.00	38.00	38.00	
Utility Services	<u>28.00</u>	<u>28.00</u>	<u>28.00</u>	
Total	101.00	104.00	104.00	
Sewer Fund				
Sewer Maintenance	35.00	35.00	35.00	
Lift Stations	19.00	19.00	20.00	1.00
President Street Plant	46.00	46.00	49.00	3.00
Regional Plants	<u>12.00</u>	<u>12.00</u>	<u>12.00</u>	
Total	112.00	112.00	116.00	4.00
I & D Fund	34.00	34.00	36.00	2.00
Parking Services Fund				
Parking Enforcement & Tourism	29.00	31.00	31.00	
Parking Garages and Lots	<u>8.50</u>	<u>17.90</u>	<u>17.90</u>	
Total	37.50	48.90	48.90	
Community Development Fund				
N'hood Plng. & Comm. Dev.	13.00	13.00	13.00	
MLK Revolving Loan Fund	1.00	2.00	2.00	
Housing	<u>14.00</u>	<u>15.00</u>	<u>15.00</u>	
Total	28.00	30.00	30.00	
Grant Fund				
SeaCoast	18.00	18.00	15.00	-3.00
Weed & Seed	3.00	3.00	1.50	-1.50
COPS AHEAD	<u>10.00</u>	<u>10.00</u>	<u>4.00</u>	<u>-6.00</u>
Subtotal	31.00	31.00	20.50	-10.50
Internal Services Fund				
Information Services	25.00	25.00	25.00	
Vehicle Maintenance/Fleet Mgt.	50.00	50.00	50.00	
Engineering	<u>29.00</u>	<u>33.00</u>	<u>33.00</u>	
Total	104.00	108.00	108.00	
TOTAL CITYWIDE	1,978.35	2,023.14	2,021.95	-1.19



¹ General Fund Portion only

GENERAL FUND SUMMARY

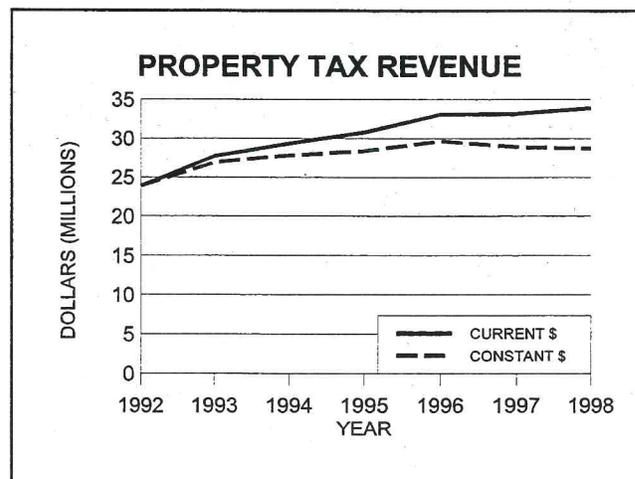


Above is a chart showing the major General Fund categories as a percent of the total revenues. Property taxes and sales taxes comprise nearly 2/3 of all General Fund

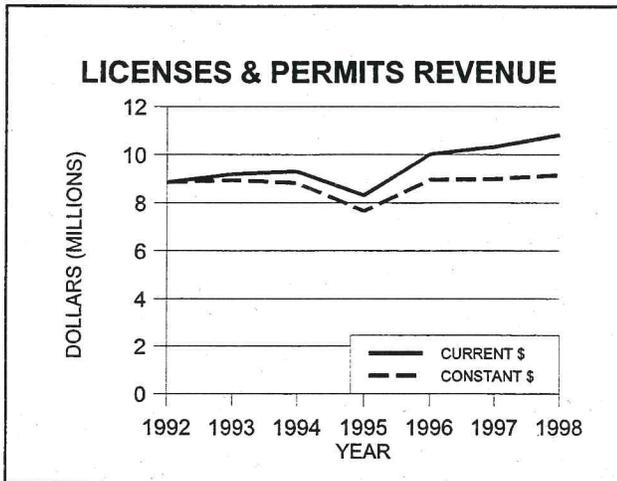
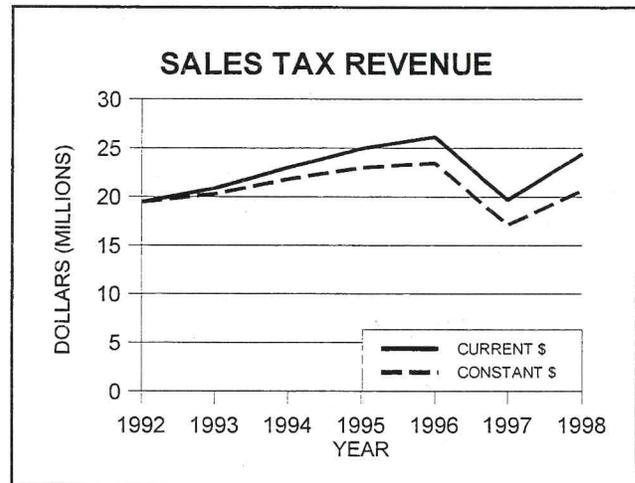
revenue. Trends for the four largest categories, Property Taxes, Sales Tax, Other Taxes, and Licenses and Permits, are highlighted in the following section.

Property Taxes: Property taxes are the single most significant source of revenue to the City. Property taxes were cut by 0.53 mills in 1997, and a further reduction of 0.13 is proposed for 1998. Property tax revenue (as measured in current dollars) increased at an average annual rate of 9% during the years 1992 through 1996. Increases are due to three major factors: (1) new construction, (2) increased assessment for existing property and (3) increases in the millage rate. A 2.3% increase in property tax revenue is projected for 1998.

The graph to the right illustrates property tax revenue for the years 1992 through 1998 in current and constant dollars (1997 and 1998 are forecasted amounts).

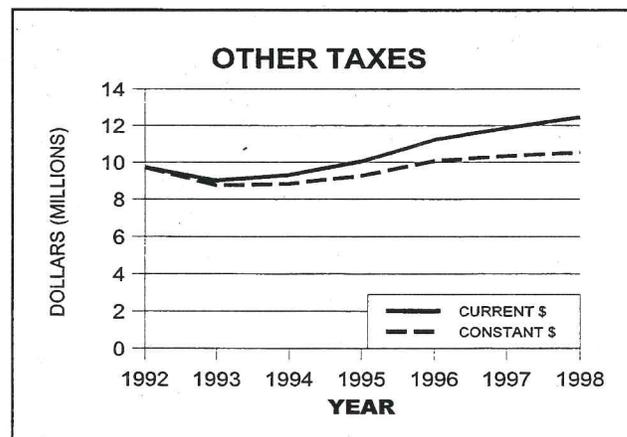


Sales Tax: The sales tax is another major source of revenue. During the years 1992 through 1996, sales tax revenue (as measured in current dollars) increased an average of 7.7% per year. A one-time 25% decrease in revenue is projected in 1997 due to the renegotiated sales tax distribution. The distribution percentage increases in 1998. The graph to the right depicts sales tax revenue over a seven-year period in current and constant dollars. 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. Revenue in 1997 and 1998 is also impacted by distribution problems at the Georgia Department of Revenue.



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 1992 to 1998 (as measured in current dollars). But if the figures are adjusted for inflation, the trend in constant dollars has remained relatively flat for those same 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 11% of General Fund Revenue and include Beer, Liquor, and Wine taxes; Insurance Premium tax; and Hotel/Motel tax. These revenues fluctuated between 1992 and 1995, but have been increasing steadily since then. This trend can also be seen when the figures are adjusted for inflation. In 1996, the Auto Rental Tax was added to the General Fund which accounts for a significant portion of the increase from 1995 to 1997. These revenues have been projected to increase 4.9% in 1998.



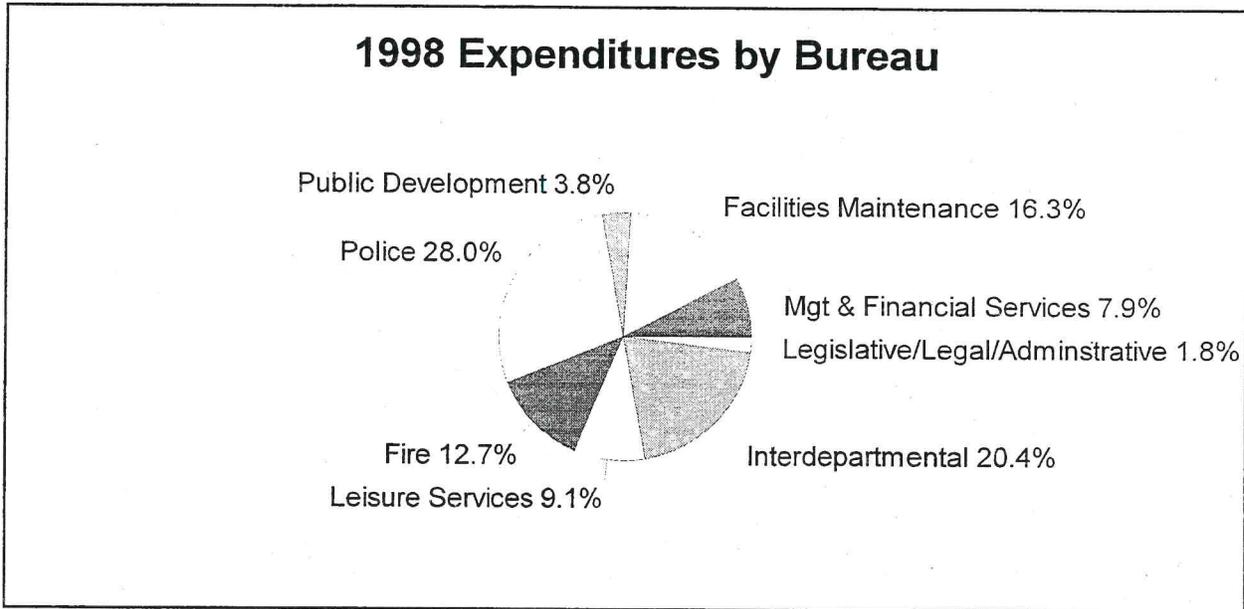
GENERAL FUND REVENUE DETAIL

	1996 <u>Actual</u>	1997 <u>Projected</u>	1998 <u>Budget</u>	% Change <u>97 - 98</u>
Property Taxes				
Real Property Tax (Current)	\$ 21,263,753	\$ 22,180,000	\$ 22,780,000	2.7%
Personal Property Tax (Current)	3,286,229	3,390,000	3,700,000	9.1%
Real Property Tax (Delinquent)	1,548,397	1,660,000	1,700,000	2.4%
Personal Property Tax (Delinquent)	311,765	305,000	306,000	0.3%
Mobile Home Tax	23,237	24,000	24,000	0.0%
Industrial Area Tax	471,898	475,000	477,000	0.4%
Vehicle Tax	3,370,931	3,472,000	3,256,000	-6.2%
Intangible Tax	545,142	450,000	450,000	0.0%
Public Utility Tax	<u>2,214,566</u>	<u>1,212,000</u>	<u>1,222,000</u>	<u>0.8%</u>
Total	\$ 33,035,918	\$ 33,168,000	\$ 33,915,000	2.3%
Sales Tax	\$ 26,142,713	\$ 19,670,000	\$ 24,440,000	24.3%
Other Taxes				
Beer Tax	\$ 1,880,070	\$ 1,900,000	\$ 1,908,000	0.4%
Liquor Tax	264,846	290,000	290,000	0.0%
Wine Tax	231,232	250,000	260,000	4.0%
Insurance Premium Tax	4,861,691	5,000,000	5,225,000	4.5%
Hotel/Motel Tax	3,895,589	4,200,000	4,525,000	7.7%
Auto Rental Excise Tax	<u>87,640</u>	<u>222,000</u>	<u>237,000</u>	<u>6.8%</u>
Total	\$ 11,221,068	\$ 11,862,000	\$ 12,445,000	4.9%
Tax Fees & Interest (Penalties)				
Execution Fees	\$ 159,841	\$ 196,000	\$ 180,000	-8.2%
Interest on Delinquent Taxes	<u>194,993</u>	<u>100,000</u>	<u>150,000</u>	<u>50.0%</u>
Total	\$ 354,834	\$ 296,000	\$ 330,000	11.5%
Licenses and Permits				
Business License Appl./Transfer Fees	\$ 23,250	\$ 25,000	\$ 25,000	0.0%
Water & Sewer Franchise Fees	241,809	518,000	800,000	54.4%
Electric Franchise Fees	3,508,811	3,450,000	3,519,000	2.0%
Telephone Franchise Fees	1,091,978	1,090,000	1,100,000	0.9%
Gas Franchise Fees	648,221	610,000	610,000	0.0%
CATV Franchise Fees	726,351	785,000	770,000	-1.9%
Regular Business Licenses	2,277,878	2,370,000	2,430,000	2.5%
Insurance Business Licenses	160,917	100,000	125,000	25.0%
Alcoholic Beverage Licenses	948,779	955,000	965,000	1.0%
Professional Tax	51,200	74,000	74,000	0.0%
Parking Franchise Fee	0	0	46,000	--
Bank License Tax	<u>323,946</u>	<u>354,000</u>	<u>360,000</u>	<u>1.7%</u>
Total	\$ 10,003,140	\$ 10,331,000	\$ 10,824,000	4.8%
Fines, Forfeits, and Penalties				
Recorder's Court Fines	\$ 1,941,632	\$ 1,940,000	\$ 1,990,000	2.6%

	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97 - 98</u>
Leisure Services				
Paulson Complex Concessions	\$ 97,174	\$ 105,000	\$ 112,000	6.7%
Grayson Stadium	14,800	12,000	12,000	0.0%
Vending & Misc Concessions	10,511	9,000	9,000	0.0%
Tennis Fees	98,876	104,000	91,000	-12.5%
Athletic Fees	44,330	48,000	48,000	0.0%
Softball Fees	75,990	69,000	70,000	1.4%
Athletic Tournament Fees	9,654	14,000	8,000	-42.9%
Softball Tournament Fees	25,879	36,000	31,000	-13.9%
Ceramic Fees	11,314	9,000	0	-100.0%
Cultural Arts	39,528	48,000	61,000	27.1%
Neighborhood Centers	12,002	14,000	48,000	242.9%
Golden Age Centers	8,851	16,000	16,000	0.0%
Park & Square Event Fees	37,077	32,000	35,000	9.4%
Total	\$ 485,986	\$ 516,000	\$ 541,000	4.8%
Inspection Fees				
Inspections Admin. Fees	\$ 0	\$ 0	\$ 10,000	--
Sign Inspection Fees	0	0	5,000	--
Zoning Hearing Fees	44,667	22,000	20,000	-9.1%
Building Inspection Fees	641,005	750,000	742,000	-1.1%
Electrical Inspection Fees	34,275	33,000	33,000	0.0%
Plumbing Inspection Fees	5,972	7,000	7,000	0.0%
Home Occupation Permit	0	34,000	34,000	0.0%
Subdivision Developers Fees	34,252	35,000	40,000	14.3%
Fuel Tank Inspection Fees	3,040	5,000	5,000	0.0%
Mechanical Inspection Fees	24,074	28,000	30,000	7.1%
Fire Inspection Fees	1,090	5,000	5,000	0.0%
Total	\$ 788,375	\$ 919,000	\$ 931,000	1.3%
Fees for Other Services				
Burial Fees	\$ 160,476	\$ 169,000	\$ 208,500	23.4%
Lot Sales	79,256	76,000	76,000	0.0%
Police False Alarm Fees	42,915	15,000	15,000	0.0%
Police Report Fees	138,148	150,000	140,000	-6.7%
911 Emergency Telephone Fees	1,300,724	1,314,000	1,320,000	0.5%
Fire Protection Fees	18,921	35,000	75,000	114.3%
Harbor Fees	66,612	70,000	70,000	0.0%
Building Demolition Fees	29,434	70,000	35,000	-50.0%
Building Boarding Up	56,688	60,000	60,000	0.0%
Fire Incident Report Fees	315	400	400	0.0%
Delinquent Receipts	57,714	35,000	32,000	-8.6%
Preservation Fees	0	0	180,000	--
Tourbus Rents	0	0	25,000	--
Motor Coach Fees	0	0	19,000	--
Visitors' Center Parking Lot	0	0	27,000	--
Ellis Square Lease	0	0	77,000	--
Commercial Vehicle Decal	0	0	113,000	--
Lot Clearing Fees	30,058	36,000	30,000	-16.7%
Total	\$ 1,981,261	\$ 2,030,400	\$ 2,502,900	23.3%

	1996 <u>Actual</u>	1997 <u>Projected</u>	1998 <u>Budget</u>	% Change <u>97 - 98</u>
Other Revenues				
Recorder's Court Rents	\$ 175,974	\$ 240,000	\$ 240,000	0.0%
Miscellaneous Rents	206,667	207,000	200,000	-3.4%
Advertising Fees	15,296	15,000	15,000	0.0%
Telephone Locations	13,353	15,000	15,000	0.0%
Damage Claims Revenue	19,563	10,000	10,000	0.0%
Telecomm. Franchise Application	30,000	0	0	--
HazMat Reimbursements	98,800	136,000	136,000	0.0%
ACOG Reimbursement	347,308	0	0	--
FEMA Reimbursements	120,045	115,000	0	-100.0%
Sale of Land and Property	51,839	132,000	220,000	66.7%
Miscellaneous Revenue	340,255	400,000	494,500	23.6%
Payment in Lieu of Taxes	134,732	40,000	163,000	307.5%
Drug Squad Reimbursement	676,492	755,000	785,000	4.0%
Uncollected Reserve	-199,205	-91,488	-91,488	0.0%
Total	\$ 2,031,119	\$ 1,973,512	\$ 2,187,012	10.8%
Grants Revenues				
UHURU/Youth Futures Grant	\$ 84,777	\$ 9,000	\$ 0	-100.0%
Adult Day Care	39,246	34,000	34,000	0.0%
State Grant/Elderly	70,330	65,000	65,000	0.0%
State Grant/CAPDC	166,362	165,000	165,000	0.0%
Leisure Services Grant	0	37,726	20,000	-47.0%
Yamacraw Sports Club Grant	79,242	30,000	20,000	-33.3%
Cultural Affairs Grants	7,585	0	0	--
Total	\$ 447,542	\$ 340,726	\$ 304,000	-10.8%
Interfund Fees				
Services to JTPA	\$ 97,833	\$ 85,000	\$ 85,000	0.0%
Services to Community Development	96,458	207,954	216,272	4.0%
Services to Sanitation Fund	553,120	594,786	618,577	4.0%
Services to Water & Sewer Fund	735,054	1,308,819	1,359,189	3.8%
Services to I & D Water Fund	74,333	125,302	130,314	4.0%
Services to Civic Center Fund	50,899	111,238	115,688	4.0%
Services to Parking Fund	149,780	170,654	177,480	4.0%
Services to Internal Services Fund	0	621,646	646,511	4.0%
Total	\$ 1,757,477	\$ 3,225,399	\$ 3,349,031	3.8%
Interest Earned				
Interest/General Investments	\$ 1,344,184	\$ 973,000	\$ 431,000	-55.7%
Interest/Perpetuity Lots	150,832	150,000	150,000	0.0%
Total	\$ 1,495,016	\$ 1,123,000	\$ 581,000	-48.3%
Draw from Reserve for Open Purchase Orders	\$ 0	\$ 667,876	\$ 0	-100.0%
Total General Fund Revenue	\$ 91,686,081	\$ 88,062,913	\$ 94,339,943	7.1%

GENERAL FUND EXPENDITURE SUMMARY

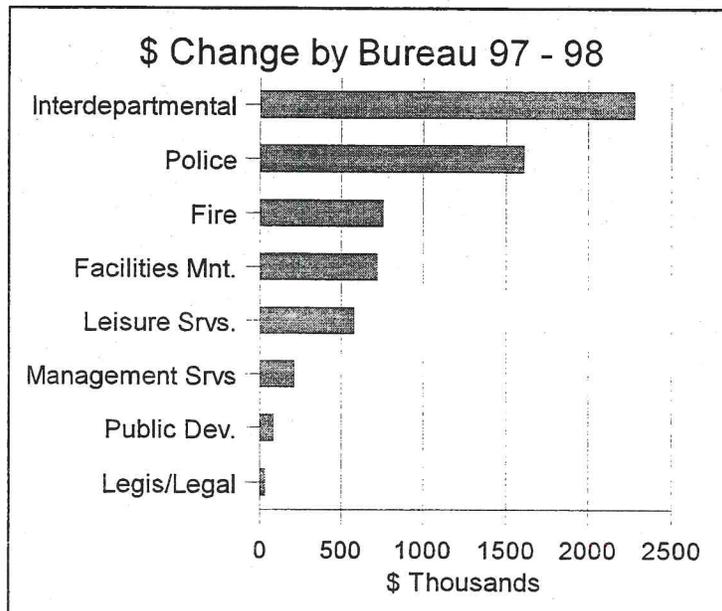


The pie chart above provides a pictorial view of City funding allocations by bureau. In the remainder of this General Fund Expenditure

Summary, major increases in 1998 are highlighted and service trends explained.

Total General Fund expenditures increase by \$6,277,030 from 1997 to 1998. The expenditure changes by bureau are graphically displayed below. The 1997 expenditures were unusually low due to a one-time reduction in the

City's sales tax allocation. When compared to 1996, the 1998 General Fund budget has increased 3.6%, or an average of 1.8% annually.

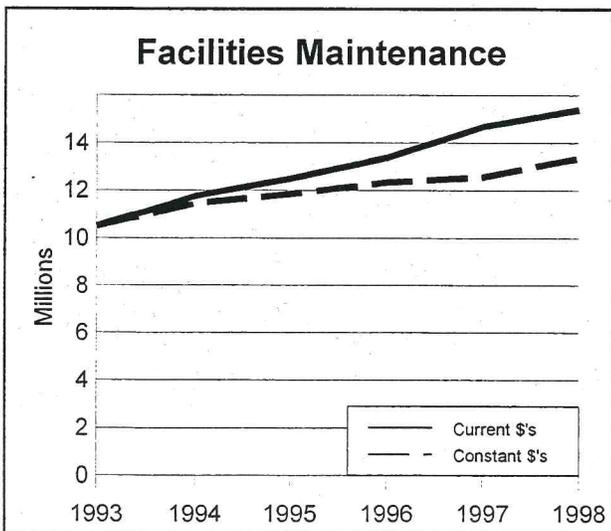
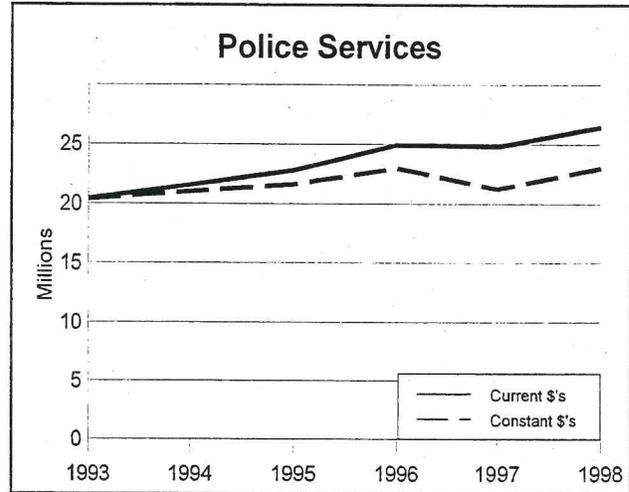


GENERAL FUND SERVICE TRENDS

The charts below and on the following pages provide a six year expenditure trend for each of the bureaus in the General Fund and for Transfers to Debt Service. For comparison, Bureau totals have been adjusted to account for

Internal Service Departments which were moved to the General Fund in 1997. The trend line is provided in both current and constant dollars to adjust for the impact of inflation.

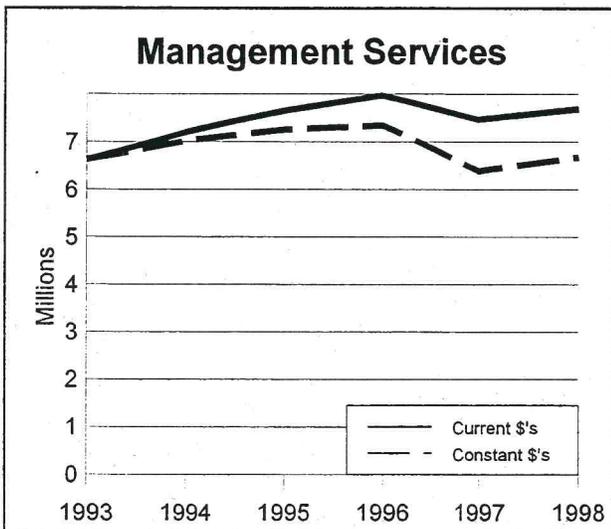
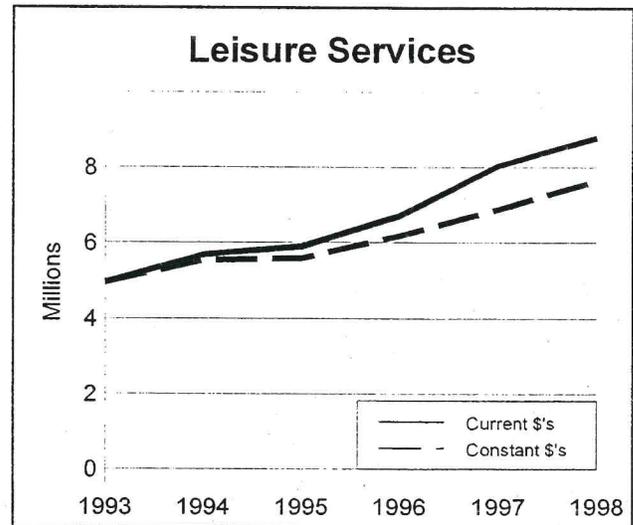
Police. Police services are the largest expenditure in the General Fund budget, accounting for 28% of the total. Resources devoted to Police services have increased 30% since 1993. The City has steadily increased resources for Police services during that time. The large increase in 1996 is due in large 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 16% of General Fund expenditures, increases 5% in current dollars from 1997 to 1998.

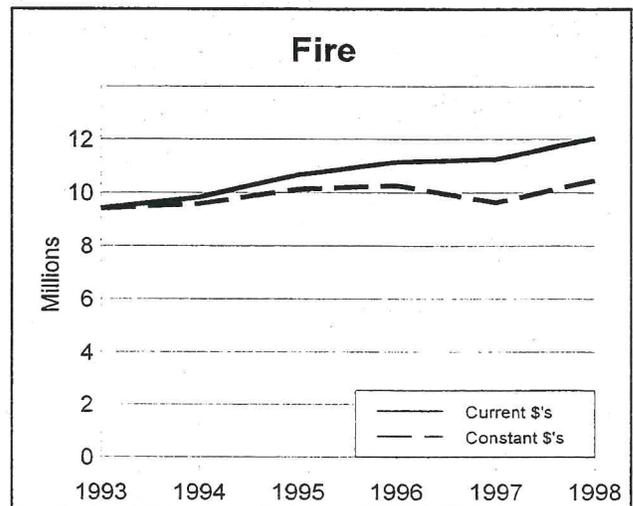
Leisure Services. Another major area of concentration continues to be leisure service activities for youth and families, particularly in neighborhood based programs. Resources dedicated to Leisure Services have increased 54% from 1993 to 1998. Since 1993 the number of community and neighborhood centers, athletic fields, and playgrounds has greatly increased.

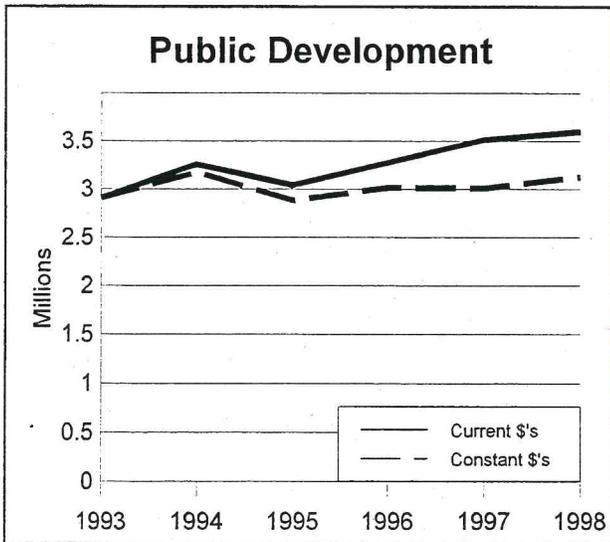
The major reason for the large increase in expenditures from 1996 to 1997 is the addition of the Building Maintenance program to the Leisure Services Bureau. The Building Maintenance Department is responsible for capital maintenance of all City facilities.



Management Services. As the chart to the left shows, the cost of the General Fund portion of the Management Services Bureau has decreased 3.5% from 1996 to 1998. In terms of constant dollars, the 1998 budget for this Bureau is level with the 1993 actual expenditures. The Management Services Bureau accounts for 8% of General Fund total expenditures and provides services to all funds.

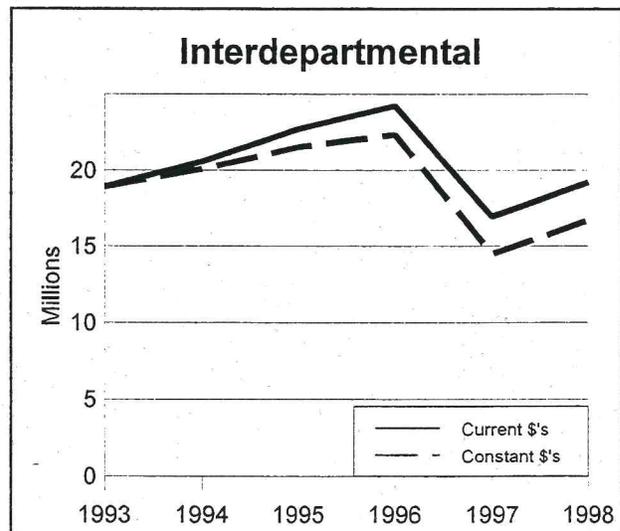
Fire. The Fire Department accounts for 12.7% of General Fund expenditures. From 1993 to 1998, the Department's budget has increased approximately 28% in current dollars. The increase in 1998 is due in part to start up costs for extending Savannah Fire Department services to the southside of the City beginning January 1999.





Public Development. The Public Development Bureau is 3.8% of 1998 General Fund expenditures. Funding for this Bureau has increased 24% from 1993 to 1998 in current dollars. In constant dollars, 1998 expenditures are projected to be approximately \$200,000 higher than 1993 actual expenditures. 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, are Community Development Block Grant and Housing Grants from the federal government. These are accounted for in the Grant Fund.

Interdepartmental. The Interdepartmental section of the General Fund budget includes Transfers to Other Funds for items such as Sanitation subsidy, capital improvement projects and debt service, one of the largest single items in the budget. This section also includes costs for tourism and promotion, cultural and human service contracts and jail charges. The large decrease from 1996 to 1997 is primarily due to elimination of approximately \$2.5 million in jail charges, elimination of the Civic Center Fund subsidy, and a reduction in the Sanitation Fund subsidy. The increase in 1998 results from a rise in debt service, contribution to Sanitation, and tourism and promotion expenses.



GENERAL FUND EXPENDITURES BY SERVICE AREA

The following table provides total General Fund expenditures by department and the percentage change from 1997 to 1998.

<u>Department/Activity</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97 - 98</u>
Legislative/Legal/Administrative				
Mayor and Aldermen	\$ 481,645	\$ 374,089	\$ 389,043	4.0
Clerk of Council	191,032	174,446	160,618	-7.9
City Manager's Office	399,233	321,524	329,914	2.6
Legal	287,761	286,011	295,404	3.3
Public Information Office	0	316,101	316,010	0.0
Total	\$ 1,359,671	\$ 1,472,171	\$ 1,490,989	1.3
Management & Financial Services				
Asst City Mgr/Mgt & Fin Svc	\$ 207,911	\$ 210,419	\$ 219,478	4.3
Research & Budget	622,803	510,052	517,434	1.4
Human Resources	0	1,085,156	1,101,200	1.5
Management & Auditing	562,340	546,675	570,195	4.3
Finance	879,331	804,084	824,604	2.6
Purchasing	0	423,760	446,875	5.5
Revenue	818,777	886,311	843,777	-4.8
Recorder's Court	1,367,309	1,276,432	1,317,404	3.2
Research Library	0	156,745	167,575	6.9
Central Services Director	0	117,472	120,175	2.3
Inventory Management	0	141,231	144,292	2.2
Mail & Building Services	0	537,568	559,635	4.1
Risk Administration	0	152,609	189,287	24.0
Tele-Electronics	0	522,126	569,075	9.0
Total	\$ 4,458,471	\$ 7,370,640	\$ 7,591,006	3.0
Facilities Maintenance				
Facilities Maint Director	\$ 221,142	\$ 197,542	\$ 212,955	7.8
Park and Tree	3,039,523	3,077,539	3,151,914	2.4
Cemeteries	1,427,624	1,345,729	1,472,360	9.4
Traffic Engineering	4,307,180	4,396,453	4,474,220	1.8
Stormwater Management	2,221,971	2,603,390	2,838,118	9.0
Streets Maintenance	2,339,166	2,688,898	2,909,001	8.2
Service Desk	0	352,208	329,179	-6.5
Total	\$ 13,556,606	\$ 14,661,759	\$ 15,387,747	5.0
Public Development				
Asst CM/Public Develop	\$ 277,777	\$ 249,608	\$ 288,233	15.5
Inspections	1,097,550	1,109,930	1,232,001	11.0
Property Maintenance	1,494,018	1,622,423	1,510,880	-6.9
Community Services	561,748	531,508	565,671	6.4
Total	\$ 3,431,093	\$ 3,513,469	\$ 3,596,785	2.4

<u>Department/Activity</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97 - 98</u>
Police				
Police Chief	\$ 394,893	\$ 376,704	\$ 419,916	11.5
Patrol	13,556,775	13,006,156	13,888,134	6.8
Special Operations	2,843,128	0	0	--
Information Management	0	1,321,337	1,261,835	-4.5
Communications	1,676,215	1,498,750	1,408,728	-6.0
Investigations	3,709,724	4,636,965	5,175,496	11.6
Support Services	3,383,672	3,968,336	4,261,445	7.4
UHURU/Youth Futures Grant	86,519	0	0	--
Total	\$ 25,650,926	\$ 24,808,248	\$ 26,415,554	6.5
Fire				
Fire Administration	\$ 394,915	\$ 401,938	\$ 424,469	5.6
Fire Operations	10,961,460	10,842,987	11,580,622	6.8
Total	\$ 11,356,375	\$ 11,244,925	\$ 12,005,091	6.8
Leisure Services				
Leisure Services Director	\$ 261,919	\$ 259,759	\$ 278,528	7.2
Athletics	980,572	959,076	982,783	2.5
Paulsen Concessions	82,509	89,401	89,171	-0.3
Neighborhood Programs	1,669,370	1,810,244	2,027,895	12.0
Yamacraw Grant	90,998	73,405	32,897	-55.2
Adult Day Care	268,841	286,668	301,239	5.1
City Golden Age	810,189	870,896	945,112	8.5
After School Program	125,505	132,535	126,491	-4.6
Cultural Affairs	461,442	442,807	506,350	14.4
Bldgs & Grounds Maint	2,209,930	2,292,715	2,603,265	13.5
Building & Electrical Maintenance	0	830,901	735,427	-11.5
Total	\$ 6,961,275	\$ 8,048,407	\$ 8,629,158	7.2
Interdepartmental				
Tourism & Promotion	\$ 3,078,708	\$ 3,281,990	\$ 3,608,975	10.0
Planning & Development	1,125,173	986,676	1,113,054	12.8
Human Services	934,160	946,000	912,200	-3.6
Cultural Services	850,960	765,000	788,000	3.0
City Dues/Memberships	93,846	103,582	143,582	38.6
Jail	2,386,843	50,000	50,000	0.0
Transfer to Other Funds	13,503,643	8,913,979	9,796,691	9.9
Services from Other Funds	2,257,448	2,361,089	2,537,011	7.5
Other Expenses/Contributions	12,934	(465,022)	24,100	-105.2
Contingency	0	0	250,000	--
Total	\$ 24,243,715	\$ 16,943,294	\$ 19,223,613	13.5
Total General Fund	\$ 91,018,132	\$ 88,062,913	\$ 94,339,943	7.1

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.

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% of 98 Total</u>
Personal Services	\$ 46,254,690	\$ 49,209,468	\$ 52,678,792	55.8
Outside Services	11,198,932	10,586,419	10,690,216	11.3
Commodities	2,732,175	3,516,863	3,813,102	4.0
Interfund Services	9,313,799	7,991,582	8,115,152	8.6
Capital Outlay	296,056	521,584	336,014	0.4
Interfund Transfers	13,965,015	8,777,879	10,375,858	11.0
Other Expenses	<u>7,257,475</u>	<u>7,459,118</u>	<u>8,330,809</u>	<u>8.8</u>
TOTAL	\$ 91,018,142	\$ 88,062,913	\$ 94,339,943	100.0

Major Expense Changes By Item

As the preceding tables indicate, the 1998 budget for the General Fund is \$94,339,943, an increase of \$6,277,030 or 7% greater than the

1997 projected expenditures. The increase in the General Fund budget can be attributed to changes in the following areas.

97-98		
Inc/(Dec)	Item	
\$ 2,024,790	Salaries & Wages	
908,557	Group Medical Insurance	
667,379	Pension	
332,486	Sanitation Subsidy	
279,632	Vehicle Depreciation	
250,000	Contingencies	
234,967	Sanitation Disposal Services	
227,496	Trade Center share of Hotel/Motel	
226,730	Transfer to Debt Service	
169,169	Group Life Insurance	
147,930	Service by Sanitation to General Fund	
126,378	Planning & Development	
122,802	Insurance by Risk Management	
114,359	Electricity	
111,069	SAGIS contribution	
101,489	Tourism & Promotion	
64,174	Professional Services	
62,452	Computer Capital Charge	
(115,691)	Housing Demolition	
(125,624)	Fleet Addition Contribution	
(137,035)	Capital Improvement Projects	
(164,245)	Other Contractual Services	
(185,481)	Furniture & Equipment	
(296,305)	Worker's Compensation	
\$ 5,147,478	Subtotal	
\$ 1,129,552	All Others	
<u>\$ 6,277,030</u>	Total General Fund Increase	

A highlight of major changes follows.

Salaries and Wages. The 1998 allocation for salaries and wages increases \$800,000 for a 2% general wage increase and \$227,000 for modular pay plans. The rest of the increase is due to vacancies in 1997 which will be filled in 1998.

Medical Insurance. The City's share of medical insurance will increase \$908,557 in 1998 due to

claims experience at the end of 1996 and throughout 1997. In addition to the increase in the City's contribution, premiums for employees will increase for the first time in four years. To pro-actively address the problems in recent claims experience, medical plan design will be changed to encourage more use of the City's preferred provider doctors and hospitals. Also, the prescription drug network will be expanded to give employees more choice and to take advantage of lower cost plans.

Pension. In 1995 the City over-funded the pension fund, allowing this one-time reduction in the 1997 contribution. The increase in 1998 brings the City's pension contribution back to pre-1997 levels.

Sanitation Subsidy. A subsidy to the Sanitation Fund is necessary due to the increase costs of the Resource Recovery plant as a result of the federally mandated air pollution control retrofit. The costs of operating the landfill have also increased due to the debt service on the newly opened cell. To eliminate the subsidy, a \$1.70 increase in monthly residential refuse rates would be necessary.

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 1998 increase is based on the inflationary rise in the price of automobiles.

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

Services by Sanitation - Disposal. City departments which bring waste to the landfill (e.g. Park & Tree, Traffic Engineering, etc.) pay a tipping fee. In 1998 the tipping fee will increase from \$50 per ton to \$65 per ton.

Trade Center share of Hotel/Motel Tax. In 1997, 28% of the special Hotel/Motel tax for convention facilities went to the Civic Center. In 1998, all funds collected from this tax will go to support the Trade Center.

Transfer to Debt Service. The increase in the 1998 General Fund debt service is primarily due to the planned issuance of debt for the capital costs of the southside fire service plan. The increase is also due to a planned increase in debt service for the 1990 Drainage Bonds. The debt service on these bonds was designed to require a constant 2 mills of property tax revenue, and it was assumed that the revenue from a mill would increase each year.

Group Life Insurance. The City pays for a life insurance benefit to employees equal to one times their salary. The increase in 1998 is due to a one-time planned decrease in 1997.

Services by Sanitation to General Fund. This item represents the cost of the Bacon Park transfer station and Streetsweeping. These are budgeted in the Sanitation Fund but supported by the General Fund.

Planning & Development. This Interdepartmental item is increasing due to the City's support of a new position to coordinate the Land Bank Authority, and increases in the cost of the Metropolitan Planning Commission and the Savannah Development and Renewal Authority.

Insurance by Risk Management. The \$122,802 increase in this item is due to an increase in the City's payments for judgements and injuries.

Electricity. The major contributors to the \$114,359 increase in electricity charges are new street lights and operating the DeRenne and Springfield pump stations.

SAGIS Contribution. As part of a joint effort with the Savannah Electric and Power Company and Chatham County, the City of Savannah contributes to the Savannah Area Geographic Information System housed at the Metropolitan Planning Commission.

Tourism and Promotion. This area of the Interdepartmental budget increases due to the new Preservation Fund item, the cost of cleaning the new Riverstreet Restrooms, and the City's support of a Tourism Master Plan. The \$180,000 expenditure for the **Preservation Fund** is the contribution to a special reserve of money collected from the new preservation fee. A portion, \$85,500, is earmarked for colonial cemetery preservation and Rousakis Plaza repairs.

Professional Services. This item increases due to the maintenance contract on the new 800 Trunk radio system, and assessment and

certification programs in the Police Department.

Computer Capital Charge. These charges increase due to the planned purchase of computer equipment for the detectives and information management divisions of the Police Department. Additional computers are also funded for Leisure Services Neighborhood Programs.

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.

Fleet Addition Contribution. No General Fund fleet additions are recommended for 1998.

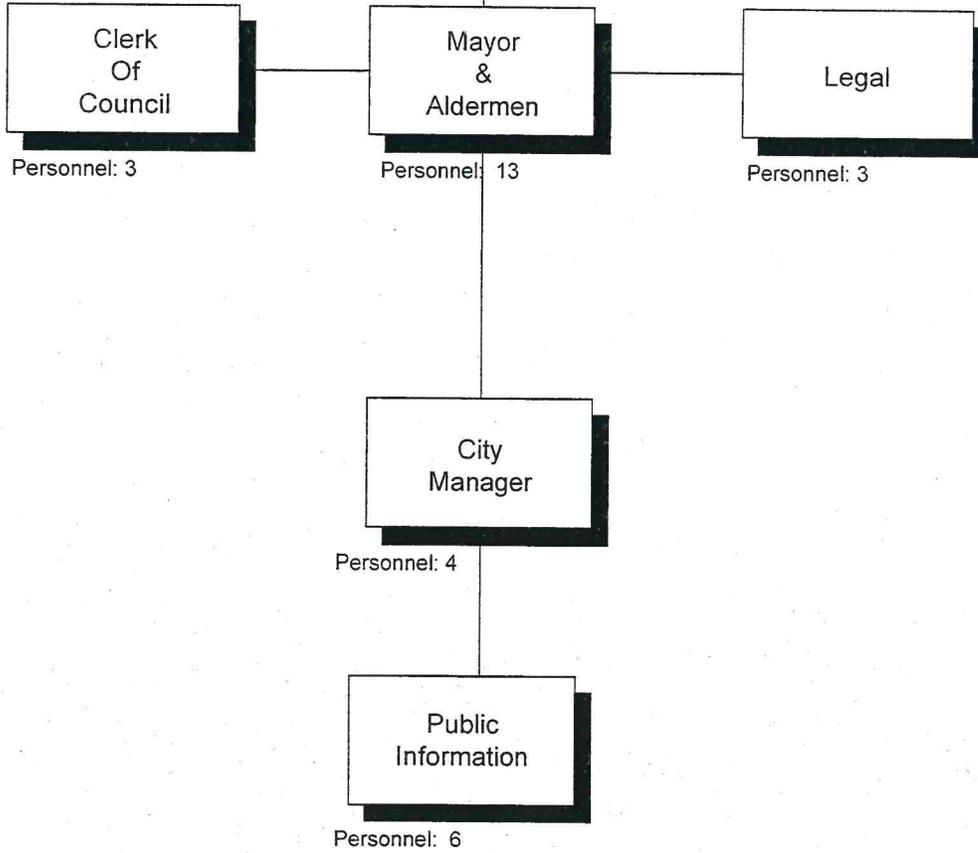
Contribution to CIP's. The amount budgeted for Capital Improvement Projects in 1998 funds the first year of the Five Year CIP plan presented to City Council in September.

Other Contractual Services. This item decreases due to elimination of the one-time start up costs of the improved building maintenance program.

Furniture and Equipment. The cost for new capital equipment items decreases from \$521,495 in 1997 to \$336,014 in 1998.

Worker's Compensation. Based on a low history of Worker's Compensation claims, the City is able to reduce its contribution to this item.

LEGISLATIVE/LEGAL/ADMINISTRATIVE



LEGISLATIVE/LEGAL/ADMINISTRATIVE

Legislative/Legal/Administrative includes the Mayor and Aldermen, Clerk of Council, City Manager, Public Information and Customer Service, 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 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. In 1997, Public Information was moved from the Internal Services Fund to the General Fund.

A comparison of the 1998 budget with 1997 projected expenditures is presented below.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97 - 98</u>
Personal Services	\$ 791,174	\$ 994,116	\$ 1,059,783	6.6
Outside Services	288,767	356,575	336,440	-5.6
Commodities	41,291	43,866	42,083	-4.1
Interfund Services	223,623	49,723	45,668	-8.2
Capital Outlay	3,140	13,500	0	-100.0
Other Expenses	11,676	14,391	7,015	-51.3
TOTAL	\$ 1,359,671	\$ 1,472,171	\$ 1,490,989	1.3

Activity Summary

<u>Activity</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97 - 98</u>
Mayor and Aldermen	\$ 481,645	\$ 374,089	\$ 389,043	4.0
Clerk of Council	191,032	174,446	160,618	-7.9
City Manager	399,233	321,524	329,914	2.6
Legal	287,761	286,011	295,404	3.3
Public Information	0	316,101	316,010	0.0
TOTAL	\$ 1,359,671	\$ 1,472,171	\$ 1,490,989	1.3

MAYOR AND ALDERMEN

The 1998 budget for the Mayor and Aldermen is \$389,043 an increase of 4% from 1997

projected expenditures. Allocations are outlined below.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97 - 98</u>
Personal Services	\$ 269,069	\$ 253,075	\$ 272,517	7.7
Outside Services	102,794	88,649	87,607	-1.2
Commodities	24,256	22,355	20,460	-8.5
Interfund Services	82,730	10,010	8,459	-15.5
Other Expenses	2,796	0	0	--
TOTAL	\$ 481,645	\$ 374,089	\$ 389,043	4.0

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Office Assistant	0.00	1.00	1.00	7
Administrative Assistant	2.00	2.00	2.00	13
Executive Assistant to Mayor	1.00	1.00	1.00	--
Aldermen	8.00	8.00	8.00	--
Mayor	1.00	1.00	1.00	--
TOTAL	12.00	13.00	13.00	

CLERK OF COUNCIL

The 1998 budget for Clerk of Council is \$160,618, a decrease of 8% or \$13,828 below 1997 projected expenditures. This decrease is

primarily due to a decrease in Outside Services of \$32,755 caused by the 1997 City recodification which is not needed in 1998.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97 - 98</u>
Personal Services	\$ 114,704	\$ 104,571	\$ 122,944	17.6
Outside Services	17,914	56,415	23,660	-58.1
Commodities	3,361	3,450	2,787	-19.2
Interfund Services	52,257	10,010	9,727	-2.8
Capital Outlay	2,796	0	1,500	--
Other Expenses				
TOTAL	\$ 191,032	\$ 174,446	\$ 160,618	-7.9

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Secretary	1.00	1.00	1.00	10
Assistant to Clerk of Council	1.00	1.00	1.00	13
Clerk of Council	1.00	1.00	1.00	--
TOTAL	3.00	3.00	3.00	

CITY MANAGER

The 1998 budget for the City Manager is \$329,914, an increase of \$8,390 or 3% more than 1997 projected expenditures.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97 - 98</u>
Personal Services	\$ 269,968	\$ 270,608	\$ 279,485	3.3
Outside Services	30,536	28,971	28,851	-0.4
Commodities	12,292	8,723	9,252	6.1
Interfund Services	78,017	10,923	9,779	-10.5
Capital Outlay	3,140	0	0	--
Other Expenses	5,280	2,299	2,547	10.8
TOTAL	\$ 399,233	\$ 321,524	\$ 329,914	2.6

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Administrative Assistant	1.00	1.00	1.00	13
Admin Asst to City Manager	1.00	1.00	1.00	18
Assistant 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 1998 budget for the Legal activity is 1996 projected expenditures.
 \$292,404, an increase of \$9,343 or 3% over

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97 - 98</u>
Personal Services	\$ 137,433	\$ 138,342	\$ 145,979	5.5
Outside Services	137,523	141,688	145,724	2.8
Commodities	1,382	1,110	1,183	6.6
Interfund Services	10,619	2,688	2,518	-6.3
Other Expenses	804	2,183	0	-100.0
TOTAL	\$ 287,761	\$ 286,011	\$ 295,404	3.3

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Executive Secretary	1.00	1.00	1.00	14
City Attorney	1.00	1.00	1.00	--
TOTAL	2.00	2.00	2.00	

PUBLIC INFORMATION AND CUSTOMER SERVICE

Mission

The mission of the Public Information Office is to develop informational programs and strategies which ensure that the citizens of

Savannah are informed of the programs, services, activities and functions of their local municipal government.

Trends and Issues

In 1998, Savannah's Government Channel 3 will expand programming to 24-hours per day. Jones Communications will increase channel capacity in 1998 and C-Span II will be moved to a separate channel. The Government Channel's "Information Station" (video public service announcements) will be enhanced with new equipment and will be aired throughout daytime and evening hours, whenever meetings and other programs are not scheduled.

All City Council workshops will be videotaped and broadcast. These meetings are a valuable information tool for citizens since a great deal of the discussion on critical issues takes place at these meetings.

The Public Information Office will increase production of timely programs and special series of interest and importance to citizens, such as the *Drainage Update* series, which is now in its second year. The Public Information Office will continue to work with the Chatham County District Attorney's office to produce *Child Support Update*, the Chatham Emergency Management Agency to produce *Are You Prepared*, the Violent Crimes Task Force to produce *Crimestoppers!*, and the Savannah Police Department to produce *Police Beat*. New programming, including broadcasts of Savannah/Chatham County Board of Education meetings, will be added.

In 1998, the Citizens' Report, *Savannah, At Your Service* will continue to be produced on a quarterly basis to provide more information, more often. Free newsletters, 60,000 copies, are distributed to citizens with each publication. *Call City Hall*, the City's 24-hour automated telephone system will be back on line, providing the community with information on City services. The system was partially implemented in 1997 with flood and hurricane information. The PIO will begin a full promotion of the fully-implemented system in 1998.

- ▶ The PIO will continue to function as the official Public Information Office for the Chatham Emergency Management Agency during hurricanes and other disasters.
- ▶ The PIO will continue to plan and promote community-wide events like Georgia Day, St. Patrick's Day, the Georgia Municipal Association Annual Meeting, and Race Across America (RAAM).
- ▶ The PIO will continue serving as the City's liaison with community organizations such as United Way, March of Dimes, Savannah Area Convention and Visitors Bureau, and Keep Savannah Beautiful.
- ▶ The PIO will continue and expand involvement in student intern and work/study programs from area colleges and universities.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 230,256	\$ 227,520	\$ 238,858	5.0
Outside Services	38,775	40,852	50,598	23.9
Commodities	6,785	8,228	8,401	2.1
Interfund Services	39,707	16,092	15,185	-5.6
Capital Outlay	0	13,500	0	-100.0
Other Expenses	12,396	9,909	2,968	-70.0
TOTAL	\$ 327,919	\$ 316,101	\$ 316,010	0.0

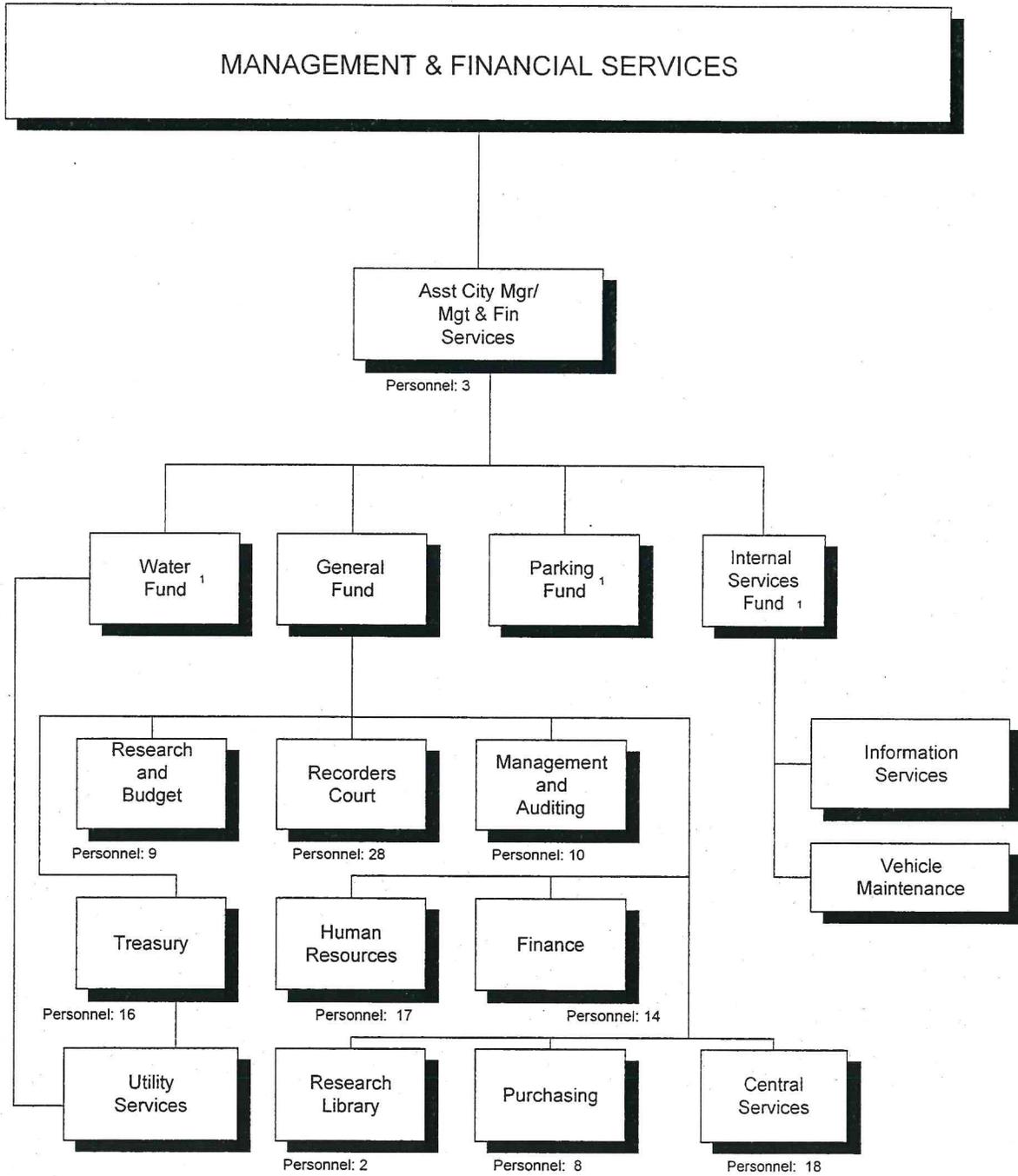
Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Customer Service Representative	1.00	1.00	1.00	11
Public Information Assistant	2.00	2.00	2.00	15
Community Projects Coordinator	1.00	1.00	1.00	16
Cable Access Coordinator	1.00	1.00	1.00	20
Public Information Director	1.00	1.00	1.00	34
TOTAL	6.00	6.00	6.00	

Budget Highlights

- In 1997, the Public Information and Customer Service Department was moved from the Internal Services Fund to the General Fund.

The 1996 expenditures occurred in the Internal Services Fund.



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, Recorder's Court, Research Library, Human Resources, Purchasing, and Central Services.

The 1998 budget for the bureau's General Fund activities is \$7,591,006, an increase of 3% from 1997 projected expenditures.

The 1998 budget compared with 1997 projected expenditures and 1996 actual costs is presented below. In 1997, the Research Library, Human Resources, Purchasing, and Central Services Departments were moved from the Internal Services Fund to the General Fund.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 3,065,067	\$ 4,842,883	\$ 5,060,895	4.5
Outside Services	419,344	1,197,245	1,260,603	5.3
Commodities	98,074	298,522	291,031	-2.5
Interfund Services	781,683	803,882	786,648	-2.1
Capital Outlay	15,050	194,886	168,417	-13.6
Other Expenses	79,253	33,222	23,412	-29.5
TOTAL	\$ 4,458,471	\$ 7,370,640	\$ 7,591,006	3.0

Activity Summary

<u>Activity</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>%Change 97-98</u>
ACM/Mgt. & Fin Svcs.	\$ 207,911	\$ 210,419	\$ 219,478	4.3
Research Library	0	156,745	167,575	6.9
Research & Budget	622,803	510,052	517,434	1.4
Human Resources	0	1,085,156	1,101,200	1.5
Management & Auditing	562,340	546,675	570,195	4.3
Finance	879,331	804,084	824,604	2.6
Purchasing	0	423,760	446,875	5.5
Treasury	888,777	886,311	843,777	-4.8
Recorder's Court	1,367,309	1,276,432	1,317,404	3.2
Central Services	0	1,471,006	1,582,464	7.6
TOTAL	\$ 4,528,471	\$ 7,370,640	\$ 7,591,006	3.0

ASSISTANT CITY MANAGER/MANAGEMENT AND FINANCIAL SERVICES

Mission

The mission for the Management and Financial Services Bureau in 1998 is the provision of quality administrative support services while

employing practices which are fiscally sound and quality based.

Trends and Issues

Providing quality customer service and meeting customers' expectations regarding service delivery are serious issues facing municipalities. Citizens are demanding a higher level of service from government than ever before. This is occurring at a time when municipal resources are decreasing. Therefore, organizational efficiency and effectiveness have become paramount to the successful future of the City of Savannah. This challenge of "more with less" will require City staff to continue to provide the appropriate level and quality of service in a fiscally responsible manner.

The Management and Financial Services Bureau is charged with providing the necessary support services to all City departments in the areas of financial management, human resources, information services, and equipment support. Each of the ten departments within the bureau will assist in achieving our mission. Plans for 1998 include:

- Continued emphasis on controlling health care costs - in 1998, a Health Maintenance Organization (HMO) option will be designed for the medical plan. The City will continue to evaluate employees' health risks and develop

programs for addressing these risks.

- Identifying new sources of revenue for the continued expansion of the City's revenue base - in 1998, staff will continue to conduct annexation feasibility studies, review service fees, and actively compete for grants to cover program and capital improvement costs.
- Abiding commitment to providing quality customer service - in 1998, the results of the annual Citizen Survey will provide baseline data for the City to determine citizens' overall satisfaction with government services. Management Services staff will continue to provide the necessary technical assistance to operating departments to design system improvements and move City operations toward a philosophy of quality management.

The foundation provided by the Management and Financial Services Bureau to the remainder of the City departments must be efficient, effective and quality driven. The bureau must continue to be a leader in the quality process in order to make continuous process and system improvements.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 166,472	\$ 180,746	\$ 199,040	10.1
Outside Services	5,455	18,253	9,323	-48.9
Commodities	1,074	1,543	1,505	-2.5
Interfund Services	31,238	7,578	7,063	-6.8
Other Expenses	3,672	2,299	2,547	10.8
TOTAL	\$ 207,911	\$ 210,419	\$ 219,478	4.3

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Executive Secretary	1.00	1.00	1.00	14
Management Projects Coord	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

Mission

To provide for the financial well-being of the City by preparing and monitoring a balanced budget

and to promote better service to our citizens by encouraging innovation and cost-saving ideas.

Trends and Issues

The City of Savannah like many other cities is caught in a dilemma: demands for services especially in crime prevention, housing, drainage and infrastructure maintenance are rising while resources are either stagnant or slow-growing. The booming tourism industry masks the fact that the city lost population from 1980 to 1990. In some sections of the city, a staggering 80% of the population live below the poverty level. The trend of diminished resources combined with increasing demand for services is likely to continue.

In this context, the Research & Budget Department must: (1) ensure that each tax dollar collected is spent in an efficient, effective manner; and (2) that new sources of revenue which do not place an additional burden on local citizens are identified.

To deal with these issues, R&B reviewed all

budget related procedures and operating systems to determine that they are both needed and efficient. Computer technology and a policy to empower department heads with greater control over their budgets allowed for the elimination of some paperwork barriers and for a shortening of the time devoted to preparation of the annual budget. This drive to greater efficiency of operation will be combined with initiatives in quality management and benchmarking to ensure all barriers to efficient operation of the City's budget systems are removed.

R&B is also expanding the City's revenue base by preparing annexation feasibility reports, conducting annual reviews of fees and charges for service and by actively competing for grants from State and Federal governments and from foundations to cover the cost of running some programs and of some capital improvements.

Goals and Objectives

Goal: A City which remains financially healthy through long term financial planning and quality services.

Objectives:

- To anticipate and pro-actively address financial challenges through annual preparation of a five year financial plan and financial trend indicator report.
- To continuously review revenues and expenditures and inform the City Manager of any potential problems.
- To provide timely and innovative responses to projects assigned by the City Manager or Assistant City Manager.
- To assist departments with grants writing and seeking state and federal funds.

Goal: A budget process which effectively distributes available resources consistent with City objectives and priorities and which helps

departments better serve Savannah's citizens.

Objectives:

- To complete the City Manager's recommended Service Program and Budget by the deadline set by City Council.
- To achieve a good rating from customers in a survey of services provided.
- To increase the number of line departments participating in the *Incentive Budgeting Program*.

Goal: A budget document which is recognized as exemplary.

Objective:

- To receive the *Distinguished Budget Presentation Award* from the Government Finance Officers Association.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Departmental budgets analyzed	87	87	87	87	87
- Competitive grant applications & awards prepared	20	30	25	25	25
- Personnel actions processed	200	885	1,110	948	950
- Major projects completed	3	5	4	6	4
- Departmental consultations	n/a	n/a	n/a	n/a	120
- Financial reports (5 year plan, budget, performance reports, financial trend ind. etc.)	n/a	3	n/a	20	21
Efficiency Measures					
- % of department budget spent	100%	99%	100%	100%	100%
- R & B budget preparation time (weeks)	n/a	n/a	n/a	18	18
- Cost per personnel transaction	n/a	n/a	n/a	\$38	\$39
Effectiveness Measures					
- GFOA Budget Award rating	n/a	Distinguished	Distinguished	Distinguished	Distinguished
- Average rating on user survey	n/a	n/a	n/a	n/a	Good
- Average departmental time spent on budget preparation (hours)	n/a	n/a	n/a	45	40
- Total value of grant awards (millions)	n/a	\$1.63	n/a	\$2.00	\$2.00
- % of successful grant applications	30%	67%	30%	50%	30%
- % of projects completed on-time	n/a	n/a	n/a	100%	100%
- Departments participating in Incentive Budgeting Program	n/a	2	n/a	4	6

Expenditures By Type

Expenditure Area	1996	1997	1998	% Change 97-98
	Actual	Projected	Budget	
Personal Services	\$ 455,484	\$ 455,994	\$ 470,731	3.2
Outside Services	23,767	22,793	19,984	-12.3
Commodities	4,295	4,895	3,850	-21.3
Interfund Services	132,453	26,370	22,869	-13.3
Other Expenses	6,804	0	0	--
TOTAL	\$ 622,803	\$ 510,052	\$ 517,434	1.4

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Administrative Assistant	1.00	1.00	1.00	13
Budget Technician	1.00	1.00	1.00	14
Management Analyst, Senior	1.00	1.00	1.00	23
Management Analyst, Principal	5.00	5.00	5.00	25
Research & Budget Director	1.00	1.00	1.00	26
TOTAL	9.00	9.00	9.00	

MANAGEMENT AND AUDITING

Mission

The Management and Auditing Department mission is to assist departmental managers in the effective and efficient performance of their

responsibilities and to ensure accountability for the appropriate expenditure of taxpayer dollars.

Trends and Issues

Our mission is accomplished by conducting diverse types of reviews, audits, and analyses. Management and Auditing's work represents varying levels of complexity: from management advisory briefings through complex system reviews. To best facilitate the overall objective of enhancing productivity and performance, the department is structured into two units: internal auditing and management analysis. 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. There is an increasing amount of collaboration between the two units as well as with other City departments.

The department's focus continues to shift 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

immediate feedback to managers. The unit will also continue to utilize team building and other process concepts associated with quality management. In this way, the department will continue to provide technical assistance in moving City operations toward a philosophy of quality management. The application of various effectiveness and efficiency process techniques initiated a couple of years ago will be furthered during 1998 and future years. Another trend which will continue is Management and Auditing's active participation on City-wide teams chartered to make improvements to various plans, processes, and systems.

Training is an issue which manifests itself both internally and externally. In 1996 and 1997, staff participated in training on self-directed work teams with the goal of moving the department into this work model. Group training of the department will continue in 1998 to facilitate improvements to the internal management of project work in a way which ensures efficient and effective utilization of the department's resources. In addition, the department will continue to provide outreach assistance to other City departments by conducting training sessions, on a regular and by-request basis, in areas such as project planning, program monitoring, and management controls.

Goals and Objectives

Goal: Assist City managers in the effective and efficient performance of their responsibilities.

Objectives:

- To effectively respond to all requests for assistance.
- To conduct training for managers and administrative support personnel on

topics such as management controls and project planning.

- To provide managers with an updated self-review guide.
- To maintain or exceed a 95% satisfaction rate among Management and Auditing customers.

Goal: Ensure accountability for the appropriate expenditure of taxpayer dollars.

reconciliations, inventory counts, and petty cash counts.

Objective:

- To conduct contract and policy compliance reviews.
- To perform regular financial audits including: bank statement

- To investigate all reported instances of suspected/potential loss of City resources.
- To ensure that city exposure to liability resulting from non-compliance with laws and policies is limited.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Perform./oper. reviews & analyses	6	2	7	12	12
- Automated and manual sys. reviews	3	0	2	7	5
- Mgt./advisory reports	7	3	6	11	12
- Compliance reviews conducted	5	1	4	4	4
- Follow-up reviews	4	0	3	4	4
- Special investigations and projects	4	1	6	12	7
Efficiency Measures					
- % projects completed w/in 5% of budgeted hours	n/a	n/a	n/a	80%	90%
- % of total deadlines met or exceeded	n/a	n/a	n/a	70%	95%
- % of budget spent 100%	100%	95%	100%	100%	100%
Effectiveness Measures					
- % of positive overall customer survey responses	n/a	n/a	n/a	n/a	90%
- % of recommendations accepted	n/a	n/a	n/a	n/a	100%
- % of recommendations implemented	n/a	n/a	n/a	n/a	90%

Expenditures By Type

<u>Expenditure Area</u>	1996	1997	1998	% Change 97-98
	Actual	Projected	Budget	
Personal Services	\$ 465,845	\$ 498,699	\$ 522,947	4.9
Outside Services	24,707	22,750	22,750	0.0
Commodities	2,752	2,888	2,888	0.0
Interfund Services	64,236	22,338	21,610	-3.3
Other Expenses	4,800	0	0	--
TOTAL	\$ 562,340	\$ 546,675	\$ 570,195	4.3

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
AdministrativeAssistant	1.00	1.00	1.00	13
Management Analyst	1.00	1.00	1.00	21
Management Analyst, Senior	1.00	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	1.00	1.00	1.00	25
Management Analyst, Principal	1.00	1.00	1.00	25
Audit Administrator	1.00	1.00	1.00	29
Management and Auditing Director	1.00	1.00	1.00	36
TOTAL	10.00	10.00	10.00	

FINANCE

Mission

To ensure that the administration of the financial operations, consisting of accounts payable, payroll, financial reporting, debt management

and cash management, is knowledgeable, professionally and efficiently managed

Trends and Issues

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 90'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 1998, Finance will address issues that have arisen from changes in industry standards. The authoritative body for governmental accounting practices, the Government Accounting Standards Board (GASB), has issued new standards that change the current financial reporting entity. The changes will affect some of the underlying fundamental accounting principles that shape the way the financial information is reported and the way some of the accounting procedures are designed. Although the standards will not be effective until the year 2000, preparation of how the changes will be handled and analysis of the impact of these changes on the City's financial position must begin much earlier.

Goals and Objectives

Goal: The provision of accurate and timely financial information to policy makers, management and operating departments.

Objectives:

- To maintain the financial information system in accordance with good accounting practice as evidenced by a "clean" opinion from the external auditors.
- To ensure that invoices for payment received by the Payables group are paid within 21 days.
- To provide financial information to management and operating departments within six days of month end.

Goal: The maintenance of 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/expenditures or revenue shortfalls.

Objective:

- To maintain a general fund balance of between 5% and 10% of annual general fund expenditures.
- To maximize investment yield by keeping the average daily uninvested collected cash balance at no more than .5% of the total portfolio book value.
- To ensure that all available vendor discounts are applied when the invoice is processed.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Paychecks prepared	82,500	83,715	78,500	78,500	79,500
- Pension benefit checks prepared	7,500	7,764	7,500	7,500	8,000
- Vendor checks prepared	35,000	35,179	35,000	35,000	35,000
- Accounts receivable bills prepared	7,000	6,100	7,000	6,500	6,500
- Special Assessment bills prepared	1,000	1,319	1,000	1,500	1,500
- Dollars managed (millions)	\$100	\$117	\$105	\$105	\$105
- Monthly financial statement prepared	12	12	12	12	12
- Bonds issued	1	1	1	3	1
- Annual financial report issued	1	1	1	1	1
Efficiency Measures					
- Cost per paycheck	n/a	n/a	n/a	\$1.4	\$1.4
- Cost per benefit check	n/a	n/a	n/a	\$1.4	\$1.4
- Cost per vendor check	n/a	n/a	n/a	\$4.1	\$4.2
- Cost per million \$ managed	\$450	\$376	\$400	\$321	\$330
- Cost per accounts receivable bill	n/a	n/a	n/a	\$3.4	\$3.5
- Cost per special assess bill	n/a	n/a	n/a	\$3.2	\$3.3
- % of budget spent	100%	97%	100%	99%	100%
Effectiveness Measures					
- "Clean" opinion received	n/a	Yes	n/a	Yes	Yes
- % of book value uninvested	n/a	0.07%	n/a	0.05%	0.05%
- % of invoices paid in 21 days	n/a	n/a	n/a	n/a	70%
- # days to produce financial info	n/a	n/a	n/a	8.00	7.00
- % of general fund balance	7.00%	9.21%	8.74%	8.74%	8.50%

Expenditures By Type

Expenditure Area	1996	1997	1998	% Change 97-98
	Actual	Projected	Budget	
Personal Services	\$ 548,107	\$ 561,204	\$ 589,684	5.1
Outside Services	101,067	123,020	123,290	0.2
Commodities	31,263	32,225	29,105	-9.7
Interfund Services	164,257	84,211	82,525	-2.0
Capital Outlay	168	3,424	0	-100.0
Other Expenses	34,469	0	0	--
TOTAL	\$ 879,331	\$ 804,084	\$ 824,604	2.6

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Account Clerk	4.00	4.00	4.00	10
Administrative Assistant	1.00	1.00	1.00	13
Account Technician	1.00	1.00	1.00	14
Accountant	3.00	3.00	3.00	19
Accountant, Senior	2.00	2.00	2.00	23
System Analyst, Senior	1.00	1.00	1.00	24
Assistant 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	

REVENUE - TREASURY

Mission

The primary mission of the Treasury Division is the efficient and effective collection and deposit

of all revenues that are due the City, meeting or exceeding budgeted revenues each fiscal year.

Trends and Issues

The Treasury Division of the Revenue Department administers the tax revenue programs for the City of Savannah, including the Business Tax, Property Tax, Hotel/Motel Tax, Alcohol Excise Tax, and Auto Rental Tax. Also, the Treasury Division administers the Central Cashiering System which receives all Utility Services payments, user and franchise fees, regulatory fees and miscellaneous revenues which are due the City of Savannah.

The Treasury Division also administers the City Marshal's activities. This work program, staffed with five Deputy Marshals, performs a variety of City Code enforcement functions, including compliance with business tax and regulatory ordinances, alcohol licensing requirements and delinquent revenue collection.

The Treasury Division is committed to improving its customer service orientation and presentation in 1997 and 1998. In 1997, we

have installed and will have fully implemented a new billing production and mailing system. This system will be more efficient, customer friendly and effective in the revenue collection efforts of the Division. In 1998, we will seek to implement alternative payment methods for citizens, including electronic fund transfers, automatic drafts, and increased use of debit and credit cards.

Primary issues confronting this Division in 1998 will be enhancing security and controls in the central cashiering programs, strengthening and enhancing tax modules in the data management system and improving our customer service presentation. We will also seek to refocus the work of the City Marshals on high priority revenue sources, business tax and alcohol licensing, and improve effectiveness in collection of often overlooked miscellaneous revenues.

Goals and Objectives

Goal: Bill, collect and deposit 100% of all city tax revenues within planned time frames and consistent with state and local revenue codes.

Objectives:

- Bill real property taxes in two installments, March and September
- Bill personal property taxes once annually, September
- Bill business tax accounts once annually, January
- Receive and process hotel/motel tax returns monthly
- Receive and process auto rental tax returns monthly
- Receive and process auto rental tax returns monthly
- Collect no less than 100% of all taxes due

by December 31, 1998

Goal: Provide alcohol dispensing licenses to applicant businesses, as approved by City Council, and ensure compliance with state and local regulatory codes for businesses involved with dispensing alcohol.

Objectives:

- Receive and process applications for alcohol licenses and collect all required fees for dispensing alcohol
- Monitor compliance with local ordinances governing dispensing of alcohol by all businesses engaged in alcohol sales
- Collect no less than 100% of all taxes due by December 31, 1998

Goal: Collect and deposit 100% of all General Fund revenues for city services, user fees, franchise fees, special assessments, regulatory fees and miscellaneous accounts receivables.

Objectives:

- Receive and deposit payments from the State of Georgia for City share of local sales tax.
- Receive and deposit all utility account

- payments through Central Cashiering.
- Receive and deposit all user fees, special assessments, franchise fees, regulatory fees and miscellaneous accounts receivables through Central Cashiering.
- Aggressively collect all delinquent accounts for taxes, regulatory fees and miscellaneous revenues through the City Marshals.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Property tax bills	100,085	100,835	100,240	100,919	100,750
- Business tax bills	12,240	12,445	12,240	12,450	12,500
- Miscellaneous tax bills	875	893	875	890	875
- Levy notices issued	8,660	9,386	8,660	8,956	8,750
- Miscellaneous revenues acct.	9,285	9,386	9,285	9,400	9,250
- Cashier transaction	751,615	562,005	885,595	650,000	650,000
Efficiency Measures					
- Cost/property tax bill	\$2	n/a	\$2	\$2	\$2
- Cost/business tax account	\$14	n/a	\$15	\$14	\$14
- Cost/miscellaneous tax ret.	\$79	n/a	\$82	\$80	\$77
- Cost/levy notice	\$19	n/a	\$20	\$19	\$18
- Cost/miscellaneous acct. rec.	\$7	n/a	\$7	\$7	\$6
- Cost/cashier trans.	\$0.26	n/a	\$0.24	\$0.30	\$0.29
- % of budget spent	100%	92%	100%	100%	100%
Effectiveness Measures					
- % Tax revenues coll.	100%	106%	100%	100%	100%
- % Non-tax GF rev. coll.	100%	104%	100%	100%	100%
- \$ Alc. lic. fees coll.	100%	101%	100%	100%	100%

Expenditures By Type

Expenditure Area	1996	1997	1998	% Change 97-98
	Actual	Projected	Budget	
Personal Services	\$ 519,836	\$ 557,204	\$ 547,044	-1.8
Outside Services	49,489	77,349	62,177	-19.6
Commodities	30,039	44,683	38,194	-14.5
Interfund Services	193,240	193,211	186,965	-3.2
Capital Outlay	8,813	7,535	0	-100.0
Other Expenses	17,460	6,329	9,397	48.5
TOTAL	\$ 818,877	\$ 886,311	\$ 843,777	-4.8

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Cashier	4.00	4.00	4.00	9
Account Clerk	2.00	2.00	2.00	10
Account Clerk, Senior	1.00	1.00	1.00	11
Administrative Assistant	1.00	1.00	1.00	13
Revenue Investigator	5.00	4.00	4.00	13
Chief Revenue Investigator	1.00	1.00	1.00	18
Revenue Supervisor	1.00	1.00	1.00	19
Revenue Administrator	1.00	1.00	1.00	27
Revenue Director	1.00	1.00	1.00	36
TOTAL	17.00	16.00	16.00	

Budget Highlights

- In mid-1997, a Revenue Investigator position was transferred to the Parking Fund. The

1998 budget reflects the full year of that staff reduction.

RECORDER'S COURT

Mission

Recorder's Court's mission is to receive, process, and dispose of all traffic citations, criminal accusations and local ordinance violations filed with the court by law enforcement agencies within the City of Savannah and

Chatham County's unincorporated areas. In order to fulfill these functions, we are committed to continuously improving processes in order to provide quality service to a diverse customer base.

Trends and Issues

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 within the City of Savannah and Chatham County's unincorporated areas.

Case filings by type and case management requirements drive the allocation of resources in Recorder's Court. Policy decisions by law enforcement agencies determine workload and case management requirements. Caseload trends in recent years have shown an increase in emphasis on traffic safety enforcement and a decrease in criminal case filings. It appears that the emphasis by law enforcement agencies on "community oriented policing" has resulted in a reduction in criminal filings over the last several years. This reduction in criminal filings seems to have leveled off in 1997 and traffic filings have decreased. The Counter-Narcotics Team continues to focus on the supply side in an attempt to reduce the availability of drugs in the streets. This policy has resulted in an increased number of felony drug charges filed with the Court. This activity will continue to absorb a large portion of the resources allocated to processing the felony caseload.

Recently, the Court allocated more time to conduct additional bond hearings. The Court's administrative staff responded to and met the demands of the additional workload. A major

policy change implemented by the judiciary will result in fewer cases scheduled for a hearing. Effective June 1, 1997, the judiciary no longer conducts felony preliminary hearings for defendants that are not incarcerated. While this will not reduce actual caseload counts, the number of hearings conducted by the judiciary will be reduced by approximately 1,800 cases a year and should significantly reduce the number of days from arrest to first assignment and reduce the amount time spent in court by the judiciary and case management staff. As a result, the staff and judiciary will gain much needed office time.

In 1998, the Court must look to ways to develop and implement solutions to improve case processing from filing to disposition. These solutions will include improving data processing capabilities currently available and keeping abreast of any new technological developments. As the private industry continues to focus more of its resources on "customer service", the Court's "customers" will come to expect the same type of service. We must use the technology available to help staff provide quality service to those using the services of the Recorder's Court.

As stated in the mission statement, the Court has a very diverse customer base. What is done to delight one group might gravely displease another. Our focus must be on areas that share common interest so that procedural changes will benefit all potential users of the Court. As we use technology to improve the processes for our internal customers (ex. judges, employees), the Court's external customers (ex. attorneys, law enforcement officers, defendants) will also benefit.

Goals and Objectives

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.

- To provide judiciary the opportunity to dispose of traffic citations within forty days after being assigned to a court docket.
- To enter citations filed with court onto the appropriate court docket within forty-eight hours after receiving the citation.

Objectives:

- To provide an opportunity for 100% of all persons arrested and detained in jail to have a first appearance advisement hearing within forty-eight hours after arrest.
- To provide the judiciary the opportunity to achieve an average rate of twenty-one days from filing to disposition on all criminal accusations either by adjudication or committal to a higher court.

Goal: A court that actively pursues collection of the fines and fees assessed by the judiciary.

Objectives:

- To maintain an average collection rate of fifty-percent within the first month fine is imposed.
- To require probation provider to achieve an average collection rate of eighty-five percent based on fines and fees collected to fines imposed.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Traffic citations filed	44,500	50,808	53,000	48,556	52,000
- Misdemeanor accusations filed	n/a	8,510	8,000	8,800	8,000
- Felony accusations filed	n/a	2,800	2,800	2,800	2,800
- Pre-sentence investigations	n/a	n/a	n/a	n/a	750
- Payment plans established	n/a	n/a	n/a	n/a	505
- Criminal warrants issued	n/a	n/a	n/a	n/a	2,100
- Search warrants processed	n/a	n/a	n/a	n/a	6,000
- Delinquent notices issued	n/a	n/a	n/a	n/a	3,000
- Subpoenas/accusations issued	n/a	n/a	n/a	n/a	30,000
Efficiency Measures					
- Cost per total filings	n/a	\$22	n/a	\$21	\$21
- % of budget spent	100%	95%	100%	99%	100%
Effectiveness Measures					
- Percentage of persons arraigned	100%	100%	100%	100%	100%
- Avg. Days; filing to disposition (criminal)	21	21	21	22	21
- Avg. Days; filing to disposition (traffic)	30	30	30	35	35
- Avg. Days to entry (traffic citations)	n/a	n/a	n/a	n/a	2

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
- Avg. Days to entry (traffic citations)	n/a	n/a	n/a	n/a	2
- % fines collected within first month	n/a	n/a	n/a	n/a	50%
- % of fines collected by probation provider	n/a	n/a	n/a	n/a	85%

Revenue By Source

<u>Revenue Source</u>	1996 <u>Actual</u>	1997 <u>Projected</u>	1998 <u>Budget</u>	% Change <u>97-98</u>
Recorder's Court Fines	\$ 1,941,652	\$ 1,940,000	\$ 1,990,000	2.6

Expenditures By Type

<u>Expenditure Area</u>	1996 <u>Actual</u>	1997 <u>Projected</u>	1998 <u>Budget</u>	% Change <u>97-98</u>
Personal Services	\$ 909,323	\$ 883,317	\$ 914,503	3.5
Outside Services	214,959	171,170	189,568	10.7
Commodities	28,651	33,356	30,937	-7.3
Interfund Services	196,259	177,602	175,059	-1.4
Capital Outlay	6,069	9,600	5,800	-39.6
Other Expenses	12,048	1,387	1,537	10.8
TOTAL	\$ 1,367,309	\$ 1,276,432	\$ 1,317,404	3.2

Positions

<u>Class Title</u>	1996	1997	1998	<u>Grade</u>
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	2.00	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	28.00	28.00	

Budget Highlights

- In 1998 Pro-tem judges' salary was increased from \$75 to \$100 per one-half day and from \$150 to \$200 per full-day.

RESEARCH LIBRARY

Mission

The mission of the Research Library is to provide City staff, through library collections and

services, externally-generated information which is necessary in their provision of City.

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 external, usually electronic, information services and resources (OCLC, SOLINET, GOLD, GEORGIANET) and inter-city computer networks (LOGIN, LGNet, ALG); and administering records retention, archival depository, and bibliographic programs.

Costs continue to increase annually in the printing/publishing, periodical subscription, commercial database, and information

distribution arenas at higher percentages than budgets are increasing. Thus, annual buying power continues to diminish. This trend is occurring simultaneously 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 on-line services available either commercially or via the Internet, require access to, and utilization of, an ever-enlarging universe of resources, much of which is increasingly targeted toward end-users, whose direct desktop access to and utilization of these resources must be developed and supported.

Goals and Objectives

Goal: City staff are provided appropriate collections of professional and technical literature, which are developed and controlled.

.Objective:

- To add monographic and periodical volumes to the library collections.

Goal: City staff receive reference and retrieval services in response to their requests for information.

Objectives:

- To place, retrieve, circulate, and replace library materials within the

collections.

- To develop and maintain user aids on the City network.
- To respond to reference/research inquiries via varied communication media.
- To secure materials not held in-house through interlibrary transactions.
- To administer request and receipt of NAEIR materials.
- To administer records transfers, retentions, retrievals, and dispositions.
- To participate in the national bibliographic control program for urban government documents.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Monographic volumes added	342	463	340	402	381
- Periodical volumes added	186	208	166	187	186
- Service contacts handled	3,730	6,184	5,489	5,836	5,131
- Shelving/filing actions	6,706	8,522	8,312	8,417	7,846
- Library materials circulated	3,208	3,148	2,211	2,679	2,855
- User aids on network	n/a	n/a	n/a	440	440
- Reference/research inquiries	612	1,064	906	985	860
- Interlibrary transactions	412	547	390	468	449
- NAEIR requests placed	123	174	126	150	141
- NAEIR Receipts (\$)	37,084	70,052	39,059	54,555	48,731
- Records transfers (cu.ft.)	177	292	177	181	141
- Records dispositions (cu.ft.)	n/a	339	n/a	101	169
- Local docs. In UDMP/ICUD	77	149	79	114	102
Efficiency Measures					
- Cost per volume added	\$163	\$127	\$170	\$94	\$101
- Cost per response made	\$23	\$13	\$15	\$5	\$5
- \$ value NAEIR receipts over \$ value dues/fees	n/a	n/a	n/a	9:1	9:1
-- % of budget spent	100%	99%	100%	90%	100%
Effectiveness Measures					
- % of volumes processed	100%	100%	100%	100%	100%
- % of responses to inquires	100%	100%	100%	100%	100%
- % of NAEIR requests placed & distributed	100%	100%	100%	100%	100%
- % of records center occupied	n/a	n/a	n/a	99%	99%

Expenditures By Type

Expenditure Area	1996	1997	1998	% Change 97-98
	Actual	Projected	Budget	
Personal Services	\$ 89,938	\$ 86,195	\$ 99,844	15.8
Outside Services	66,430	59,284	56,962	-3.9
Commodities	1,672	2,600	2,300	-11.5
Interfund Services	51,804	8,666	8,469	-2.3
Other Expenses	2,700	0	0	--
TOTAL	\$ 212,544	\$ 156,745	\$ 167,575	6.9

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Secretary	0.50	0.00	0.00	10
Cataloging Librarian	0.50	1.00	1.00	15
Library Director	1.50	1.00	1.00	34
TOTAL	2.50	2.00	2.00	

Budget Highlights

- In 1997, the Municipal Research Library was moved from the Internal Services Fund to the General Fund. The 1996 expenditures in the

above table occurred in the Internal Services Fund.

HUMAN RESOURCES

Mission

To provide responsive and innovative programs which maintain an effective, efficient, and

motivated workforce committed to customer service.

Trends and Issues

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 work life 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.

In 1997, the Human Resources Department was restructured. One management position was eliminated and a Self-Directed Work Team of Human Resources Analysts was created. This team provides an array of direct personnel services--recruitment, classification, policy and benefits advice--to customer departments. The benefits and personnel administrative services were also combined into one unit for increased efficiency of administration. Throughout 1997 and continuing into 1998, recruitment and selection processes and personnel administrative processes will continue to be streamlined and automated. Improvements to the Civil Service Ordinance will also be recommended for implementation. In 1997, a city-wide team of employees recommended a redesign of the city's pay system to target and reward performance, skills enhancement, increased efficiency and cost-savings. This new system will be implemented beginning in 1998.

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. 1997 was the second full year of operation of the Preferred Provider Organization (PPO) medical plan. In 1998, a Health Maintenance Organization (HMO) option will be designed. The city will issue a Request for Proposal (RFP) for the medical plan and third party administration in 1998. In 1997 and continuing into 1998, the city's Health Risk Appraisal instrument is being used to assess health risk and develop targeted programming for employees. The instrument provides substantial personalized information to the employee on their own health risks and to the city on the organization's health risks.

In order to strengthen the abilities of current employees, the department provides city-wide training programs based on the needs of our organization. In 1997, the management training program was redesigned based on a comprehensive needs assessment. In 1998, this program will continue to be developed, marketed to managers, and assessed for effectiveness. 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 employees were trained in the City's quality philosophy and processes in 1997. In 1998, the Quality Management Executive Steering Team will continue to implement the quality process and leadership principles, through structured team processes. In 1997, the department held its first

'mini-conference' for office professionals. This and other alternative methods of training delivery will continue into 1998 as we strive to tailor training to our customer's needs. In 1997, the city's Literacy and English as a Second

Language program was revamped. In 1998, we will continue to modify this program as needed to meet the needs of the city for a literate and productive workforce.

Goals and Objectives

Goal: Attract and retain a competitive workforce of exceptionally well qualified, motivated, and diverse individuals.

Objectives:

- Recruit and certify the best possible applicants for city positions.
- Maintain a competitive and cost efficient compensation package.
- Provide a quality benefits program at a controlled cost.
- Maintain a classification plan that ensures internal and external equity.
- Maintain a desirable turnover rate.

Goal: Enhance the knowledge, skills and abilities of our workforce so that they may serve our customers effectively, efficiently, and courteously.

Objectives:

- Identify knowledge, skills and abilities which need development.
- Design, develop and deliver training focused on needs.
- Conduct class and follow up evaluations.

Goal: Promote a quality work environment which enhances positive leadership and employee morale.

Objectives:

- Coordinate and promote the quality process with city management and employees.
- Enhance city-wide employee communication.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Hours of training design and delivery	n/a	2,895	n/a	3,000	3,025
- Number of employees participating in training programs	1,800	1,282	1,900	1,800	1,900
- Number of employees/retirees enrolled in medical plan	n/a	2,635	n/a	2,700	2,700
- Percent of employees participating in Health Risk Appraisal	n/a	42%	n/a	45%	50%
- Percent of employees seeking EAP services	13%	14%	15.4%	15.4%	15%
- Number of benefit, pay, and personnel changes/actions	7,305	5,725	5,605	5,605	6,000
- Number of applications processed	9,000	6,470	7,500	6,500	6,500
- Number of tests administered	2,500	3,354	n/a	3,300	3,300

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
- Hours spent conducting applicant ratings	n/a	n/a	n/a	885	885
- Number of positions filled	n/a	387	n/a	415	415
- Number of classification analyses conducted	10	30	20	40	40
- Number of complaints/charges handled	n/a	12	n/a	10	10

Efficiency Measures

- Cost per training participant	n/a	n/a	n/a	\$35.27	\$35.25
- Monthly claims cost per employee/retiree	n/a	\$216.64	n/a	\$250.00	\$250.00
- Average time to certify professional applicants	n/a	n/a	n/a	8.5 weeks	8 weeks
- Average time to certify other applicants	n/a	n/a	n/a	3.5 weeks	3 weeks
- Percent of budget spent	100%	93.89%	100%	96.87%	100%

Effectiveness Measures

- Comparison of training cost to private sector offering	n/a	n/a	n/a	n/a	\$35 vs \$95
- Training evaluations on 1-5 scale (5 = most positive)	n/a	n/a	n/a	4	4
- Medical cost per employee vs. national average	n/a	37% lower	n/a	37% lower	37% lower
- Increase in participation of employees in HRA	n/a	n/a	n/a	10%	10%
- Percent of (repeat) participants in HRA with less than 4 risk factors	n/a	70.8%	n/a	71%	72%
- Percent of employees completing probation	n/a	90%	n/a	91%	92%
- City-wide turnover rate	n/a	9.25%	9%	9%	9%
- Customer satisfaction rating of HR services	n/a	n/a	n/a	n/a	4

Expenditures By Type

Expenditure Area	1996	1997	1998	% Change 97-98
	Actual	Projected	Budget	
Personal Services	\$ 672,012	\$ 705,606	\$ 733,748	4.0
Outside Services	115,880	160,815	166,415	3.5
Commodities	71,420	67,800	66,614	-1.7
Interfund Services	233,829	132,318	134,423	1.6
Capital Outlay	0	16,542	0	-100.0
Other Expenses	11,238	2,075	0	-100.0
TOTAL	\$ 1,104,379	\$ 1,085,156	\$ 1,101,200	1.5

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Office Assistant, Senior	0.00	1.00	1.00	8
Human Resources Assistant	3.00	3.00	3.00	11
Administrative Assistant	1.00	1.00	1.00	13
Human Resources Tech	2.00	2.00	2.00	14
Employee Health Coord, Asst	1.00	0.00	0.00	--
Driver Training Coordinator	1.00	1.00	1.00	20
Human Resources Analyst	3.00	4.00	4.00	20
Employee Health Coordinator	1.00	1.00	1.00	21
Human Resources Analyst, Sr	1.00	1.00	1.00	22
Employee Assistance Coord	1.00	1.00	1.00	23
Human Resources Administrator	3.00	2.00	2.00	30
Human Resources Director	1.00	1.00	1.00	36
TOTAL	18.00	18.00	18.00	

Budget Highlights

- The Human Resources Department has joined the Incentive Budgeting System which allows department administrators greater

flexibility in managing their budgets in exchange for greater responsibility and an opportunity to "bank" savings for future use.

PURCHASING

Mission

To maintain a procurement system of the highest integrity which maximizes the value of

tax dollars spent by the City.

Trends and Issues

Purchasing's goal is to procure required materials, supplies, equipment and services in a timely, cost effective manner for all City activities, within the guidelines of the City's procurement code.

An additional goal is to promote opportunities for minority, female owned, local and small business. In 1997, the City adopted a local vendor preference policy, established a joint office for minority and women owned business development and adopted a plan for increased minority and female owned business opportunity.

Implementation and measurement of the success of these plans will be important in 1998.

The local vendor preference ordinance will be evaluated during 1998 to determine its effectiveness and any detrimental effects on competition and price. City Council will then decide whether to continue this preference policy.

The Minority and Female Business Procurement Policy will also be assessed in 1998 to determine the effectiveness of the City's contract with the School Board to provide training, outreach and certification. The City's internal policy will also be evaluated to determine whether current efforts are producing positive results. These evaluations will determine the future direction of the Minority and Female Business Development Program.

Goals and Objectives

Goal: Provide using departments with all required materials, services and information at the time and place needed, in the specified quantity and quality at the lowest possible cost.

Objectives:

- Reduce amount of time between requisition entry and purchase order issuance.
- Reduce amount of time for formal bid and quote solicitations.
- Provide training in all aspects of purchasing to user departments.

- Reduce occurrences of bids having to be rebid due to inadequate specifications.

Goal: A procurement system which promotes minority, women owned and local business participation with no impediments.

Objective:

- Increase minority, women owned, and local business participation in City procurement.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Number of requisitions	n/a	6,522	n/a	6,700	6,700
- Number of specifications prepared	450	553	450	550	550
- Number of annual contracts	n/a	145	n/a	150	150
- Number of telephone quotes	n/a	1,091	n/a	1,180	1,200
Efficiency Measures					
- Cost per requisition	n/a	n/a	n/a	\$63	\$67
- Percent of budget spent	100%	96.56%	100%	96.47%	100%
Effectiveness Measures					
- # of training sessions held for City departments on Purchasing	n/a	n/a	n/a	n/a	10
- # of repeat formal bids due to inadequate specifications	n/a	6	n/a	5	5
- % of minority participation in procurement of goods and services when minority bidders are available	n/a	28%	n/a	25%	25%
- % of minority participation in procurement of goods and services when minority responded to bid	n/a	49%	n/a	30%	30%
- % of total dollars awarded to minority bidders for goods and services	n/a	8%	n/a	6%	7%

Expenditures By Type

<u>Expenditure Area</u>	1996	1997	1998	<u>% Change 97-98</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 290,748	\$ 294,074	\$ 309,267	5.2
Outside Services	25,002	65,268	79,849	22.3
Commodities	13,422	15,650	15,370	-1.8
Interfund Services	83,868	44,768	42,389	-5.3
Other Expenses	4,404	4,000	0	-100.0
TOTAL	\$ 417,444	\$ 423,760	\$ 446,875	5.5

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
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
Purchasing Administrator, Assistant	1.00	1.00	1.00	23
Purchasing Administrator	1.00	1.00	1.00	31
TOTAL	8.00	8.00	8.00	

Budget Highlights

- Professional Services Fees increase in 1998 because of the full years' cost for the Cooperative Minority/Female Business

Development Program with the County and the School Board.

CENTRAL SERVICES DIRECTOR

Mission

To enable adequate delivery of services to the citizenry by ensuring a safe working environment, a properly maintained workforce

and radio communications system, efficient mail services, and adequate inventory of supplies to meet the service demands of the users.

Trends and Issues

The Central Services Director's Office is responsible for ensuring the provision of the following support services to the operating departments: electronic equipment maintenance, inventory and property management, mail and custodial services, and risk management.

Major challenges for the department will be to continue to provide quality goods and services at current service levels, responding to increasing services demands with the same or less resources without sacrificing quality.

Goals and Objectives

Goal: To provide cost-effective and efficient management of the City's Risk Administration, Inventory Management, Mail and Municipal

Buildings Services, and Electronic Equipment Maintenance programs

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- No. of objectives completed as scheduled and within budget	17	17	17	17	15
- No. of leases monitored	n/a	n/a	7	7	8
Efficiency Measure					
- Percent of budget spent	100%	98%	100%	102%	100%

Expenditures By Type

Expenditure Area	1996 Actual	1997 Projected	1998 Budget	% Change 97-98
Personal Services	\$ 95,875	\$ 99,219	\$ 103,266	4.1
Outside Services	7,728	8,206	7,803	-4.9
Commodities	5,425	800	1,056	32.0
Internal Services	21,327	7,830	8,050	2.8
Other Expenses	-624	1,417	0	-100.0
TOTAL	\$ 129,731	\$ 117,472	\$ 120,175	2.3

Positions

Class Title	1996	1997	1998	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	

RISK ADMINISTRATION

Mission

To ensure the maintenance of a work environment in the City of Savannah

organization that is 100% accident and injury free.

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, and excessive commercial insurance premiums. 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.

Federal legislation, which will bring all government entities under the Occupational Health and Safety Act government, is expected in the year 2000. 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 each city operation and, as usual, the mandate is unfunded. However, some of the additional cost should be offset by a decrease in on-the-job incidents and injuries. The continuance of a comprehensive loss control program is essential to implementation of OSHA requirements.

In recognition of the GASB-10 requirements, the City has begun to recognize on its books exposure for outstanding workers compensation claims. The numbers will be adjusted on an annual basis as claims are closed.

Risk Administration will pilot an incentive program for accident awareness and prevention in early 1998. The expectation is to decrease the number and cost of accidents by employees motivating each other.

Risk Administration will also pilot a limited duty/return-to-work program targeted at gradually returning injured employees to the work force.

Until recently, there wasn't any insurance coverage for employment related claims (EEOC, ADA, FSLA, etc.). The emergence of new coverage spells relief for most self-insured employers. Risk Administration will collect data 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 coverage for excess loss insurance for employment-related claims.

Goals and Objectives

Goal: A work environment that is 100% accident and injury free.

Objectives:

- To achieve a yearly average property loss ratio of no more than .002% of total property valuation.

- To reduce the number of City vehicular accidents by 10%.
- To reduce employee injuries by 8%.
- To increase the amount of collections (property damage, workers compensation subrogation, Subsequent Injury Trust Fund).

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Facilities surveyed	n/a	n/a	n/a	36	36
- Property losses investigated	n/a	n/a	n/a	24	24
- Claims investigated	311	240	280	280	252
- Employee injuries processed	331	376	305	350	322
- Accidents investigated	202	314	182	294	265
- Safety inspections conducted	n/a	n/a	n/a	72	72
- Safety classes taught	n/a	n/a	n/a	48	48
- Safety Committee meetings conducted	n/a	n/a	n/a	72	72
Efficiency Measures					
- Cost per facility surveyed	n/a	n/a	n/a	\$160	\$161
- Cost per property loss investigated	n/a	n/a	n/a	\$240	\$242
- Cost per claim investigated	n/a	n/a	n/a	\$253	\$254
- Cost per employee injury processed	n/a	n/a	n/a	\$226	\$228
- Cost per accident investigated	n/a	n/a	n/a	\$94	\$121
- Cost per safety inspection conducted	n/a	n/a	n/a	\$64	\$65
- Cost per safety class taught	n/a	n/a	n/a	\$120	\$121
- Cost per Safety Committee meeting conducted	n/a	n/a	n/a	\$80	\$81
- % of budget spent	100%	101%	100%	87%	100%
Effectiveness Measures					
- Limit property loss to .002% of property value	.002%	.002%	.002%	.002%	.002%
- Limit vehicular accidents to 265	202	314	182	294	265
- Limit employees injuries to 322	331	376	305	350	322
- Increase collections by 10%	75,141	34,959	\$87,665	\$87,665	\$96,432

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 158,601	\$ 130,748	\$ 167,430	28.1
Outside Services	5,304	8,725	6,725	-22.9
Commodities	2,738	2,987	3,378	13.1
Internal Services	21,687	8,413	9,372	11.4
Other Expenses	7,164	1,736	2,382	37.2
TOTAL	\$ 195,494	\$ 152,609	\$ 189,287	24.0

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Senior Office Assistant	1.00	1.00	1.00	8
Risk Management Technician	1.00	1.00	1.00	16
Loss Control Coordinator	1.00	1.00	1.00	19
Risk Management Administrator	1.00	1.00	1.00	29
TOTAL	4.00	4.00	4.00	

Budget Highlights

- Within Personal Services, Salaries and Wages increases \$29,309 or 27% primarily due to the Administrator position being vacant for several months in 1997.

INVENTORY MANAGEMENT

Mission

To provide quality goods and materials to City operating departments at the lowest possible

cost, while meeting current and future needs.

Trends & Issues

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. Meeting the division's responsibilities demands sound procedures and

a system of controls which efficiently seeks to minimize stock-outs and to provide accurate and timely information on inventory status. During 1998, major emphasis will continue to be placed on maximizing the use of warehouse resources while satisfying customer requirements.

Goals and Objectives

Goals: Provide quality goods to city operating departments when needed, while maintaining an inventory free of warehouse losses.

standard of 3.00%.

Objectives:

- To maintain a City inventory turnover rate which will be consistent with the industry

- To limit warehouse losses to 1.5% of inventory value.
- To limit recording errors while issuing inventory items to no more than .25% of lines issued.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Items maintained in inventory	1,050,000	1,026,927	1,020,000	1,020,000	1,025,000
- Items transacted	950,000	890,726	885,000	885,000	890,000
- Lines issued	15,400	13,186	14,500	14,500	13,700
- Value of inventory	\$200,000	\$223,114	\$230,000	\$230,000	\$230,000
Efficiency Measures					
- Cost per item maintained in inventory	\$.19	\$.19	\$.14	\$.14	\$.14
- Percent of budget spent	100%	99%	100%	102%	100%
Effectiveness Measures					
- City inventory turnover rate	3.00%	3.30%	3.00%	3.00%	3.00%
- City deviation percentage (Industry standard at .5%)	.20%	.04%	.20%	.20%	.20%
- Limit w/h losses to 1.5% of inventory value	\$600	\$301	\$600	\$600	\$600
- Number of recording errors within standard	31	24	31	31	30

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
- Records accuracy percentage (Good standard at 90.0%)	n/a	95.7%	n/a	92.0%	92.0%
- Percentage of records with no difference	n/a	93.5%	n/a	91.0%	91.0%

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 116,112	\$ 104,099	\$ 107,713	3.5
Outside Services	3,126	3,150	2,691	-14.6
Commodities	4,256	2,013	2,088	3.7
Internal Services	71,766	28,579	28,083	-1.7
Capital Outlay	0	1,313	1,313	0.0
Other Expenses	3,282	2,077	2,404	15.7
TOTAL	\$ 198,542	\$ 141,231	\$ 144,292	2.2

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Storekeeper	2.00	2.00	2.00	8
Senior Office Assistant	1.00	1.00	1.00	8
Central Services Administrator	1.00	1.00	1.00	26
TOTAL	4.00	4.00	4.00	

MAIL AND MUNICIPAL BUILDING SERVICES

Mission

To provide mail services for all City departments and coordinate the building maintenance and

janitorial services within the municipal center.

Trends & Issues

Mail and Municipal 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.

facility. The City will share operating cost of the building with the Convention and Visitors Bureau. The facility will be staffed by an employee answering questions and offering Savannah tourism brochures. The division will direct city-contracted services to ensure that the cleanliness of the facility is maintained.

With the River Street restroom and elevator projects scheduled for completion in March 1998, the division will focus on addressing janitorial and maintenance issues for the new

Other major challenges for the division will be to continue to provide quality services; responding to increasing service demands with the resources available without sacrificing quality.

Goals and Objectives

Goal: To provide communications, via mail services to 97 internal sites, 251 days per year.

Objective:

- To ensure that mail deliveries are met 95% of the time.

Goal: To maintain City Hall, Gamble Building and Broughton Municipal Building in optimal operating condition.

Objective:

- To ensure the average overall cleanliness rating for City Hall, Gamble Building and Broughton Municipal Building is maintained at 3 or above for each weekly evaluation during 1998.
- To insure coordination of the maintenance of the Municipal Center with Building and Electrical Maintenance.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- # of interoffice drops	24,347	24,347	24,347	24,347	24,347
- # of pieces of incoming mail	n/a	346,945	n/a	348,000	350,000
- # of pieces of outgoing mail	n/a	338,442	n/a	340,000	350,000
- # of bulk mailings	n/a	52	n/a	52	52
- # of pieces of bulk mail processed	n/a	94,363	n/a	95,000	90,000
- # of special deliveries per year	n/a	n/a	n/a	48	48
- # of routine requests	280	133	145	145	140

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
- # of plumbing requests	36	129	20	50	50
- # of HVAC maintenance requests	85	67	69	69	60

Efficiency Measures

- Man hours spent per interoffice drops	n/a	n/a	n/a	0.16	0.16
- Cost per piece of bulk mail	n/a	n/a	n/a	\$.273	\$.261
- Man hours spent per bulk mailing	n/a	n/a	n/a	1.96	1.96
- Cost per plumbing maintenance request	n/a	n/a	n/a	\$45	\$45
- Percent of Budget spent	100%	100%	100%	102%	100%

Effectiveness Measures

- % of time interoffice mail schedule is met	95%	95%	95%	95%	95%
- % of time bulk mail is processed within 24 hours of receipt	n/a	n/a	n/a	95%	95%
- Cleanliness rating of: City Hall	3.0	3.2	3.0	3.0	3.0
Gamble	3.0	3.2	3.0	3.0	3.0
Broughton Municipal Building	n/a	n/a	n/a	n/a	3.0

Expenditures By Type

<u>Expenditure Area</u>	1996		1997		1998	<u>% Change 97-98</u>
	<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	
Personal Services	\$ 89,175	\$	87,399	\$	90,164	3.2
Outside Services	357,140		384,521		405,547	5.5
Commodities	12,682		12,907		13,970	8.2
Internal Services	295,556		46,771		45,571	-2.6
Capital Outlay	0		2,400		2,400	0.0
Interfund Transfers	5,160		0		0	0.0
Other Expenses	2,368		3,570		1,983	-44.5
TOTAL	\$ 762,081	\$	537,568	\$	559,635	4.1

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Mail Clerk	2.00	2.00	2.00	9
Mail Service Supervisor	1.00	1.00	1.00	14
TOTAL	3.00	3.00	3.00	

Budget Highlights

- Contractual Security Guard services are planned for City Hall in 1998.

TELE-ELECTRONICS

Mission

To ensure the provision of continuous, uninterrupted radio communication for all City operating departments.

Trends and Issues

The Tele-Electronics Division installs and maintains approximately 3,500 pieces of electronic equipment for the City including: mobile and portable radios, base station radios, 800MHz trunk equipment, 900MHZ SCADA field and terminal radio equipment, public address systems, emergency warning lights and sirens for the Police and Fire Departments, council voting equipment and other miscellaneous electronic items.

The City is currently in the process of moving from conventional radio technology to trunked radio technology. This move is being driven by both technical and regulatory considerations. The City and County are building a jointly operated wide area 800MHz trunking network expansion. The move of the police from conventional UHF to 800MHz trunked technology will free up large quantities of relatively new conventional UHF equipment.

The SCADA network continues to grow. It is presently at about to 2/3 its expected final size.

In the event of a natural or manmade disaster effective and reliable communication is critical. The new trunked radio system is housed in a building hazarded by flooding and located below

the storm surge level for a Category 2 hurricane. A building at the Kerry Street tower site, designed to support the City's public safety and radio needs following a natural disaster, is urgently needed. City Council has approved the installation of a building to house the electronic equipment.

The number of man-hours spent in the field is increasing due to the large increase in fixed end equipment on the SCADA network and the 800 MHZ network. The field work typically requires personnel to be in two locations at one time in order to isolate troubles and perform system tests and alignments. Additionally FCC annual fixed end test requirements for the SCADA network alone has created approximately 70 additional man-days of work for the radio shop each year. The SCADA network is still growing and is only about one-half the planned final size.

With the move to 800MHz the issue of leased T-1 lines vs. Microwave links will come to the forefront. It is anticipated that the T-1 lines will not be reliable enough to support the demands of public safety communication. The superintendent will continue to explore all avenues for upgrade to a dedicated microwave system for the 800 MHZ radio system.

Goals and Objectives

Goals: A communication system capable of providing the City of Savannah, efficient and reliable radio communication at all times and under all conditions.

Objectives:

- To ensure that all radio communication

equipment conforms to manufacturers specifications and complies with FCC rules and regulations.

- To complete repairs to fixed end and mobile equipment within 24 hours of the request.

- To complete repairs to portable radio equipment within 72 hours of the request.
- To complete repairs to miscellaneous electronic equipment within 72 hours of the request. To complete installations and modifications within 96 hours of the

- request.
- To complete installations and modifications within 96 hours of the request.
- To ensure, on a continuous basis, proper accountability for 100% of all equipment and inventory.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Electronic equipment maintained	3,375	3,470	3,395	4,712	4,145
- F.C.C. standard checks performed	1,000	1,001	1,000	1,000	1,500
- Mobile radio repairs	850	572	850	850	700
- Portable repairs	1,000	971	1,000	1,000	1,500
- Miscellaneous repairs	500	411	500	500	500
- Installations	450	209	250	250	200
Efficiency Measures					
- Cost per F.C.C. check performed	11	10	11	10	11
- Cost per mobile radio repair	148	142	127	121	114
- Cost per portable radio repair	194	187	167	158	149
- Cost per miscellaneous repair	146	146	138	131	133
- Cost per installation	171	140	146	139	90
- Percent of budget spent	100%	89%	100%	100%	100%
Effectiveness Measures					
- % mobile radios repaired within 24 hours	100%	97.2%	100%	98.9%	100%
- % portable radio repairs with 72 hours	100%	95.9%	100%	99.1%	100%
- % units operational each shift	n/a	95.56%	n/a	99.9%	100%
- % mobile installations within 96 hours	100%	92.9%	100%	100%	100%
- % of deviation on equipment inventory	0%	0%	0%	0%	0%
- % of deviation on repair part inventory	0%	0%	0%	0%	0%

Expenditures By Type

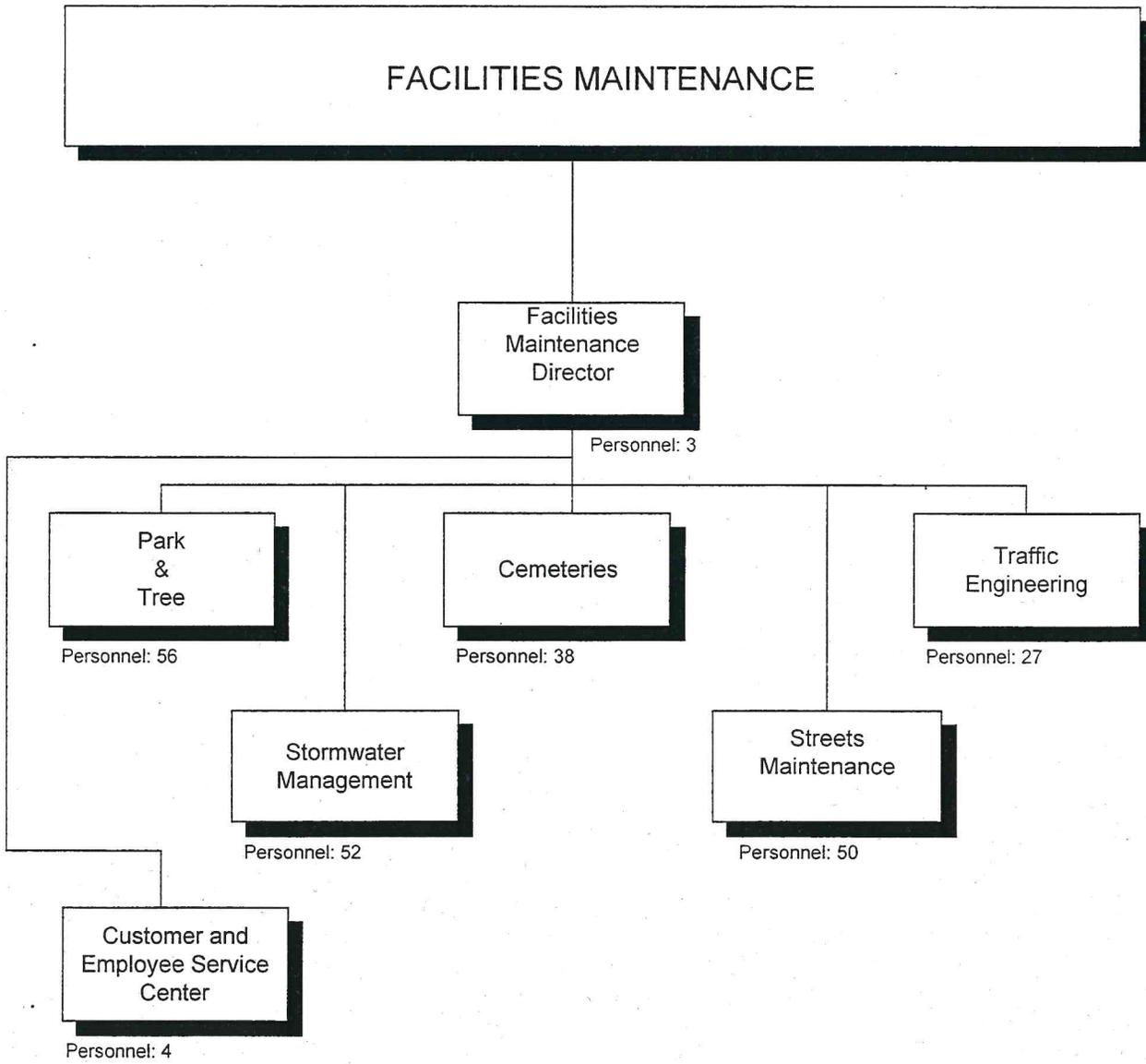
<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 196,526	\$ 198,379	\$ 205,514	3.6
Outside Services	62,371	71,941	107,519	49.5
Commodities	71,632	74,175	79,776	7.6
Internal Services	26,781	15,227	14,200	-6.7
Capital Outlay	58,363	154,072	158,904	3.1
Other Expense	9,084	8,332	3,162	-62.1
TOTAL	\$ 424,757	\$ 522,126	\$ 569,075	9.0

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Administrative Assistant	1.00	1.00	1.00	13
Tele-Electronics Technician	3.00	3.00	3.00	18
Electronics/Telecommunications Supt	1.00	1.00	1.00	24
TOTAL	5.00	5.00	5.00	

Budget Highlights

- Outside Services increase \$35,578 or 50% to support conversion to 800 trunk which includes communication lines, a maintenance contract, and tower rental fees for the system.



FACILITIES MAINTENANCE BUREAU

Expenditures By Type

The 1998 budget for the Facilities Maintenance bureau is \$15,387,747 or 5% over 1997 projected expenditures. Personal Services increase \$411,110 or 6% primarily due to the proposed wage increase, vacancies in 1997, and increases in medical and pension expenditures. Outside Services increases \$118,120 and includes increases for electricity for 300 new street lights and a new pump station. Internal Services increases \$60,297 primarily due to increases in Sanitation charges. Other Expenses increase \$167,525 or 20% for

computer equipment for the GIS system, vehicle depreciation and new computer equipment.

Included in this bureau's budget are funds for two service changes: 1) Additional contractual resources for Streets Maintenance to improve completion rates for Priority II service requests and 2) temporary labor for Traffic Engineering to provide support for traffic studies and GIS coordination.

Revenues By Source

<u>Revenue Source</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97-98</u>
Burial Fees	\$ 160,476	\$ 169,000	\$ 208,500	23.4
Lot Sales	79,256	76,000	76,000	0.0
Excess Electricity Sales	0	0	44,000	--
TOTAL	\$ 239,732	\$ 245,000	\$ 328,500	34.1

Expenditures By Type

<u>Expenditure Area</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97-98</u>
Personal Services	\$ 6,615,840	\$ 6,850,762	\$ 7,261,906	6.0
Outside Services	3,455,829	3,517,920	3,636,040	3.4
Commodities	1,143,028	1,472,557	1,432,235	-2.7
Internal Services	2,069,590	1,907,357	1,976,654	3.6
Capital Outlay	65,834	100,823	101,047	0.2
Interfund Transfers	80,447	0	0	--
Other Expenses	531,562	812,340	979,865	20.6
TOTAL	\$ 13,962,130	\$ 14,661,759	\$ 15,387,747	5.0

Activity Summary

<u>Activity</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97-98</u>
Facilities Maint Dir	\$ 221,142	\$ 197,542	\$ 212,955	7.8
Park and Tree	3,039,752	3,077,539	3,151,914	2.4
Cemeteries	1,427,624	1,345,729	1,472,360	9.4
Traffic Engineering	4,307,180	4,396,453	4,474,220	1.8
Stormwater Management	2,221,971	2,603,390	2,838,118	9.0
Streets Maintenance	2,339,166	2,688,898	2,909,001	8.2
Service Center	405,295	352,208	329,179	-6.5
TOTAL	\$ 13,962,130	\$ 14,661,759	\$ 15,387,747	5.0

FACILITIES MAINTENANCE DIRECTOR

Mission

To provide a city where the infrastructure including scenic parks, a municipal forest, streets, sidewalks, traffic control systems, municipal cemeteries, and stormwater system is efficiently maintained, providing the citizens of

Savannah with systems that are fully functional, hazard-free, aesthetically pleasing, meets local, state and federal requirements, and future needs are identified.

Trends and Issues

The Facilities Maintenance Bureau Director's Office provides guidance, technical assistance, and supervises six departments including Park and Tree, Traffic Engineering, Cemeteries, Streets Maintenance, Stormwater Management, and the Customer Service Center. The overall purpose of the department is to assure work programs are coordinated and completed in the most efficient and effective manner.

The Facilities Maintenance Bureau continues to address the trend of aging infrastructure and the need to assure bureau resources are utilized properly. This trend is ongoing, and will continue to be a dominant trend into the future. Along with the trend of aging infrastructure is the trend to introduce new technology and methodology in service delivery. One major item will be the introduction of GIS technology to the bureau's work programs. This new technology will give long range planning and technical support capability to the bureau. By having control of the GIS information, projects will proceed faster and more effectively. This new technology will in the long run be a benefit, not only to the department in planning and management purposes, but to citizens because projects can be completed in a timely manner with higher quality results.

Issues in the Director's Office parallel major issues in the departments. While the trends may be similar, issues in the departments are varied and diverse. It is the responsibility of the Director's Office to assure these issues are all addressed to the benefit of the city. These

issues include:

- Attention to deteriorating conditions of Cemeteries monuments, roadways and drainage infrastructures along with the effort to promote the cemeteries for tourism and public use while providing an attractive burial alternative to other cemeteries.
- Maintaining passive parks throughout the city by providing care to increasing numbers of acres with higher expectations of care along with monument conservation and the preservation of canopy roadways while providing routine tree service and maintenance.
- Continuation of improving street lighting in areas where deficiencies occur and developing signal plans and refinement of existing timing signals in conjunction with the Advanced Traffic Management System.
- Reduction in the backlog of Streets Maintenance repairs, introduction of more contractor assistance to complete larger projects, and reassignment of unpaved streets maintenance personnel to other functions once all city streets are paved.
- Flooding reduction and construction of major infrastructure projects in Stormwater Management as well as the increasing emphasis on stormwater management rather than a maintenance operation.

Goals and Objectives

Goal: A City where the infrastructure including scenic parks, a municipal forest, streets, sidewalks, traffic control systems, municipal cemeteries, and a stormwater system is efficiently maintained providing the citizens of Savannah with systems that are fully functional, hazard-free aesthetically pleasing, meets present requirements, and identifies future need.

Objectives:

- To assure all service level objectives are completed in all departments.
- To improve customer service satisfaction ratings for all bureau departments.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measure					
- % of Performance Measures Completed	100%	67%	100%	100%	100%
Efficiency Measure					
- % of Budget Spent	100%	100%	100%	100%	100%
Effectiveness Measure					
- Customer Satisfaction Ratings	n/a	n/a	n/a	80%	81%

Expenditures By Type

<u>Expenditure Area</u>	1996		1997		1998	<u>% Change 97-98</u>
	<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	
Personal Services	\$ 162,096		\$ 164,898		\$ 172,952	4.9
Outside Services	6,173		8,693		10,860	24.9
Commodities	3,618		2,835		4,300	51.7
Internal Services	42,883		14,951		16,669	11.5
Other Expenses	6,372		6,165		8,174	32.6
TOTAL	\$ 221,142		\$ 197,542		\$ 212,955	7.8

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Administrative Assistant	1.00	1.00	1.00	13
Management Analyst, Senior	1.00	0.00	0.00	23
Facilities Maint Projects Coord	0.00	1.00	1.00	25
Facilities Maintenance Director	1.00	1.00	1.00	43
TOTAL	3.00	3.00	3.00	

PARK AND TREE

Mission

To ensure that historic and passive parks are maintained in an aesthetically pleasing and structurally perfect condition and to ensure the

municipal forest is free of structural failure and disease, and provides 50% shade coverage over city property.

Trends and Issues

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

Major forestry trends are: over mature municipal forest; loss of tree density and shade on City streets; overall decrease in average tree size; and tree losses to development and construction. Major park trends are: increasing park use as appearance improves; increased acreage responsibilities; increased demand for improvements in park appearance and event support facilities; deterioration of monuments and public art in parks; and deterioration of park infrastructure out pacing repairs.

Major forestry issues are: meeting maintenance

demands of the trees; protection of existing trees; creation and enhancement of canopy roadways; and planting for the future. Major park issues are: monument conservation; defining appropriate park uses and aesthetics; improving abilities of parks to support events and other uses; meeting goals for appearance and use; and infrastructure repair.

Park and Tree is planting all the large-growing shade trees the City's street rights of way can accommodate, and only large-growing shade trees. The City's municipal forest totals 80,000 trees. The Department and Park and Tree Commission will continue to emphasize canopy roadway planting and planting for impact. As in the past, most of the Forestry Division resources will be allocated to addressing citizen requests for pruning, storm pruning program, removals, and storm emergency response. The Department will also be working with the Commission and others to establish standards for park design, infrastructure, plantings and park furniture. The Department will also be challenged to maintain acceptable park appearance of the new entranceway landscaping.

Goals and Objectives

Goal: A City where historic and passive parks are maintained in an aesthetically and structurally perfect condition.

Objectives:

- To improve Priority I park appearance to a rating of excellent (3.30 on a 4 point scale)
- To improve Priority II park appearance

to a rating of good (3.17 on a 4 point scale)

- To maintain Priority III park appearance at a rating of good (2.95 on a 4 point scale)
- To maintain Priority IV park appearance at a rating of good to fair (2.70 on a 4 point scale)

Goal: A City where the municipal forest is free of structural failure and disease, and the tree density per street mile does not decrease.

drops over the previous year, excepting failures caused by gale force (34 mph) or higher winds.

Objectives:

- To ensure the number of tree failures does not increase by more than 100 limb

- To increase the mileage of arterial and collector streets planted with canopy trees by one-half (0.5) mile annually.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Priority I and II Parks	47	48	48	48	48
- Acres Maintained	99	101	101	101	101
- Priority III and IV Parks	235	237	238	237	237
- Acres Maintained	70	80	150	149	149
- Pruning	6,175	6,765	4,637	4,637	4,637
- Young Tree Care	n/a	n/a	n/a	2,430	972
- Trees Removed	956	1,122	956	956	972
- Trees Planted	489	993	456	394	489
Efficiency Measures					
- Priority I (\$/Acre)	n/a	n/a	n/a	\$22,456	\$22,456
- Priority II	n/a	n/a	n/a	\$4,453	\$4,453
- Priority III	n/a	n/a	n/a	\$2,996	\$2,996
- Priority IV	n/a	n/a	n/a	\$1,116	\$1,116
- Cost Per Tree Pruned	\$139	n/a	\$139	\$136	\$142
- Cost Per Tree Removed	\$283	n/a	\$296	\$292	\$296
- Cost Per Tree Planted	n/a	n/a	n/a	\$896	\$722
- % of Budget Spent	100%	101%	100%	102%	100%
Effectiveness Measures					
- Priority I Appearance Rating	3.17	3.57	3.17	3.30	3.30
- Priority II Appearance Rating	3.11	3.42	3.11	3.17	3.17
- Priority III Appearance Rating	2.95	3.49	2.98	2.95	2.95
- Priority IV Appearance Rating	2.18	3.47	2.18	2.70	2.70
- Limb Drops	747	337	847	437	437
- Canopy Miles Planted/Year	n/a	n/a	n/a	n/a	0.5
- Service Request Response Time					
Priority I Requests	100%	99%	100%	99%	100%
Priority II Requests	90%	96%	90%	98%	98%
Priority III Requests	85%	98%	85%	95%	95%

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 1,741,957	\$ 1,752,368	\$ 1,853,374	5.8
Outside Services	241,025	156,754	152,497	-2.7
Commodities	299,076	383,367	365,912	-4.6
Internal Services	588,512	582,109	579,585	-0.4
Capital Outlay	7,554	18,710	11,610	-37.9
Interfund Transfers	21,000	0	0	--
Other Expenses	140,628	184,231	188,936	2.6
TOTAL	\$ 3,039,752	\$ 3,077,539	\$ 3,151,914	2.4

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Maintenance Worker	12.00	14.00	14.00	7
Office Assistant, Senior	1.00	1.00	1.00	8
Maintenance Worker, Senior	12.00	10.00	10.00	9
Tree Trimmer	10.00	10.00	10.00	9
Tree Trimmer, Senior	4.00	4.00	4.00	10
Landscape Specialist	2.00	2.00	2.00	11
Administrative Assistant	1.00	1.00	1.00	13
Maintenance Crew Chief	5.00	5.00	5.00	13
Grounds Equip Maint Spec	1.00	1.00	1.00	16
Maintenance Supervisor	4.00	4.00	4.00	18
Maintenance Superintendent	1.00	1.00	1.00	24
Horticulturist	1.00	1.00	1.00	25
Forester	1.00	1.00	1.00	25
Park and Tree Director	1.00	1.00	1.00	36
TOTAL	56.00	56.00	56.00	

CEMETERIES

Mission

The Department of Cemeteries exists to make quality cemetery sites and services available to

the public in a park-like setting.

Trends and Issues

The Department of Cemeteries prepares grave sites, assists with burials, provides attractive cemetery lots for sale and maintains cemetery lots and general areas of four historically and culturally significant cemeteries. Issues facing the department include the poor condition of existing drainage systems, roadways, monuments and facilities and the diverse public use of the municipal cemeteries.

projects planned for 1998 include drainage improvements and roadway improvements. Monument restoration and facility maintenance will continue through in-house programs.

Improved public awareness of the prime burial space and high-quality cemetery services available in municipal cemeteries will be attempted to increase revenue and enhance the existing capital improvement program. Major

The department will work with monument and funeral companies to provide the best burial and memorial services available; work with various non-profit groups and tour companies to promote public appreciation of the cemeteries; coordinate between various activities to prevent conflicts; and enforce policies to maintain the beauty, character and distinction of the cemeteries and protect the owners of cemetery lots and burial rights.

Goals and Objectives

Goal: A City where burial sites and services are available in a park-like setting.

Objectives:

- To increase cemetery lot sales.
- To improve the customer satisfaction rating (CSR) for burial services on a scale of 1 to 4, where 1.0 is very satisfied, 2.0 is

satisfied, 3.0 is somewhat satisfied and 4.0 is not satisfied.

- To improve the aesthetic rating in each cemetery on a scale of 1 to 4, where 1.0 is well-groomed, 2.0 is a general appearance of care, 3.0 is slightly irregular and 4.0 is a ragged appearance.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Number of burials	525	515	525	425	495
- Number of lots sold	100	91	100	75	99
- Number of lots rehabilitated	400	70	20	50	40
- Number of lots evaluated	720	6,747	600	600	600
- Number of cemetery tours	n/a	n/a	n/a	3,400	3,500
	n/a	n/a	n/a	n/a	30

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Efficiency Measures					
- Cost per lot maintained	n/a	\$50	n/a	\$48	\$52
- Cost per lot rehabilitated	n/a	\$2,039	n/a	\$3,364	\$3,681
- Cost: revenue per burial service	n/a	1:1.45	n/a	1:1.19	1:1.06
- Cost: revenue per lot sale	n/a	1:0.18	n/a	1:0.18	1:0.19
- Percent of budget spent	100%	102%	100%	105%	100%

Effectiveness Measures					
- CSR for burial services	n/a	n/a	n/a	n/a	2.00
- Appearance ratings	2.00	2.06	2.00	2.00	1.99

Expenditures By Type

<u>Expenditure Area</u>	1996	1997	1998	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>97-98</u>
Personal Services	\$ 990,550	\$ 1,002,319	\$ 1,082,904	8.0
Outside Services	102,821	30,735	80,071	160.5
Commodities	51,281	49,783	53,993	8.5
Internal Services	244,368	154,567	155,182	0.4
Capital Outlay	0	3,500	1,745	-50.1
Other Expenses	38,604	104,825	98,465	-6.1
TOTAL	\$ 1,427,624	\$ 1,345,729	\$ 1,472,360	9.4

Positions

<u>Class Title</u>	1996	1997	1998	<u>Grade</u>
Principal Maintenance Worker	4.00	0.00	0.00	--
Maintenance Worker	14.00	14.00	14.00	7
Senior Office Assistant	1.00	1.00	1.00	8
Maintenance Worker, Senior	8.00	8.00	8.00	9
Medium Equipment Operator	4.00	4.00	4.00	10
Administrative Assistant	1.00	1.00	1.00	13
Maintenance Crew Chief	1.00	5.00	5.00	13
Cemetery Rehabilitation Specialist	1.00	1.00	1.00	16
Maintenance Supervisor	2.00	2.00	2.00	18
Maintenance Superintendent	1.00	1.00	1.00	24
Cemetery Director	1.00	1.00	1.00	36
TOTAL	38.00	38.00	38.00	

Budget Highlights

- Within Outside Services, security guard expenditures increase \$44,215 due to an increase in the cost of these services.

TRAFFIC ENGINEERING

Mission

Regulate traffic signals, maintain pavement markings, traffic signs, and street lights to

assure the safe, convenient and expeditious movement of vehicles and pedestrians.

Trends and Issues

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 SEPCO, 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. The street lighting is an ongoing program until every street in the City meets the minimum City lighting standard. In the past three years a total of 2,542 new streetlights have been installed City wide. This program will require the installation of approximately 1,700 additional new street lights in the next several years at the additional operational cost of \$188,000 per year.

Traffic flow and vehicular safety operations continue to improve with a reduction in travel times and vehicular delay with the completion of critical Capital Improvement Projects and the One Percent Roadway Program. The average travel time decreased by 1.74 minutes along the main arterials in 1996. The top high accident intersections experienced a reduction of fifty percent 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.

Approximately 1,300 additional signs have been added last year to the backlog of traffic signs that have reached their useful life and no longer provide adequate reflectivity but continue to be

in service due to inadequate staffing and funding levels.

The focus in 1998 will be the development of special signal plans and the refinement of existing timing signals for more efficient operations. Also, as part of the Advance Traffic Management System operations, the department will focus on incident detection to minimize traffic congestion on main City arterials. The Advance Traffic Management System will be fully operational in 1998.

An issue affecting the department is that the new central computer system will require arterials under the old system control to be upgraded and integrated into the new system to provide an 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.

The department will continue to focus in 1998 on the coordination of new roadway construction and improvements as part of the One Percent Program and the Five Year Capital Improvement Program.

Continuing increases in citizen requests for traffic studies and traffic control measures impacts the proactive planned engineering work program. Staff levels in this area have remained unchanged. New traffic engineering software and replacement of traffic counters will help maintain current levels of service.

City expansion through annexation has increased the assets of signs and markings. Asset management in this area is further impacted due to needed replacement of aging signs and markings. Replacing sign making equipment and an increase of staff level will raise the performance levels to meet standards.

Goals and Objectives

Goal: A City where streets are accident and injury-free, traffic moves without excessive delay over the main thoroughfares during all periods of the day, and street lighting Citywide meets a minimum lighting level of 0.25 footcandles.

Objectives:

- Upgrade 3.31 street miles to the minimum City Lighting Standard.
- To reduce vehicular accidents at the top 20 accident locations.
- To increase the average travel speed for all major corridors from 22 to 23 MPH.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- New street lights installed:					
Planned by department	300	412	150	150	150
By citizen's requests	300	158	150	166	150
- Traffic studies conducted	767	1,043	750	750	800
- Signal installations/modifications performed	20	13	20	20	20
- Intersections striped	290	402	250	300	300
- Traffic sign repairs performed	6,000	5,050	6,000	5,500	5,500
Efficiency Measures					
- Cost per mile of minimum lighting	n/a	n/a	n/a	4,533	4,533
- Cost of traffic signal system maintenance and operations	\$712,000	n/a	\$741,000	\$741,000	\$770,600
- Annual cost per avg/intersection marked with thermoplastic	n/a	n/a	n/a	\$179	\$179
- Cost per new sign installation	n/a	n/a	n/a	\$58	\$58
- % of budget spent	100%	93%	100%	92%	100%
Effectiveness Measures					
- Percent of street miles meeting minimum lighting standard	79%	79%	81%	80%	82%
- Comparison of accident rates before and after at top 20 locations	n/a	3.12	n/a	3.02	3.00
- Number of valid complaints on traffic mobility	n/a	786	n/a	800	800
- % of intersections where markings are visible	94%	97%	95%	94%	95%
- Percent of Priority I, II, III service orders completed within standard	n/a	99%	n/a	100%	100%

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 937,491	\$ 986,190	\$ 1,065,972	8.1
Outside Services	2,684,618	2,767,365	2,846,758	2.9
Commodities	324,380	409,554	319,575	-22.0
Internal Services	228,598	132,783	119,688	-9.9
Capital Outlay	31,478	38,314	45,692	19.3
Other Expenses	52,920	62,247	76,535	30.0
Interfund Transfers	47,695	0	0	0.0
TOTAL	\$ 4,307,180	\$ 4,396,453	\$ 4,474,220	1.8

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
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
Traffic Signal System Specialist	0.00	1.00	1.00	12
Administrative Assistant	1.00	1.00	1.00	13
Electrician	1.00	1.00	1.00	15
Traffic Planner	1.00	1.00	1.00	16
Maintenance Supervisor	1.00	1.00	1.00	18
Traffic Engineering Technician	8.00	8.00	8.00	18
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	30
Traffic Engineering Director	1.00	1.00	1.00	37
TOTAL	26.00	27.00	27.00	

Budget Highlights

- Funds have been allocated for a temporary assistance with traffic studies and the geographic information system.
- Included in this budget are funds to install 300 new street lights.
- Capital Outlay purchases include funds to purchase a new state of the art signmaking machine which will reduce man hours needed for signmaking.

STORMWATER MANAGEMENT

Mission

To ensure the open and closed stormwater systems and pump stations are fully operational so that flooding is minimized , and that the City

complies with the National Pollutant Discharge Elimination System (NPDES) Stormwater permit.

Trends and Issues

The Stormwater Management Department is responsible for assuring both the open (canals and ditches) and closed (pipes and inlets) stormwater systems operate at maximum efficiency. This is accomplished through a comprehensive maintenance program and response to the customer's special needs. The trend has been an increase in service request over the recent years. This can be attributed to the number of flooding events over the last three years and the improved education of the residents. The residents are more aware than ever of the drainage systems and pay close attention to its functionality. Additional departmental responsibilities include regulatory activities. These activities are primarily for conformance with the stormwater quality ordinance and management of stormwater involving private development. The department is also a key player in the management of the flood elimination program.

A major trend in the department for 1998 will be to continue addressing structural failures caused by aging stormwater pipes. Structural failures are occurring in increasing numbers and are more extensive in the nature of the repair required. Repair, maintenance, and CIP programs have not been able to keep pace with the deterioration. To help combat the number of structural failures a comprehensive evaluation program is underway.

This will lead to a rehabilitation program for addressing the existing stormwater system. Increased funding for contractual repairs and pipe rehabilitation is needed.

Another trend has been the emphasis on enforcement of stormwater management regulations. With the adoption of the City's Stormwater Management Ordinance and the parameters of the City's NPDES permit, the department is required to increase the focus on monitoring of stormwater, site inspections, and public awareness response for stormwater quality compliance. Regulatory responsibility for private development compliance consists of plan review for stormwater management (detention, erosion, etc.). Private development within the City and the annexation of additional acreage into the City has been ongoing at an increasing rate. The recently annexed areas of Hutchinson Island, Godley Tract, and Cross Roads all require ongoing services provided by this department.

The main issue challenging the department in 1998 will be continuation of the flood elimination program. Now that the Casey South stormwater pump station is complete, and the Springfield stormwater pump station is under construction, the initial drainage program, established in the late 1980's, is nearly complete. Outside funding sources obtained by the City led to the beginning of the work needed in the Fell Street drainage basin. The SPLOST funding will lead to additional projects which provide benefits to the drainage basins within the City. These projects include construction of new stormwater pump stations, Detention ponds, and conveyance systems. They are designed to achieve the goal of structural flooding elimination within their respective drainage basin for the 10-year, 24-hour storm.

Goals and Objectives

Goal: A City where structural flooding does not occur as a result of 7 inches of rain in 24 hours and/or 3.25 inches of rain in 1 hour while remaining in compliance with NPDES stormwater permit and facilitating private development within the Federal, State, and local regulations.

Objectives:

- To reduce the number of structural flooding incidents that result from a 7 inch

rainfall in 24 hours and/or a 3.25 inch rainfall in 1 hour.

- To reduce the number of valid service requests per mile for ditch, and closed systems cleaning.
- To reduce the number of structural failures (cave-ins).
- To reduce the number of illicit discharges and spills.
- To complete all private development plan reviews in ten days.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Open miles cleaned	115	108.4	125.0	114.4	115
- Open miles mowed & treated	158	148	158	158	158
- Open system repairs	60	56	75	75	75
- Closed miles cleaned	25	36	25	25	27
- Inlets cleaned	1,500	2410	1500	1500	1,600
- Closed system repairs	390	430	390	390	390
- # of pump stations	3	3	4	4	5
- # of private development plans reviewed	n/a	360	n/a	360	350
- Spill incidents	12	13	15	15	15
Efficiency Measures					
- Cost per open mile cleaned	\$9,339	n/a	\$9,072	n/a	\$10,442
- Cost per closed mile and inlet cleaned	\$207	n/a	\$216	n/a	\$205
- Pump stations operating costs	n/a	n/a	n/a	n/a	\$168,656
- % of budget spent	100%	93%	100%	98%	100%
Effectiveness Measures					
- Reported incidents of structural flooding	0	235	0	0	0
- Number of structural failures	266	266	250	250	250
- Canal condition rating	n/a	n/a	n/a	n/a	0.80
- Percent of valid requests completed within standard					
Priority 1	100%	99%	100%	99%	100%
Priority 2	90%	97%	90%	98%	90%
Priority 3	85%	99%	85%	99%	85%
- Number of illicit discharges reported/discovered	232	232	0	0	0
- % of private development plan reviews completed in 10 days	n/a	n/a	n/a	n/a	100%

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 1,288,862	\$ 1,449,514	\$ 1,533,274	5.8
Outside Services	164,895	285,319	270,791	-5.1
Commodities	164,358	264,261	309,410	17.1
Internal Services	407,958	303,768	266,910	-12.1
Capital Outlay	20,196	18,059	20,000	10.7
Other Expenses	175,702	282,469	437,682	54.9
TOTAL	\$ 2,221,971	\$ 2,603,390	\$ 2,838,067	9.0

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Principal Maintenance Worker	6.00	0.00	0.00	--
Maintenance Worker	10.00	10.00	10.00	7
Maintenance Worker, Senior	12.00	12.00	12.00	9
Medium Equipment Operator	9.00	9.00	9.00	10
Heavy Equipment Operator	5.00	5.00	5.00	12
Administrative Assistant	1.00	1.00	1.00	13
Maintenance Crew Chief	0.00	6.00	6.00	13
Maintenance Supervisor	3.00	3.00	3.00	18
Electronic Control Technician	1.00	1.00	1.00	18
Engineering Technician	2.00	2.00	2.00	19
Stormwater Projects Coordinator	1.00	1.00	1.00	22
Maintenance Supt	1.00	1.00	1.00	24
Stormwater Director	1.00	1.00	1.00	36
TOTAL	52.00	52.00	52.00	

Budget Highlights

- Stormwater's Outside Services includes additional maintenance and electricity costs for the DeRenne pump station which came on line in mid 1997 and the Springfield station in 1998.
- Also, included are additional funds for storm system maintenance of newly annexed areas.

STREETS MAINTENANCE

Mission

To manage the streets and related infrastructure, to ensure paved streets are in as-built condition, free of potholes and other defects, unpaved lanes and streets are graded

and are free of uncontrolled vegetation and passable, sidewalks are free of defects and hazards, and rights-of-way and City-owned lots are in park-like condition.

Trends and Issues

The Streets Maintenance Department maintains paved and unpaved streets; lanes, rights-of-way, and City owned lots. The department continues to address one long standing challenge: the City's aging street system is deteriorating due to increased usage by more and larger vehicles. Streets, sidewalks, and curbs are also being adversely affected by the need to repair various underground utilities and damage caused by the root systems of large trees located near the curblines.

Trends show the department has been progressing in its attempts to improve street, sidewalk, and curbing conditions. There were 1,461 street and sidewalk repairs completed in 1996, compared to 1,058 in 1995. Sidewalk conditions have improved throughout the City, mainly in areas north of Victory Drive. These areas have been completed by contractors. Conditions south of Victory Drive will be addressed by in-house resources in 1998 and beyond. Another trend is increased repair needs on brick and stone paved streets as these facilities are subjected to increased traffic loads. The department has developed an in-house repair program.

One trend that will continue will be contractual assistance to repair defects. Contractors assisted the department in reducing the backlog of pothole repairs, now they are being used to complete sidewalk, curb, low patch restoration and repair of large utility cuts. This trend will continue into the future and Streets Maintenance must focus on improving the quality of streets, sidewalks and curbing. Other trends include additional supervision of the

street resurfacing program, contract sidewalk repair and contract growth regulator application. The 1% roadway program, street paving program and annexation have added over 10 miles of highways, bridges and right-of-way maintenance requirements. These areas include the Truman Parkway, Crossroads and the Godley Tract.

Another issue in the department includes a shift from street resurfacing to major street reconstruction. This issue will continue to be a major area of consideration as streets paved 15-20 years ago need reconstruction. The department already has asked for street funds in the 5-year CIP.

As unpaved streets are paved, another issue will be to convert existing unpaved street resources to other street maintenance functions. This will be a great benefit as the department takes on more responsibility. The issue and challenge of increasing the quality of services without additional full-time resources is one that will be met in 1998 and beyond.

The overriding issue in Streets Maintenance continues to be the lack of resources available to keep up with the aging infrastructure and newly annexed areas. The department is studying alternatives to the use of contractors to perform additional street maintenance functions including repair of streets, sidewalks, curbing, and maintenance of rights-of-way and City-owned lots. As always, a focus on the highest quality service delivery will be a major consideration on how to best use resources.

Goals and Objectives

Goal: A City in which each property abuts a paved street and sidewalks that are defect free; lanes provide a dust-free, all weather surface and are free of uncontrolled vegetation; and rights-of-way and city owned lots are maintained in a park-like condition.

Objectives:

- To improve the percentage of Savannah's 561 miles of paved streets in Condition 2 or better from 95% to 97%.
- To improve 6 miles of sidewalk from Condition 3 to 4 to Condition 2 or better.
- To improve the percentage of rights-of-way in condition 2 or better.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Utility cuts repaired	3,100	2,227	3,100	2,000	2,000
- Paved street defects repaired	872	1,149	1,000	1,200	1,400
- Miles of streets maintained	555	563	561	575	576
- Sidewalk sites repaired (miles of sidewalks)	220	312	220	325	340
- ROW miles maintained	434	418	434	531	531
- City -owned parcels mowed annually	n/a	62	62	97	97
- Miles of lanes maintained	64	64	64	64	64
Efficiency Measures					
- Cost per street cut repaired	n/a	n/a	n/a	\$384	\$398
- Cost per defect repaired	n/a	n/a	n/a	\$426	\$434
- Cost per s/w site repaired	n/a	n/a	n/a	\$802	\$846
- Cost per mile mowed	n/a	n/a	n/a	\$399	\$359
- Cost per City owned parcel mowed	n/a	n/a	n/a	\$1,026	\$1,200
- Cost per mile of lane maintained	\$427	n/a	n/a	\$9,648	\$9,497
- % of budget spent	100%	98%	100%	110%	100%
Effectiveness Measures					
- % of paved streets condition 2 or better	96%	93%	98%	98%	98%
- % of Priority I service requests completed within standard	100%	94.3%	100%	95%	96%
- % of Priority II service requests completed within standard	90%	91.1%	90%	92%	93%
- % of Priority III service requests completed within standard	85%	85.9%	85%	88%	90%
- % of right-of-way in Class II condition or better	n/a	n/a	n/a	n/a	90%

Expenditures By Type

<u>Expenditure Area</u>	1996	1997	1998	<u>% Change</u> <u>97-98</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 1,356,252	\$ 1,399,259	\$ 1,447,991	3.5
Outside Services	58,438	65,407	95,670	46.3
Commodities	294,815	358,463	374,795	4.6
Internal Services	496,763	678,466	798,472	17.7
Capital Outlay	6,606	14,900	22,000	47.7
Other Expenses	114,540	172,403	170,073	-1.4
Interfund Transfers	11,752	0	0	--
TOTAL	\$ 2,339,166	\$ 2,688,898	\$ 2,909,001	8.2

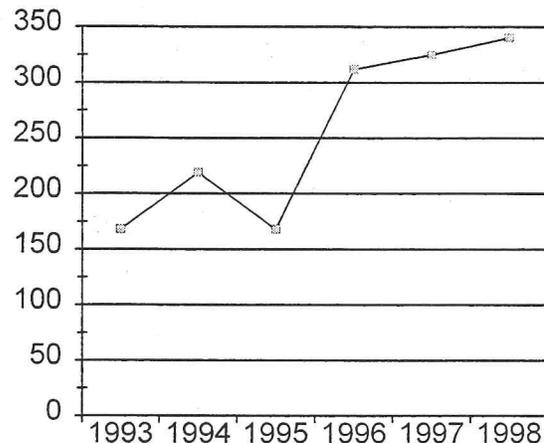
Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Property Maintenance Monitor	1.00	0.00	0.00	--
Principal Maintenance Worker	2.00	0.00	0.00	--
Maintenance Worker	5.00	5.00	5.00	7
Maintenance Worker, Senior	16.00	17.00	17.00	9
Medium Equipment Operator	12.00	13.00	13.00	10
Administrative Assistant	0.00	1.00	1.00	13
Maintenance Crew Chief	0.00	2.00	2.00	13
Heavy Equipment Operator	4.00	4.00	4.00	12
Construction Inspector	1.00	1.00	1.00	18
Maintenance Supervisor	4.00	4.00	4.00	18
Maint Superintendent	1.00	1.00	1.00	24
Assistant Streets Director	1.00	1.00	1.00	27
Streets Director	1.00	1.00	1.00	36
TOTAL	48.00	50.00	50.00	

Budget Highlights

- Street Maintenance's budget increases by 8%, \$220,103 primarily to fund \$30,000 for contractual services to improve completion rates for Priority II service requests.
- In addition Sanitation charges increase \$161,491.

Sidewalk Repair Sites (In Miles)



CUSTOMER AND EMPLOYEE SERVICE CENTER

Mission

To provide a centralized location where citizen's requests for service can be received, tracked,

and distributed to the proper department to assure completion within standard.

Trends and Issues

The Customer Service Center acts as a facilitator between customers and departments to assure information is received, transmitted, and followed up. It also provides a valuable management tool for departments. Trends and issues for 1998 will continue to build on trends and issues developed from the past few years. Trends in service requests have leveled at 50,000 per year. This trend has been consistent since 1993. The more significant trend has been the increase in the completions within standard for all departments. In 1993, priority I service requests were completed at a rate of 87%, priority II service requests were completed at a rate of 74% and priority III service requests were completed at a rate of 90% within standard. With a renewed commitment to customer satisfaction and high quality services, completion rates within standard are not 99.6% for priority I requests, 96% for priority II requests, and 96% for priority III requests, significant improvement has been made in customer service and satisfaction.

Trends in work orders from 1994 to 1996 show how there have been changes in departmental areas of concentration brought upon by reaction to citizen needs. Service request trends for basic services such as canal and ditch cleaning, traffic signal repairs, sanitation services, water and sewer meter repair and potholes remain the

bulk of requests received every year. However, recent trends have shown an increase in work orders for system repairs to irrigation systems, water and sewer lateral replacement and repair and maintenance to stormwater systems. All these work order trends affect the way departments plan both long and short term use of limited resources. As needs for one work program decrease, departments reassign employees to those areas where trends show the public has increased service needs.

The goal of the Customer Service Center is to have the most efficient and effective system to enable the departments to meet the needs of both internal and external customers. In conjunction with this will be the efforts to further automate the entire system. This issue has been ongoing and in the past years has seen the system improve from hand calculated statistics that took days to prepare to where the system performs calculations and prepares reports for user departments in a matter of minutes. With advances in methods of information collection, entry, storage, and accessibility via the future city wide intranet, the Customer Service Center can provide more timely information to the departments so that management can provide services in the most efficient and efficient way.

Goals and Objectives

Goal: A City where citizens have a centralized location to request services from city departments and the requests are routed in a timely manner to facilitate completion within standard.

Objective:

- To provide monthly report information to each department by the 5th working day of each month.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Service requests processed	48,350	49,355	49,000	49,000	50,000
Efficiency Measures					
- % of budget spent	100%	99%	100%	100%	100%
Effectiveness Measures					
- Customer Satisfaction Rate					
(Internal)	n/a	n/a	100%	100%	100%
(External)	n/a	n/a	n/a	100%	100%

Expenditures By Type

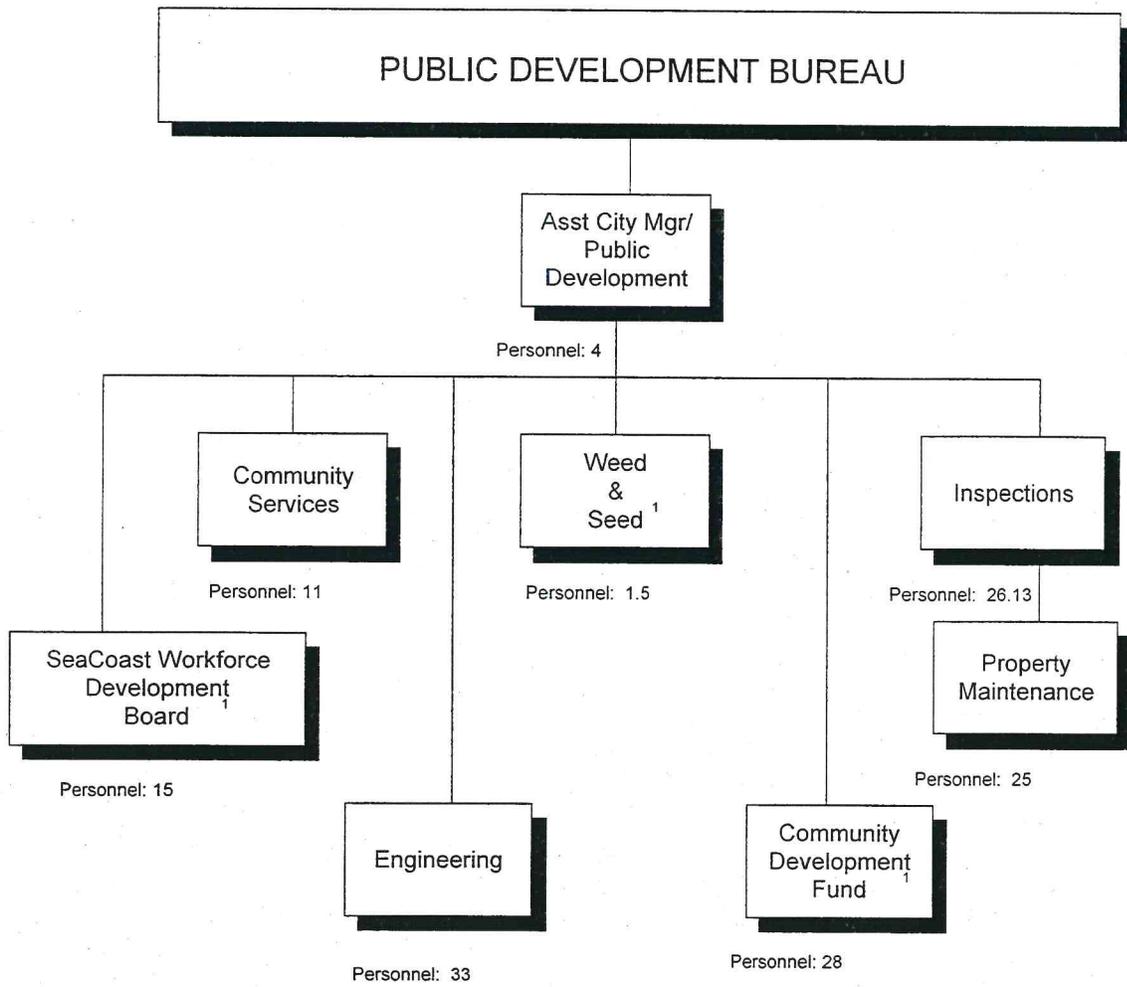
<u>Expenditure Area</u>	1996 <u>Actual</u>	1997 <u>Projected</u>	1998 <u>Budget</u>	% Change <u>97-98</u>
Personal Services	\$ 138,632	\$ 96,214	\$ 105,349	9.5
Outside Services	197,859	203,647	179,393	-11.9
Commodities	5,500	4,294	4,250	-1.0
Internal Services	60,508	40,713	40,097	-1.5
Capital Outlay	0	7,340	0	-100.0
Other Expenses	2,796	0	0	
TOTAL	\$ 405,295	\$ 352,208	\$ 329,089	-6.6

Positions

<u>Class Title</u>	1996	1997	1998	<u>Grade</u>
Office Assistant, Senior	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
TOTAL	4.00	4.00	4.00	

Budget Highlights

- Within Outside Services, security guard expenses decrease \$21,609 or 18%.



¹ Administered in separate funds

PUBLIC DEVELOPMENT

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 2,345,470	\$ 2,445,187	\$ 2,657,014	8.7
Outside Services	560,379	725,775	593,884	-18.2
Commodities	101,500	115,049	124,556	8.3
Interfund Services	316,307	159,996	160,566	0.4
Capital Outlay	21,877	20,011	0	-100.0
Interfund Transfers	24,276	0	0	--
Other Expenses	61,284	47,451	60,765	28.1
TOTAL	\$ 3,431,093	\$ 3,513,469	\$ 3,596,785	2.4

Activity Summary

<u>Activity</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Asst CM/Public Dev	\$ 277,777	\$ 249,608	\$ 288,233	15.5
Inspections	1,097,550	1,109,930	1,232,001	11.0
Property Maintenance	1,494,018	1,622,423	1,510,880	-6.9
Community Services	561,748	531,508	565,671	6.4
TOTAL	\$ 3,431,093	\$ 3,513,469	\$ 3,596,785	2.4

Budget Highlights

- The 1998 General Fund budget for Public Development is \$3,596,785 an increase of \$83,316 or 2% above 1997 projected expenditures.

ASSISTANT CITY MANAGER/PUBLIC DEVELOPMENT

Mission

The mission of the bureau is to support the efforts of citizens, businesses, and

neighborhoods to achieve and sustain viable functioning communities.

Trends and Issues

Issues the bureau is facing in 1998 include:

- Economic pressure on low-income persons resulting from implementation of national welfare reform.
- Diminishing financial resources and national trends to limit government property rights versus private property rights, which tend to limit opportunities for public programs.
- Loss of affordable rental housing due to the conversion of affordable rental units into housing for college students, resulting in displacement of low-income residents.
- Pressures on renters (due to the short supply of affordable rental units) to accept substandard housing conditions.
- Health hazards to children resulting from exposure to lead-based paint in 33,000 local housing units.
- Hazards to lives and property during heavy rains due to insufficiencies in the stormwater drainage system.
- Accelerated demand for Engineering Department services contributed by passage of 1% local option sales tax referendum, which earmarked \$70 million for storm water drainage improvements.
- A sustained increase in construction activity, compounded by Hutchinson Island's

annexation and its \$90 million planned development.

- Expansion of Private Industry Council (single county agency) into SeaCoast Workforce Development (covering eight coastal counties), and the impact of expansion on service delivery.
- Identifying funds and staffing to implement the 13 neighborhood redevelopment plans that have been adopted or are in development.

The principal objectives for the bureau in 1998 are as follow:

- Improving housing conditions while maintaining affordability for low and moderate-income residents by redeveloping 1,000 substandard units in the central city by 2002; increasing home ownership in Savannah from 50% - 60% of households by 2007; facilitation of communication and planning among community-based organizations, including systematic development and implementation of neighborhood plans in targeted neighborhoods in the next three years; community organizing; assessing and nurturing economic and organizational strengths of neighborhood residents; neighborhood revitalization and small business creation; facilitating building construction; and coordinating the drainage engineering efforts.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 208,349	\$ 189,197	\$ 241,845	27.8
Outside Services	23,804	40,125	33,472	-16.6
Commodities	6,139	6,073	5,381	-11.4
Interfund Services	34,684	10,355	7,535	-27.2
Capital Outlay	1,225	1,700	0	-100.0
Other Expenses	3,576	2,158	0	-100.0
TOTAL	\$ 277,777	\$ 249,608	\$ 288,233	15.5

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Executive Secretary	1.00	1.00	1.00	14
Downtown Prog Coordinator	1.00	1.00	1.00	21
Pub Dev Proj Coordinator	1.00	1.00	1.00	25
Assistant City Manager/Pub Dev	1.00	1.00	1.00	52
TOTAL	4.00	4.00	4.00	

Budget Highlights

- Personal Services increase due to vacancies in 1997.

INSPECTIONS

Mission

To serve the public by ensuring that the safety and health contemplated by the various building

and land-use codes become an accomplished fact.

Trends and Issues

The Building Division is responsible for enforcing a broad range of codes that affect the life, health, safety and welfare of the public. These codes embrace all aspects of building construction, fire prevention and structural items as well as electrical, plumbing and mechanical systems. This division also enforces a variety of laws and ordinances that regulate zoning, signs, flood damage protection and energy conservation.

State legislation now mandates that any structures built in this state must comply with its minimum standard codes and all current amendments. Ensuring comprehensive code compliance will require adequate staffing levels and continually trained and certified personnel.

In November 1997, our building code enforcement effectiveness will be evaluated by the Insurance Services Office, Inc. This evaluation program was developed through the combined efforts of the three national model building code organizations and the property/casualty insurance industry. The program will be administered throughout the

entire United States and will be an insurance underwriting and information rating tool. Upon completion, we should learn how effective our code enforcement's program is, compared to other municipalities. Also, the knowledge gained should result in safer buildings, less damage and lower insurer losses from catastrophes.

The Westin Savannah Harbor Resort project will be started in fiscal year 1997 and under full construction during fiscal year 1998. This project and the potential spinoff of future development could increase the permit activity and corresponding requests for inspections.

Balancing the needs of the development and construction industry, together with the City's regulatory processes will require an in-depth analysis. The Inspections Department will be evaluating and continually seeking to improve its customer services and enforcement functions. It will also take a leading role toward a national paradigm shift in the construction industry from the traditional adversarial role of the parties involved to a spirit of teamwork and cooperation.

Goals and Objectives

Goal: A city where all construction, alterations, demolitions, repairs, maintenance and uses are in compliance with the State Minimum Standard Codes for Construction and the State Minimum Fire Safety Standards.

Objectives:

- Pre-determine project conformity to all applicable regulations by reviewing plans, specifications and other data.
- Ensure permits, certificates of occupancy,

fees and records are issued and maintained to code standards, established deadlines and City policies.

- Secure initial compliance and ensure continued compliance through quality inspection techniques and timely responses.
- Ensure staffing levels and expertise are sufficient to assure comprehensive code compliance.
- Educate our customers by developing and

implementing public awareness programs on code-related issues.

Goal: A city where the use of all land and the development thereof is in compliance with the Comprehensive Zoning Ordinance.

Objectives:

- Ensure all building permits for structure and facilities to be constructed for the use contemplated will not violate any zoning

code provisions.

- Ensure no building or structure is demolished before the issuance of a demolition permit.
- Ensure no building or addition thereto is occupied or re-occupied and no land is used for any purposes until an occupancy permit is issued.
- Ensure all sign permits are processed and issued in compliance with zoning code.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Plans Reviewed for Preliminary Compliance	6,280	4,250	6,000	4,000	4,000
- Permits Issued to Authorize Construction or Installation of Mechanical Work	6,135	7,566	6,875	8,740	8,740
- Water/Sewer Connection Permits	2,925	2,737	2,475	2,700	2,700
- Inspections Conducted to Secure Code Compliance	27,800	18,117	22,250	19,500	19,500
- Certificates of Occupancy Issued	n/a	n/a	n/a	n/a	1,400
Efficiency Measures					
- Average Number of Inspections/Inspector/Day (Bldg. & Trade)	n/a	7	7	8	8
- Average Number of Inspections/Inspector/Day (Fire)	17	15	15	15	15
- Average Number of Inspections/Inspector (Zoning)	n/a	n/a	n/a	n/a	8
- Average Number Plan Reviews Reviewed/Day	n/a	n/a	n/a	n/a	16
- Percent of Budget Spent	100	94%	100	100	100
- Averaged Number of permits Issued/Day	39	39	36	38	38
Effectiveness Measures					
- % Bldg. & Trade Permits Issued Within 10 Days from Day of Application	n/a	n/a	n/a	n/a	90%
- % Bldg. & Trade Permits Issued "same" Day of Application	n/a	n/a	n/a	n/a	60%
- % Bldg. & Trade Conducted on Date Desired	n/a	n/a	n/a	n/a	95%

Revenues By Source

Inspections Department collects revenue as shown in the table below. The revenue comes from services provided to the citizens and developers within the City of Savannah. Revenue for 1998 is projected at \$927,500, of

which 80% is due to building inspection fees. A newly established fee for 1998, inspection administrative fee, is expected to generate approximately \$10,000.

Revenues By Source

<u>Revenue Source</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
- Zoning hearing fees	\$ 44,667	\$ 22,000	\$ 20,000	-9.1
- Building inspection fees	641,005	750,000	742,000	-1.1
- Electrical inspection fees	34,276	33,000	33,000	0.0
- Plumbing inspection fees	5,972	7,000	7,000	0.0
- Business lic-home occupation	34,252	34,000	34,000	0.0
- Subdivision developers	3,040	35,000	40,000	14.3
- Fuel storage tank inspection fees	24,074	5,000	5,000	0.0
- Mechanical inspection fees	1,090	28,000	30,000	7.1
- Fire inspection fees	0	1,500	1,500	--
- Inspection administrative fees	0	0	10,000	--
- Sign inspection Fees	0	5,000	5,000	--
TOTAL	\$ 788,376	\$ 920,500	\$ 927,500	0.8

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 908,529	\$ 961,153	\$ 1,066,012	10.9
Outside Services	43,070	60,622	54,122	-10.7
Commodities	17,975	20,370	24,442	20.0
Interfund Services	107,738	48,164	56,064	16.4
Capital Outlay	1,674	0	0	--
Other Expenses	18,564	\$ 19,621	\$ 31,361	59.8
TOTAL	\$ 1,097,550	\$ 1,109,930	\$ 1,232,001	11.0

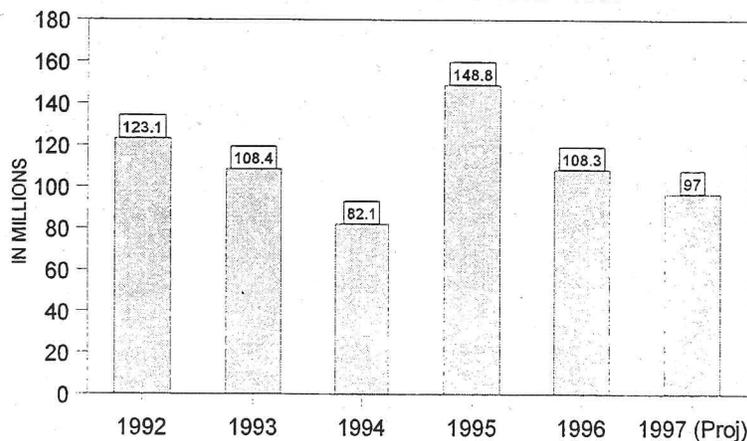
Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Permit Specialist	2.00	3.00	3.00	10
Customer Service Representative	2.00	1.13	1.13	11
Administrative Assistant	2.00	2.00	2.00	13
Plumbing/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
Plans Examiner, Assistant	1.00	1.00	1.00	19
Engineering Technician	1.00	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	26.00	26.13	26.13	

Budget Highlights

CITY OF SAVANNAH

CONSTRUCTION VALUATIONS 1992 - 1997



6 year average - 95.1 million

PROPERTY MAINTENANCE

Mission

To enforce the City's Ordinances related to property maintenance in a consistent, fair, and a professional manner that would encourage

each citizen to voluntarily comply with the ordinances.

Trends and Issues

The Property Maintenance Division (PMD) is responsible for the enforcement of the property maintenance and housing-related codes of the City. The focus of the code enforcement effort is to promote 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 education, support of neighborhood action plans, and legal action. The primary issues to be addressed in 1998 include substandard housing, illegal dumping, and quality customer service.

Rental housing remains a very tight market. The premium placed on the available units increases the likelihood that substandard units will be rented and reduces the likelihood that tenants will complain when landlords fail to maintain their units to minimum code standards. The recent increase in rehabilitation activity is expected to continue, pushing out from the Historic and Victorian Districts into adjacent neighborhoods. While beneficial to the community in the long run, this activity will put further pressure on the availability of affordable housing. These trends will require PMD to intensify its systematic enforcement effort to identify and correct housing code issues.

Illegal dumping, including scrap tire disposal, is expected to continue. This trend is partly caused by the increased costs of legal disposal and new restrictions on landfill contents. This illegal dumping poses 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; also, enforcement and dump site abatement. In 1996-7, PMD incorporated illegal dumping and scrap tire abatement into its systematic enforcement activities. This will continue to be an important work component for the Division.

During the past three years, PMD made significant improvements in its administrative and operational processes, thereby increasing the division's efficiency. These gains were made primarily by using automation and new technologies. In 1997, PMD also began a systematic effort to improve the quality of its customer service by implementing a performance and certification-based modular pay plan for inspectors, regular in-house training and code review, as well as an overall focus on quality. This will continue in 1998 so PMD can continue to increase its effectiveness and to improve the health, safety and cleanliness of the Savannah community.

Goals and Objectives

Goal: A city of neighborhoods free of overgrown or littered lots, abandoned/derelict vehicles and property maintenance violations.

Objectives:

- To enforce general property maintenance compliance in all neighborhoods.
- To eliminate all derelict vehicles and remove all abandoned vehicles from the

community.

- To insure all lots are kept cut and litter/debris free.

Goal: A City of neighborhoods free of dilapidated structures and unsafe or unsanitary housing.

Objectives:

- To reduce unsafe and nuisance building problems by rehabilitation,

security or demolition.

- To insure that all occupied housing units are safe and sanitary.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- General PMO compliances achieved	3,000	8,496	5,800	7,522	5,800
- Abandoned/derelict vehicles removed	2,650	3,253	3,000	2,630	3,000
- Lots cleaned/cut as a result of PMD action	4,750	3,513	4,750	3,200	4,750
- Buildings secured or re-secured	325	177	200	158	200
- Buildings demolished	250	133	100	118	100
- Buildings rehabilitated	50	3	30	15	30
- Housing Code compliances achieved from Courtesy Notices	*	891	1,100	924	1,100
- Hsg. Code compl. achieved from legal notice	250	603	650	595	650
Efficiency Measures					
- Cost per PMO compliance	\$195	\$54	\$214	\$63	\$64
- Cost per Unsafe Building compliance	\$1,600	\$2,269	\$1,388	\$2,259	\$2,275
- Cost per Housing Code compliance	\$181	\$44	\$54	\$44	\$45
- Percent of Budget spent	100%	93%	100%	100%	100%
Effectiveness Measures					
- Caseload per PMD inspector	1,258	1,283	1,258	1,113	1,258
- Percent of cases closed/inspector	n/a	96	n/a	76	90
- Percent of field time used by inspector	74	114	74	71.6	74
- Complaints as a % of cases closed**	n/a	24.5	n/a	23.9	25

* Included with Housing Code compliances from legal notice.

** Lower percentage is considered better effectiveness.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 802,301	\$ 865,452	\$ 883,930	2.1
Outside Services	459,917	583,966	465,543	-25.4
Commodities	60,437	74,803	79,375	5.8
Interfund Services	115,041	70,611	61,643	-14.5
Capital Outlay	18,978	7,226	0	--
Interfund Transfers	12,276	0	0	--
Other Expenses	25,068	20,365	20,389	0.1
TOTAL	\$ 1,494,018	\$ 1,622,423	\$ 1,510,880	-7.4

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
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	14.00	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	25.00	25.00	25.00	

Budget Highlights

- Budget decreases due to fewer housing demolitions.

COMMUNITY SERVICES

Mission

The mission of Community Services Department is to increase the level of resident, public and private collaboration and involvement in the eradication of blight conditions which affect

neighborhoods. The department primarily provides direct assistance to targeted Community Development Block Grant (CDBG) Eligible neighborhoods.

Trends and Issues

At the neighborhood level, Community Services concentrated its efforts in 1997 on: strengthening the skills and neighborhood identification of approximately 700 block-level resident leaders; assisting 22 neighborhood organizations of the Inter-Neighborhood Council (INC) in developing a formal structure and direction; and expanding leadership training and the annual Neighborhood Convention involve a growing number of southside neighborhood organizations.

At the community level, the department began working with public and private agencies to address the difficult issues associated with Georgia's welfare reform plan and its impact on Savannah/Chatham County welfare recipients and the community at large. The department also began an asset-mapping study of the

community-building and economic assets of the Weed and Seed and Cuyler-Brownsville neighborhoods.

In addition to continuing leadership development and blight reduction efforts, Community Services energies in 1998 will focus on increasing the economic stability of residents in the Weed and Seed and Cuyler-Brownsville neighborhoods; developing and engaging resources to assist families in their transition from welfare to work in the areas of job development, skills development, high school diploma/GED attainment, and assistance for families sanctioned for non-compliance; expanding marketing efforts to promote the work of neighborhood residents and organizations in neighborhood improvement.

Goals and Objectives

Goal: Maintain effective communication among neighborhood/residents/community organizations and City staff.

Objective:

- To provide on-going staff support to neighborhood organization.

Goal: Active participation of neighborhood residents in neighborhood organizations.

Objective:

- To recruit residents to participate in neighborhood organizations and

leadership.

Goal: The collaboration and involvement of community stakeholders in neighborhood improvement and revitalization.

Objectives:

- To involve neighborhood churches, schools and businesses in neighborhood improvement projects.
- To increase the number of CDBG-eligible neighborhoods involved in neighborhood revitalization projects.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Residents participating in leadership training	955	1,429	1,602	1,500	1,650
- Residents serving as Block Leaders for their neighborhood block	518	670	737	750	810
- Participation in neighborhood association activities	2,800	3,464	2,940	3,000	3,087
Efficiency Measures					
- Cost per participant trained	n/a	\$8.80	\$8.40	\$8.40	\$8.20
- Percent of Budget spent	100%	96%	100%	100%	100%
Effectiveness Measures					
- % of residential blocks represented by Block Leaders (total target blocks: 976)	55%	56%	60%	60%	65%
- % of neighborhood improvement grants implemented	89%	92%	90%	90%	90%
- %CDBG-eligible neighborhoods participating in Grants for Blocks	65%	73%	70%	62%	70%

Expenditures By Type

Expenditure Area	1996	1997	1998	% Change 97-98
	Actual	Projected	Budget	
Personal Services	\$ 426,291	\$ 429,385	\$ 465,227	8.3
Outside Services	33,588	41,062	40,747	-0.8
Commodities	16,949	13,803	15,358	11.3
Interfund Services	58,844	30,866	35,324	14.4
Capital Outlay	0	11,085	0	-100.0
Interfund Transfers	12,000	0	0	--
Other Expenses	14,076	5,307	9,015	69.9
TOTAL	\$ 561,748	\$ 531,508	\$ 565,671	6.4

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
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
Neighborhood Services Coord, Senior	1.00	1.00	1.00	22
Community Services Director	1.00	1.00	1.00	35
TOTAL	11.00	11.00	11.00	

Budget Highlights

- Personal Services increase due to vacancies in 1997.

WEED AND SEED

Mission

The mission of the Weed and Seed Department is to coordinate and monitor the efforts of law enforcement and social service agencies, government and community organizations, and

residents to “weed” out crime and drugs from the Weed and Seed target area, and “seed” the community with prevention, intervention and neighborhood restoration programs.

Trends and Issues

Federal funding for the Weed and Seed program will be reduced significantly in 1998 (from \$665,000 in 1997 to \$214,500). However, the U. S. Department of Justice has awarded the City \$175,000 to continue successful initiatives and \$39,500 for law enforcement training; and to serve as a technical assistance site for other Weed and Seed communities around the U. S. This award is available each year, for the next three years. In 1998, the program will be challenged to sustain the existing efforts in the target area as law enforcement agencies, such as SPD will be required to reduce the number of officers assigned to the Weed and Seed neighborhoods, and social service and cultural organizations will have to rely on other resources to continue current programs. Most agencies and City departments will not be able to expand their program to residents without some support from the City’s General Fund.

In order to prepare residents for the eventual withdrawal of federal funds in FY 2000, the Weed and Seed program will focus on building this community’s capacity to plan and implement neighborhood crime prevention and restoration programs. During 1998, the department will facilitate a “Community Mobilization” initiative to strengthen the neighborhoods’ skills in organizing and administering a variety of programs to improve the quality of life for residents. The U. S. Department of Justice supports this area of emphasis because it moves the community toward greater self-sufficiency.

Over the next three years, Weed and Seed staff will focus their work on monitoring ongoing law enforcement, social service and educational programs in the target area, as well as supporting the “Community Mobilization” initiative.

Goals and Objectives

Goal: To provide coordination and monitor work of all agencies, organizations and resident groups participating in Weed and Seed effort.

Objective:

- Increase the awareness of target area residents and community organizations of existing conditions in the target area, and the efforts of all involved parties to eliminate crime and implement and sustaining revitalization efforts.

Goal: To provide residents with information skills needed to mobilize themselves and leverage resources to revitalize their community.

Objective:

- Increase the number of residents with skills to plan and implement crime prevention and neighborhood restoration activities.

Service Levels

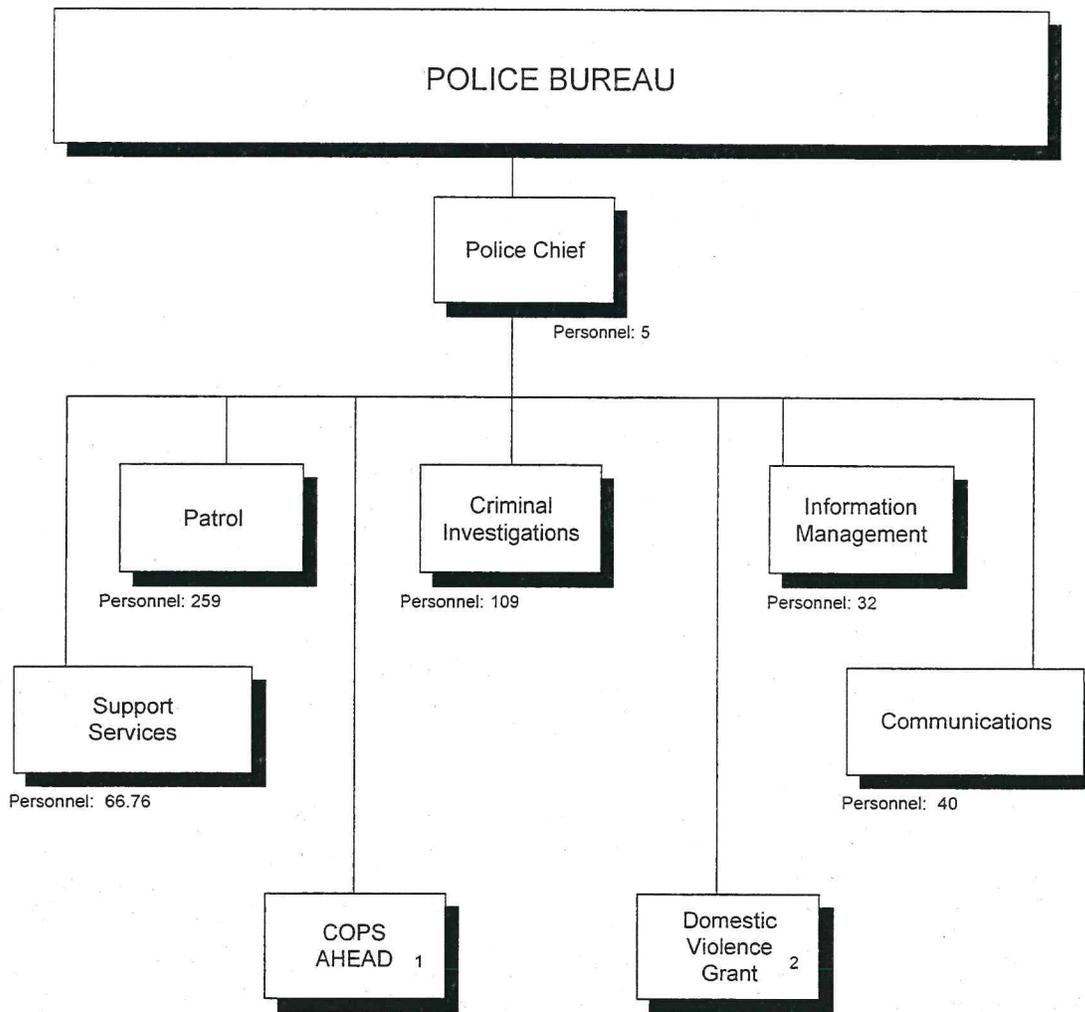
	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Number of forums/meetings for collaboration between agencies.	30	30	30	30	30
- Number of newsletter produced and participating agencies and community	4	3	4	4	4
- Residents participating in skill building workshops	n/a	n/a	n/a	n/a	150
Efficiency Measures					
- Cost of training per resident	n/a	n/a	n/a	n/a	\$260
- % of Budget Spent	100%	92%	100%	100%	100%
Effectiveness Measures					
- Number of quality programs and activities provided by participating agencies	11	11	11	11	12
- Number of leadership skill workshops provided to residents	n/a	n/a	n/a	n/a	8

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Administrative Assistant	1.00	1.00	0.50	13
Program Coordinator	1.00	1.00	0.00	22
Weed & Seed Director	1.00	1.00	1.00	34
TOTAL	3.00	3.00	1.50	

Budget Highlights

- Expenditures detailed in Special Summaries section of document.



¹ The COPS AHEAD Grant ended December 31, 1997. The program will be continued with four officers in 1998.
² The Domestic Violence Grant was a one year grant that ended in 1997. The program will be continued with two officers in 1998.

POLICE BUREAU

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 20,453,419	\$ 20,329,005	\$ 21,535,226	5.9
Outside Services	1,003,120	1,027,450	1,072,756	4.4
Commodities	607,242	640,302	934,107	45.9
Interfund Services	2,605,306	1,920,588	1,841,964	-4.1
Capital Outlay	160,406	47,191	11,250	-76.2
Interfund Transfers	11,844	0	0	--
Other Expenses	809,599	843,712	1,020,251	20.9
TOTAL	\$ 25,650,936	\$ 24,808,248	\$ 26,415,554	6.5

Activity Summary

<u>Activity</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Police Chief	\$ 394,893	\$ 376,704	\$ 419,916	11.5
Patrol	13,556,775	13,006,156	13,888,134	6.8
Special Operations	2,843,138	0	0	--
Information Management	0	1,321,337	1,261,835	-4.5
Communications	1,676,215	1,498,750	1,408,728	-6.0
Criminal Investigations	3,709,724	4,636,965	5,175,496	11.6
Support Services	3,383,672	3,968,336	4,261,445	7.4
UHURU/Youth Futures Grant	86,519	0	0	--
TOTAL	\$ 25,650,936	\$ 24,808,248	\$ 26,415,554	6.5

POLICE CHIEF

Mission

To provide quality services in partnership with neighborhoods. our community which promote safe and secure

Trends and Issues

The Savannah Police Department (SPD) has built a national reputation as a leader in community-oriented policing (COP). This philosophy rests on two central beliefs: (1) that police and citizens, working together, can accomplish more than police alone; and (2) that solving problems that contribute to crime is an important key to reducing crime. While we are proud of our accomplishments, COP is never a finished product and we continue to make modifications and improvements in the way we conduct business every year. Because information is essential for problem-solving, we reorganized our bureaus to create an Information Management Bureau in 1997. This bureau has already improved the quality and accuracy of data and other information, including technological improvements to enhance access and use of information.

In 1997, our department was involved in several notable trends and issues: we implemented a new Domestic Violence Unit resulting in an increase in the number of misdemeanor

domestic violence prosecutions; we successfully responded to an upsurge in the number of larcenies from automobiles; we expanded the Targeted Traffic Enforcement program that was begun in 1996; we worked to improve the efficiency of patrol operations including an emphasis on Park, Walk and Talk; we investigated an increasing number of economic crimes such as forgery, fraud and embezzlement; our radio system was upgraded to an 800 MHZ trunked system that greatly improved our communications ability; and several building improvements were made to the Barracks.

In 1998, we will continue to seek out ways to improve our COP efforts, but we will also be faced with some new challenges. The burgeoning tourist population will continue to increase the need for policing the downtown area. The newly annexed areas near the airport and on Hutchinson Island will also increase the need for police presence as these areas become developed.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>% Change</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>97-98</u>
Personal Services	\$ 307,665	\$ 302,247	\$ 318,269	5.3
Outside Services	20,077	33,219	49,267	48.3
Commodities	18,791	20,588	20,032	-2.7
Interfund Services	37,542	9,540	19,273	102.0
Capital Outlay	2,178	836	0	-100.0
Other Expenses	8,640	10,274	13,075	27.3
TOTAL	\$ 394,893	\$ 376,704	\$ 419,916	11.5

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Administrative Assistant	2.00	2.00	2.00	13
Police Corporal	1.00	1.00	1.00	18
Police Public Information Officer	1.00	0.00	0.00	20
Police Sergeant	1.00	1.00	1.00	22
Police Chief	1.00	1.00	1.00	48
TOTAL	6.00	5.00	5.00	

Budget Highlights

- Expenditures for the Police Chief increase \$43,212 primarily due to changes in salaries and wages, higher benefit costs, funding for rental space, and an increase in Data Processing charges.

PATROL

Trends and Issues

The Patrol Bureau continues its commitment to community-oriented policing (COP) -- a partnership between police and the community that seeks to proactively identify problems that contribute to crime and disorder. It is an expanded philosophy on crime control and prevention which recognizes that crime is not a problem the police can solve alone; it requires mutual cooperation between the law enforcement agency and the citizens it serves. COP is a constantly evolving process, and SPD must continue to refine its COP practices. In 1997, the Patrol Bureau took steps to improve COP by implementing a computer system to track the utilization of officer time so that COP activities are conducted efficiently. Park, Walk and Talk continues to be stressed as a mechanism to increase the number of police-citizen contacts.

A major crime problem in 1997 was a growing increase in the number of larcenies from automobiles. Under the leadership of personnel from Criminal Investigations, the beat officers,

Crime Suppression Unit's, and Crime Prevention Officer's participated in a concerted effort to reduce this epidemic. By increasing the level of follow-up investigations, conducting surveillance at repeat locations, using decoy vehicles to attract suspects, targeting recidivists, and interviewing arrestees to get information on MO's and fencing operations, we have been successful in reducing larcenies. Our crime prevention tips continue to emphasize that many of these thefts are preventable by removing objects from plain view. The number of larcenies went from a 10.0% increase after the first quarter to a 5.5% decrease.

In 1998, the Patrol Bureau will be faced with many challenges. These include an ever-growing tourist population in our downtown area that increases the potential number of targets and increases the difficulty of maintaining order and safety. The newly annexed areas near the airport and on Hutchinson Island present challenges as they become developed and require police services.

Goals and Objectives

Goal: A City which is free of crime, public disorder, and other disturbances.

Objectives:

- To reduce the number of robberies.

- To reduce the number of burglaries.
- To reduce the number of larcenies.
- To reduce the number of auto thefts.
- To reduce the number of Part I crimes.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Calls For Service	227,000	242,202	226,750	250,000	250,000
Efficiency Measures					
- Cost per Call for Service	n/a	\$56	n/a	\$52	\$56
- Percent of Budget Spent	100%	99%	100%	100%	100%
Effectiveness Measures					
- Robberies	n/a	847	n/a	840	830
- Burglaries	n/a	2154	n/a	2,000	1,900
- Larcenies	n/a	8,431	n/a	8,200	8,000
- Auto Thefts	n/a	1,093	n/a	1,100	1,050
-.Part I Crimes	n/a	12,016	n/a	13,093	12,700

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 11,322,160	\$ 11,172,009	\$ 11,876,382	6.3
Outside Services	116,152	131,632	136,549	3.7
Commodities	93,248	88,868	305,006	243.2
Interfund Services	1,407,985	928,668	922,433	-0.7
Capital Outlay	1,066	0	0	--
Interfund Transfers	11,844	0	0	--
Other Expenses	604,320	684,979	647,764	-5.4
TOTAL	\$ 13,556,775	\$ 13,006,156	\$ 13,888,134	6.8

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Secretary	4.00	4.00	4.00	10
Administrative Assistant	1.00	1.00	1.00	13
Police Officer	125.00	93.00	93.00	15
Police Corporal	87.00	114.00	114.00	18
Police Sergeant	30.00	32.00	32.00	22
Management Analyst, Senior	1.00	2.00	2.00	23
Police Lieutenant	8.00	8.00	8.00	26
Police Captain	4.00	4.00	4.00	30
Police Major	1.00	1.00	1.00	36
TOTAL	261.00	259.00	259.00	

Budget Highlights

- Expenditures for Patrol increase \$881,978 primarily due to changes in salaries and wages, higher benefit costs, and gasoline which was previously charged through Interfund Services.

INFORMATION MANAGEMENT

Trends and Issues

In 1997, the Information Management Bureau (IMB) was created to improve the quality and accuracy of data and other information, including technological improvements to enhance access and use of information. The Bureau combines units that are relevant to communications, records or other information, and computer technology. Units include the Communications Center, the Customer Service Desk, Data Entry, Report Review, Microfilm, Warrant Control, Criminal History, Planning & Research, and the Public Information Officer.

The Bureau handles a high volume of transactions. In 1997, the Communications Center handled over 900,000 requests for service including 250,000 E911 calls and 250,000 calls for service; the Customer Service Desk took 4,500 reports and responded to an estimated 80,000 miscellaneous inquiries; the Report Review/Data Entry Unit processed

70,000 incident reports and filed 12,000 accident reports; Microfilm made 48,000 copies of reports for officers and the public; the Criminal History Unit provided 8,800 record checks, conducted 18,000 GCIC/NCIC transactions, and processed 7,000 fingerprint cards and 8,000 arrest booking reports; and the Warrant Control personnel received 2,200 new warrants and processed 2,000 executed warrants.

During the year, IMB made improvements to the subpoena delivery system, implemented the new 800 MHZ radio system, and began plans to acquire a department-wide document imaging system and mobile data computers. In 1998, IMB will continue to improve the technology with which information is transmitted, stored and used and will also refine procedures to ensure more accurate and accessible information.

Goals and Objectives

Goal: Process all police reports, and receive and respond to all request for record checks.

Objectives:

- To process all police reports, including entering data into

database, by the seventh calendar day of the following month.

- To complete 90% of requests for record checks within 24 hours and 100% within 48 hours.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Incident/Accident Reports Processed	n/a	80,997	n/a	82,000	82,000
- Record Checked	8,500	8,285	9,000	8,800	9,000
Efficiency Measures					
- Cost per Report Processed	n/a	n/a	n/a	\$5	\$5
- Cost per Record Checked	n/a	n/a	n/a	\$33	\$31
- Percent of Budget Spent	100%	n/a	100%	100%	100%

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Effectiveness Measures					
- Reports Processed by the 7th	100%	100%	100%	100%	100%
- Record checks completed in 24 hours	90%	90%	90%	90%	90%
- Record checks completed in 48 hours	100%	100%	100%	100%	100%

Revenues By Source

Revenue Source	1996	1997	1998	% Change
	Actual	Projected	Budget	97-98
Police False Alarm Fees	\$ 42,915	\$ 15,000	\$ 15,000	--
Accident Reporting Fees	138,148	150,000	140,000	-6.7
TOTAL	\$ 181,063	\$ 165,000	\$ 155,000	-6.1

Expenditures By Type

Expenditure Area	1996	1997	1998	% Change
	Actual	Projected	Budget	97-98
Personal Services	\$ 0	\$ 1,179,565	\$ 1,137,227	-3.6
Outside Services	0	26,283	26,281	0.0
Commodities	0	10,573	27,681	161.8
Interfund Services	0	35,039	35,603	1.6
Capital Outlay	0	11,710	0	-100.0
Other Expenses	0	58,167	35,043	-39.8
TOTAL	\$ 0	\$ 1,321,337	\$ 1,261,835	-4.5

Positions

Class Title	1996	1997	1998	Grade
Office Assistant	0.00	6.00	6.00	7
Office Assistant, Senior	0.00	9.00	9.00	8
Secretary	0.00	2.00	2.00	10
Office Assistant, Principal	0.00	1.00	1.00	11
Administrative Assistant	0.00	1.00	1.00	13
Police Officer	0.00	1.00	1.00	15
Police Corporal	0.00	6.00	6.00	18
Police Public Information Officer	0.00	1.00	1.00	20
Police Sergeant	0.00	2.00	2.00	22
Police Planning & Research Coordinator	0.00	1.00	1.00	26
Police Lieutenant	0.00	1.00	1.00	26
Police Major	0.00	1.00	1.00	36
TOTAL	0.00	32.00	32.00	

COMMUNICATIONS

Trends and Issues

The Communications Center provides all communications needs for the department including responses to E911 calls and law enforcement dispatching. In 1997, it handled over 900,000 different requests for service including 250,000 E911 calls. It is the primary point of contact for citizens and an essential line of communication for officers on the street.

Over the past several years, the workload of the Communications Center has steadily increased. The number of calls for service has increased from 194,631 in 1990 to 250,000 in 1997 -- an increase of 28.4%. 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 doubles.

The major change during 1997 was the

conversion to the 800 MHZ trunked radio system. This required the installation of new consoles and the redesign and renovation of the work space. This new system greatly improved our communications ability by improving geographic coverage on the south and west sides of the City, improving reception in the interior of large buildings, expanding the number of channels available by creating "talk groups," and eliminating interference from multiple co-channel users.

In 1998, the Communications Center is projected to handle 260,000 E911 calls, dispatch 250,000 calls for service, and respond to 50,000 GCIC/NCIC inquires. We will continue to emphasize high quality training and customer service to ensure that each and every request is handled promptly and courteously.

Goals and Objectives

Goal: A City in which timely responses are made to all emergency telephone complaints received.

Objectives:

- To ensure that dispatch delays do not exceed 2 minutes for emergency calls.
- To ensure that dispatch delays do not exceed 4 minutes for immediate calls.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- E911 Calls	260,000	223,668	270,000	250,000	260,000
- Calls for Service	227,000	242,202	226,750	250,000	250,000
- GCIC/NCIC Inquiries	80,000	52,836	85,000	50,000	50,000
Efficiency Measures					
- Cost per Call for Service	n/a	\$7	n/a	\$6	\$6
- Percent of Budget Spent	100%	95%	100%	100%	100%
Effectiveness Measures					
- Average Dispatch Delay, Emergency	2:00	2:25	2:00	2:20	2:00
- Average Dispatch Delay, Immediate	4:00	3:36	4:00	3:38	4:00

Revenues By Source

	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97-98</u>
E911Telephone	\$ 1,300,724	\$ 1,314,000	\$ 1,320,000	0.5
	\$ 1,300,724	\$ 1,314,000	\$ 1,320,000	0.5

Expenditures By Type

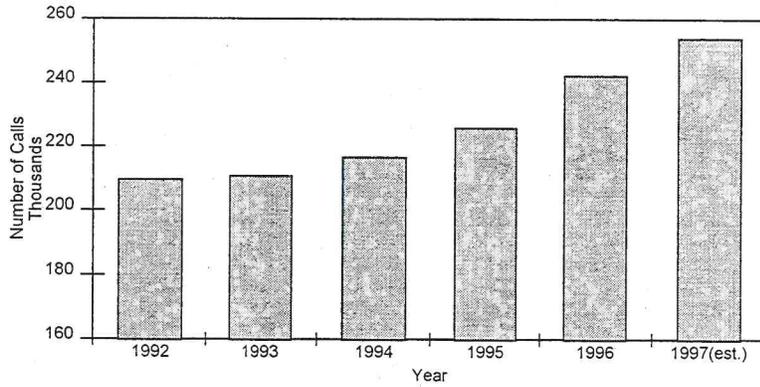
<u>Expenditure Area</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97-98</u>
Personal Services	\$ 1,423,341	\$ 1,283,945	\$ 1,201,977	-6.4
Outside Services	156,937	177,155	181,094	2.2
Commodities	22,838	33,669	23,483	-30.3
Interfund Services	41,117	1,946	2,174	11.7
Capital Outlay	31,982	1,500	0	-100.0
Other Expenses	0	535	0	-100.0
TOTAL	\$ 1,676,215	\$ 1,498,750	\$ 1,408,728	-6.0

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Communications Specialist	33.00	33.00	33.00	11
Communications Specialist, Senior	4.00	4.00	4.00	12
Police Corporal	5.00	0.00	0.00	18
Comm Center Coordinator	1.00	1.00	1.00	20
Police Sergeant	1.00	0.00	0.00	22
System Analyst, Senior	1.00	1.00	1.00	24
Police Lieutenant	1.00	0.00	0.00	26
Police Captain	0.00	1.00	1.00	30
TOTAL	46.00	40.00	40.00	

Budget Highlights

Calls For Service



- The number of calls for service has increased from 209,389 in 1992 to an estimated 250,000 in 1997 - an increase of 16.2% The Police Communications Center receives an average of 2,400 calls each day.
- Expenditures for Communications decrease \$90,022 primarily due to the 1997 reorganization of personnel.

CRIMINAL INVESTIGATIONS

Trends and Issues

The Criminal Investigations Bureau (CIB) is responsible for the follow-up investigation of crimes and the identification, location and apprehension of offenders. CIB also assists the District Attorney by carefully preparing cases for the successful prosecution of arrestees. The Bureau is divided into several units: Robbery, Homicide/Aggravated Assault, Juvenile/Sex Crimes, Domestic Violence, Property Crimes, Auto Theft, Forgery/Fraud, Pawn Shops, Forensics, and the Criminal Intelligence Center.

With the 1997 reorganization, the TRAP Unit was also added to CIB. TRAP's new mission is to focus on repeat offenders, especially violent offenders. These officers regularly serve warrants, monitor prisoners eligible for parole, and collect tactical intelligence for dissemination to patrol personnel.

One of the major trends for 1997 was an increasing number of economic crimes such as forgery, fraud and embezzlement. These crimes increased by 15% from 1996 to 1997, consistent with national trends. Because the investigation of this type of case is often time

consuming, detective manpower has been taxed.

In 1997, CIB added a Domestic Violence Unit as the result of a grant from the U. S Department of Justice. The initiative is a joint effort between SPD and Safe Shelter, Inc., a non-profit victim advocacy center. Together, the personnel from each agency seek the aggressive investigation of cases, encourage victims to take action, improve public awareness and education, and expand the level of advocacy for victims causing an increase in the number of prosecutions.

In 1998, CIB will continue to improve its working relationship with other agencies, other bureaus within the department, and the community at large. Investigators have increased the frequency of attendance at community meetings, and improved communication with patrol officers. The Bureau is seeking to improve its relationship with Parole, Probation, the District Attorney, and judges at all levels. We now provide these agencies with crime analyses, data and other information to keep them abreast of trends.

Goals and Objectives

Goal: A City in which all crimes are promptly investigated and successfully cleared.

Objectives:

- To exceed the national average clearance rate for homicide.
- To exceed the national average clearance rate for rape.

- To exceed the national average clearance for robbery.
- To exceed the national average clearance rate for aggravated assault.
- To exceed the national average clearance rate for burglary.
- To exceed the national average clearance rate for auto theft.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measure					
- Cases Assigned	7,181	7,173	6,953	7,300	7,300
Efficiency Measures					
- Cost per Assigned Case	n/a	\$517	n/a	\$598	\$709
- Percent of Budget Spent	100%	100%	100%	100%	100%

Effectiveness Measures

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
- Clearance Rate, Homicide	n/a	76%	n/a	90%	65%
- Clearance Rate, Rape	80%	79%	52%	80%	51%
- Clearance Rate, Robbery	24%	34%	24%	30%	25%
- Clearance Rate, Aggravated Assault	n/a	66%	n/a	60%	56%
- Clearance Rate, Burglary	13%	20%	13%	20%	13%
- Clearance Rate, Auto Theft	14%	20%	14%	18%	14%

Expenditures By Type

<u>Expenditure Area</u>	1996	1997	1998	<u>% Change 97-98</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 3,281,427	\$ 4,152,742	\$ 4,482,125	7.9
Outside Services	59,231	127,551	131,233	2.9
Commodities	65,408	87,598	145,348	65.9
Interfund Services	166,440	169,538	218,197	28.7
Capital Outlay	91,083	23,888	0	-100.0
Other Expenses	46,135	75,648	198,593	162.5
TOTAL	\$ 3,709,724	\$ 4,636,965	\$ 5,175,496	11.6

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Office Assistant	2.00	2.00	2.00	7
Secretary	4.00	6.00	6.00	10
Administrative Assistant	1.00	1.00	1.00	13
Crime Prevention Specialist	1.00	0.00	0.00	13
Police Officer	11.00	11.00	11.00	15
Police Corporal	41.00	69.00	69.00	18
Fire Investigator	1.00	1.00	1.00	18
Management Analyst	1.00	1.00	1.00	21
Police Sergeant	6.00	10.00	10.00	22
Chief Fire Investigator	1.00	1.00	1.00	23
Management Analyst, Senior	1.00	0.00	0.00	23
Police Lieutenant	1.00	5.00	5.00	26
Police Captain	1.00	0.00	0.00	30
Police Major	1.00	1.00	1.00	36
TOTAL	73.00	108.00	108.00	

Budget Highlights

- Expenditures for Criminal Investigations increase \$538,531 primarily due to the 1997 reorganization of personnel and equipment.

SUPPORT SERVICES

Trends and Issues

As part of the 1997 reorganization, the Support Services Bureau was created by combining several miscellaneous functions, many of which were formerly in the Staff Services Bureau. The Support Services Bureau includes the Traffic Unit, Training Unit, Volunteer Program, Budget Office, Personnel, Recruiting, Vehicle Maintenance, Property Room, Armory, and Quartermaster.

The repair and maintenance of the Barracks continued in 1997 with several projects completed: the exterior brickwork was repointed; the windows were replaced; the Communications Center was renovated to accommodate the new 800 MHZ trunked radio system; the Armory was relocated and the vacated space was renovated to create office

space for the CIB Commander. Also, the Property Room completed its first full year at its location in the old garage.

The targeted traffic enforcement program, which began in 1996, was expanded in 1997. This program focuses resources on the top ten street segments with speeding problems and the top five accident intersections. The Traffic Unit added a new program in mid-1997 to focus attention on citizen concerns by responding to every citizen complaint about a traffic problem. Each call is documented in a database that includes the caller's name, location, nature of the problem, officer assigned, action that was taken, and the results achieved. This process ensures that we are customer oriented.

Goals and Objectives

Goal: A City in which the streets and highways are free of motor vehicle accidents.

Objective:

- To reduce the number of accidents caused by drivers operating under the influence of alcohol.

Department staffing needs are met daily.

Objectives:

- To increase the percentage of minority and female sworn officers.
- To require all officers to receive twenty hours of in-service training.

Goal: Ensure that all Savannah Police

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measure					
- Citations by Traffic Unit	15,000	22,505	15,000	23,000	23,000
Efficiency Measures					
- Cost per Citation	n/a	\$34	n/a	\$47	\$50
- Percent of Budget Spent	100%	97%	100%	100%	100%
Effectiveness Measures					
- DUI Accidents	250	148	225	150	150
- Percent Female & Minority Officers	n/a	48%	n/a	49%	50%
- Officers receiving 20 Hours of Training	421	421	421	426	426

Expenditures By Type

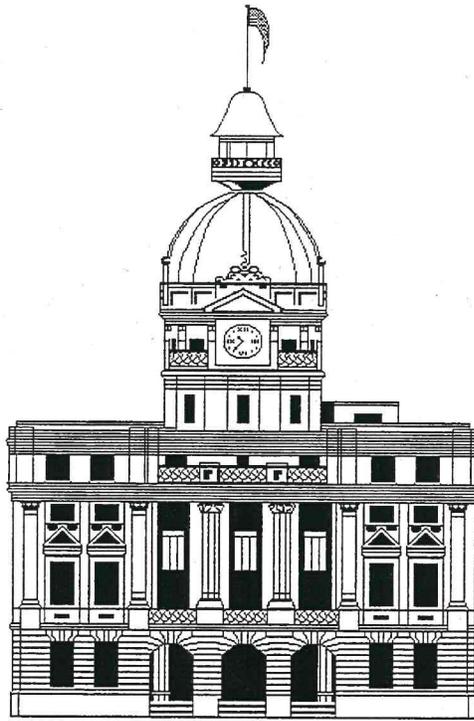
<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 1,548,466	\$ 2,238,497	\$ 2,519,246	12.5
Outside Services	520,058	531,610	548,332	3.1
Commodities	365,643	399,006	412,557	3.4
Interfund Services	794,997	775,857	644,284	-17.0
Capital Outlay	17,372	9,257	11,250	21.5
Other Expenses	137,136	14,109	125,776	791.5
TOTAL	\$ 3,383,672	\$ 3,968,336	\$ 4,261,445	7.4

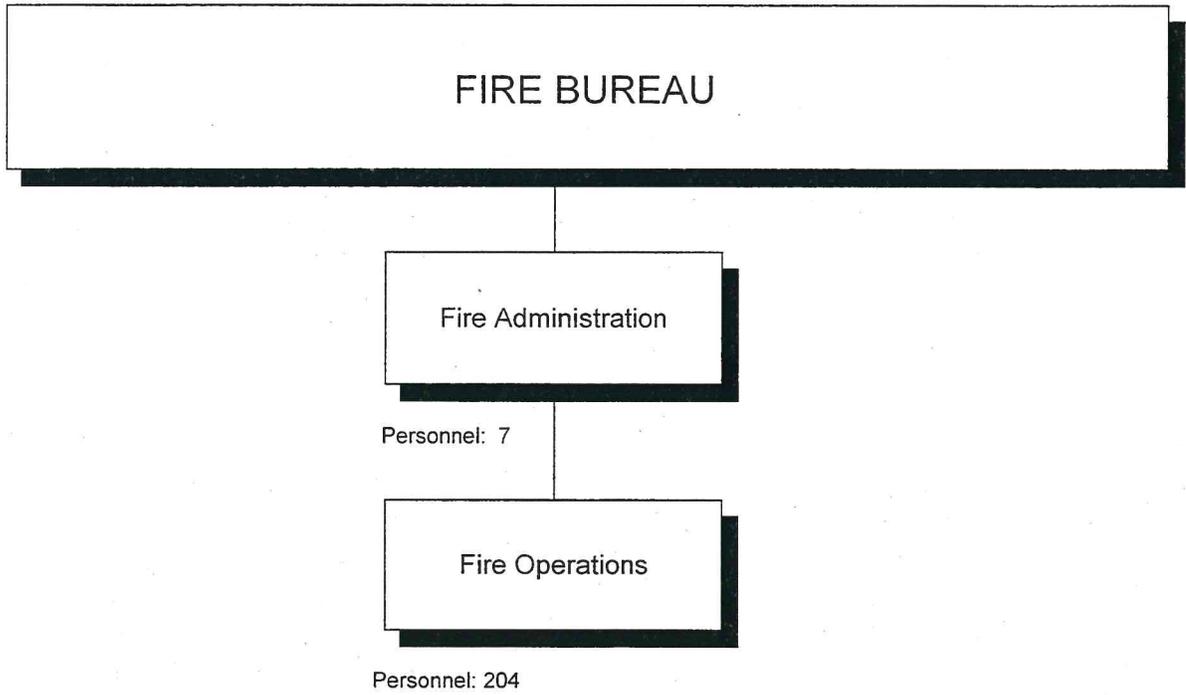
Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
School Crossing Guard	0.00	19.76	19.76	4
Custodian	1.00	1.00	1.00	6
Maintenance Worker	1.00	1.00	1.00	7
Office Assistant, Senior	13.00	3.00	3.00	8
Office Assistant	6.00	0.00	0.00	10
Secretary	3.00	1.00	1.00	10
Storekeeper, Senior	1.00	1.00	1.00	10
Office Assistant, Principal	0.00	1.00	1.00	11
Account Clerk, Senior	1.00	1.00	1.00	11
Administrative Assistant	2.00	2.00	2.00	13
Police Officer	1.00	3.00	3.00	15
Police Corporal	4.00	22.00	22.00	18
Personnel Coordinator	1.00	1.00	1.00	20
Police Sergeant	3.00	4.00	4.00	22
Police Budget Administrator	1.00	1.00	1.00	24
Management Analyst, Principal	1.00	1.00	1.00	25
Police Planning & Research Coordinator	1.00	0.00	0.00	26
Police Lieutenant	2.00	2.00	2.00	26
Police Training Coordinator	1.00	1.00	1.00	27
Police Major	1.00	1.00	1.00	36
TOTAL	44.00	66.76	66.76	

Budget Highlights

- Expenditures for Support Services increase \$293,109 primarily due to the 1997 reorganization of personnel and equipment.





Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 8,509,104	\$ 8,521,134	\$ 9,188,187	7.8
Outside Services	1,636,696	1,742,273	1,800,639	3.4
Commodities	216,574	273,092	253,554	-7.2
Interfund Services	559,501	396,383	368,183	-7.1
Capital Outlay	7,129	17,000	0	-100.0
Interfund Transfers	35,000	0	0	--
Other Expenses	392,371	295,043	394,528	33.7
TOTAL	\$ 11,356,375	\$ 11,244,925	\$ 12,005,091	6.8

Activity Summary

<u>Activity</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Fire Administration	\$ 394,915	\$ 401,938	\$ 424,469	5.6
Fire Operations	10,961,460	10,842,987	11,580,622	6.8
TOTAL	\$ 11,356,375	\$ 11,244,925	\$ 12,005,091	6.8

FIRE ADMINISTRATION

Mission

The mission of the Savannah Fire Administration and Operations is to protect the lives and property of the citizens and visitors of Savannah by providing the highest possible levels of service through fire prevention, public

education, fire suppression, rescue, and mitigation of the effects of natural and man-made disasters consistent with the resources provided.

Trends and Issues

Fire Administration is responsible for maintaining a community safe from fires and other emergencies so the citizens of Savannah may live, work and prosper. The Fire chief and his staff direct and coordinate the functions of the bureau to reach that goal by insuring that the department has adequate staffing, equipment and facilities.

A 1996 pre-ISO study has reenforced the fact that fire department resources need to be reallocated to equalize service levels citywide. Fire Administration is developing a long-term strategy that will allow for the reallocation at the lowest cost to the taxpayers of Savannah. In addition to this, implementation will begin in 1998 on a number of the recommendations of the pre-ISO inspectors. This will insure that the City maintains its current insurance rating.

The bureau is preparing to implement fire services to the Southside of the City starting in 1999. This includes redeployment of existing resources, also adding staffing and building facilities to ensure a smooth transition of services.

Inspection of existing fire stations indicated that major repairs and renovations are needed. In 1997, the Capital Improvement Program (CIP)

began to provide funds for repairing these infrastructures. Work has now begun, and will continue into the foreseeable future.

Also, in 1997, the bureau began the process of developing a comprehensive hurricane and disaster program, which will allow for a greater level of efficiency and effectiveness before, during and after a natural disaster.

Technical training and educational requirements will continue to increase in 1998. As the City and organization move to higher levels of hazardous materials, increase response for underground and high angle rescues, vehicle extrications, and more complex fire and emergency situations, they must enhance the need to keep abreast of new and innovative trends. Further, the organization plans to increase its service level to its citizens, and visitors by responding to some selected medical incidents.

Finally, there will be a renewed significance placed on all activities that increase citizens' awareness of the dangers of fire and other emergencies before an event occurs. This will place an increase demand on non-emergency services for all personnel. Additionally, there will be renewed emphasis placed on the physical fitness of line personnel.

Goals and Objectives

Goal: A City safe from fire and other types of disasters.

Objectives:

- To ensure that all emergency services

personnel are properly trained and equipped to handle any type of emergency situation.

- To increase the number of emergency services personnel taking outside agency

Training in 1998.

- To ensure that all national, state and local requirements for emergency services are met.

- To ensure that all sections of the city receive Fire Safety education programs.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Monthly Reports	12	12	12	12	12
- Monthly Leave Reports	12	12	12	12	12
- Annual Reports	1	1	1	1	1
- Incidental Reports	12	12	12	12	12
- Budget	1	1	1	1	1
- Fire Science Courses given	12	12	12	12	12
- Personnel Receiving Outside Training	63	63	69	70	75
Efficiency Measures					
- Cost per Monthly report	n/a	10,028	9,974	9,974	10,533
- Cost per Course	n/a	7,745	7,704	7,704	8,136
- Cost of Personnel Training	n/a	34	36	34	37
- Percent of budget spent	100%	98%	100%	100%	100%
Effectiveness Measures					
- % of Personnel receiving o/s training.	10	10	10	10	10
- # of Courses taught	12	14	12	12	12
- # of Fire Safety Programs	n/a	n/a	8	8	8

Expenditures By Type

<u>Expenditure Area</u>	1996	1997	1998	<u>% Change 97-98</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 339,183	\$ 335,877	\$ 359,029	6.9
Outside Services	9,595	29,669	28,569	-3.7
Commodities	14,106	11,346	10,677	-5.9
Interfund Services	28,611	17,237	16,322	-5.3
Other Expenses	3,420	7,809	9,872	26.4
TOTAL	\$ 394,915	\$ 401,938	\$ 424,469	5.6

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Office Assistant, Senior	1.00	1.00	1.00	8
Administrative Assistant	1.00	1.00	1.00	13
Fire Captain	1.00	1.00	1.00	22
Management Analyst, Senior	1.00	1.00	1.00	23
Fire Training Chief	1.00	1.00	1.00	27
Assistant Fire Chief	1.00	1.00	1.00	36
Fire Chief	1.00	1.00	1.00	46
TOTAL	7.00	7.00	7.00	

Budget Highlights

- Budget increases due to vacancies in 1997.

FIRE OPERATIONS

Trends and Issues

The goals of the Operations Department of the Savannah Bureau of Fire & Emergency Services is to efficiently prevent or mitigate fire, flooding, Haz-mat, technical rescues, and accident emergencies in all areas of the city and some part of the county. Operations will move toward the realization of these goals by the following means; placing continuing emphasis on fire safety education, which has been greatly enhanced with the acquisition of the fire safety house; completing all scheduled and appointment home fire safety checks and installing smoke detectors where appropriate; promoting residential smoke detectors; completing all assigned pre-fire plans and hazardous material site surveys; and employing a more aggressive and comprehensive training schedule. Further, these goals will be accomplished by aggressively mitigating all types of emergencies through proactive, innovative methods.

Service enhancements for 1998 are centered around prepackaging resources for rapid deployment in the most cost effective fashion utilizing trailers, increased training, enhancing the physical fitness program, and modernizing the department's command and firefighting abilities. The use of trailers will provide for an enhanced "foam delivery" capability useful in industrial, transportation, or marine environments. Increasing the level of training for all emergency services personnel to ensure

all current mandated program objectives are met. Also, enhancing our physical fitness program by using the wellness center to help reduce on the job injuries and establish physical fitness standards for front line personnel. Modernizing the department's firefighting force includes updating command vehicles, increasing the department's ability to cope with technical rescue needs for our customers, and developing additional catastrophic emergency readiness.

Most of the operational focuses for 1998 will be preparing for deployment on the Southside. This will encompass area familiarization, dispatching assignments, and pre-fire planning. It will also include recruitment, training, and equipping new firefighters. In addition, modification of operations for downtown will be completed, taking into account the relocation of stations #2 and #7.

Operations will closely scrutinize standards mandated by the Insurance Services Organization (ISO) to make certain the bureau is in compliance and in the most favorable position for the 1999 rating inspection.

The Operations Department will continue to identify new and more cost effective means of service delivery by continuing to monitor current practices and procedures against national trends.

Goals and Objectives

Goal: A city in which all neighborhoods are safe from fires and loss of life and property due to fires, as well as other material and man-made disasters.

Objectives:

- To reduce major types of dwelling fires.
- To reduce average loss per dwelling fire.
- To reduce the number of locations from which multiple false alarms are received in 1998.

Goal: To protect lives of the citizens, property, and environment of the county from the effects of hazardous materials that are manufactured, used, stored, and transported in Chatham County.

Objectives:

- To reduce the risk of hazardous materials incident in 1998 by completing 30 pre-incident site plans and 30 community education projects.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Infra-structure & Equipment-C&M man-hours	13,000	13,202	13,000	13,500	13,500
- Fire Calls	1,870	1,409	1,852	1,500	1,800
- False Alarms	777	1,205	930	1,230	930
- Public Service	700	670	719	700	719
- Rescues	89	85	110	100	110
- Maintain Average Daily Staff	52.2	50.1	52.2	52.0	52.2
- Home Fire Safety Checks	3,000	1,864	3,000	3,000	3,000
- Pre-incident site surveys	30	30	30	30	36
Efficiency Measures					
- Cost per Manhour	202	198	194	193	206
- Cost per Fire call	300	331	331	316	339
- Cost per False Alarm	125	125	130	130	130
- Cost per Public Service	149	130	163	160	165
- Cost per Rescue	1,011	1,136	1,084	1,084	1,161
- Cost per Home Safety Check	44	43	27	44	28
- Cost per site survey	625	625	597	597	639
- Percent of budget spent	100%	100%	100%	100%	100%
Effectiveness Measures					
- # of major dwelling fires	374	404	363	363	338
- \$ average of swelling fires	2,507	2,090	2,383	2,000	2,090
- # of multiple false alarm locations	36	87	32	32	29

Revenues By Source

The Fire Bureau receives revenue for providing the following services to local businesses and residents. The Haz Mat revenue comes through an agreement that the program would be funded 25% by the County, 25% by the City and 50% by area facilities, which manufacture, use or store hazardous materials. Chatham County

adopted an ordinance in 1996, to levy a Haz Mat fee which is paid by the private sector as their share of the expenses. The Fire Protection fee is paid by non City residents who live in the unincorporated areas served by the Savannah Fire Department.

Revenue Source	1996	1997	1998	% Change 97-98
	Actual	Projected	Budget	
Fire Protection Fee	\$ 18,921	\$ 35,000	\$ 75,000	114.3
Haz Mat Reimbursement	98,800	136,000	136,000	0.0
TOTAL	\$ 117,721	\$ 171,000	\$ 211,000	23.4

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 8,169,921	\$ 8,185,257	\$ 8,829,158	7.9
Outside Services	1,627,101	1,712,604	1,772,070	3.5
Commodities	202,468	261,746	242,877	-7.2
Interfund Services	530,890	379,146	351,861	-7.2
Capital Outlay	7,129	17,000	0	-100.0
Interfund Transfers	35,000	0	0	--
Other Expenses	388,951	287,234	384,656	33.9
TOTAL	\$ 10,961,460	\$ 10,842,987	\$ 11,580,622	6.8

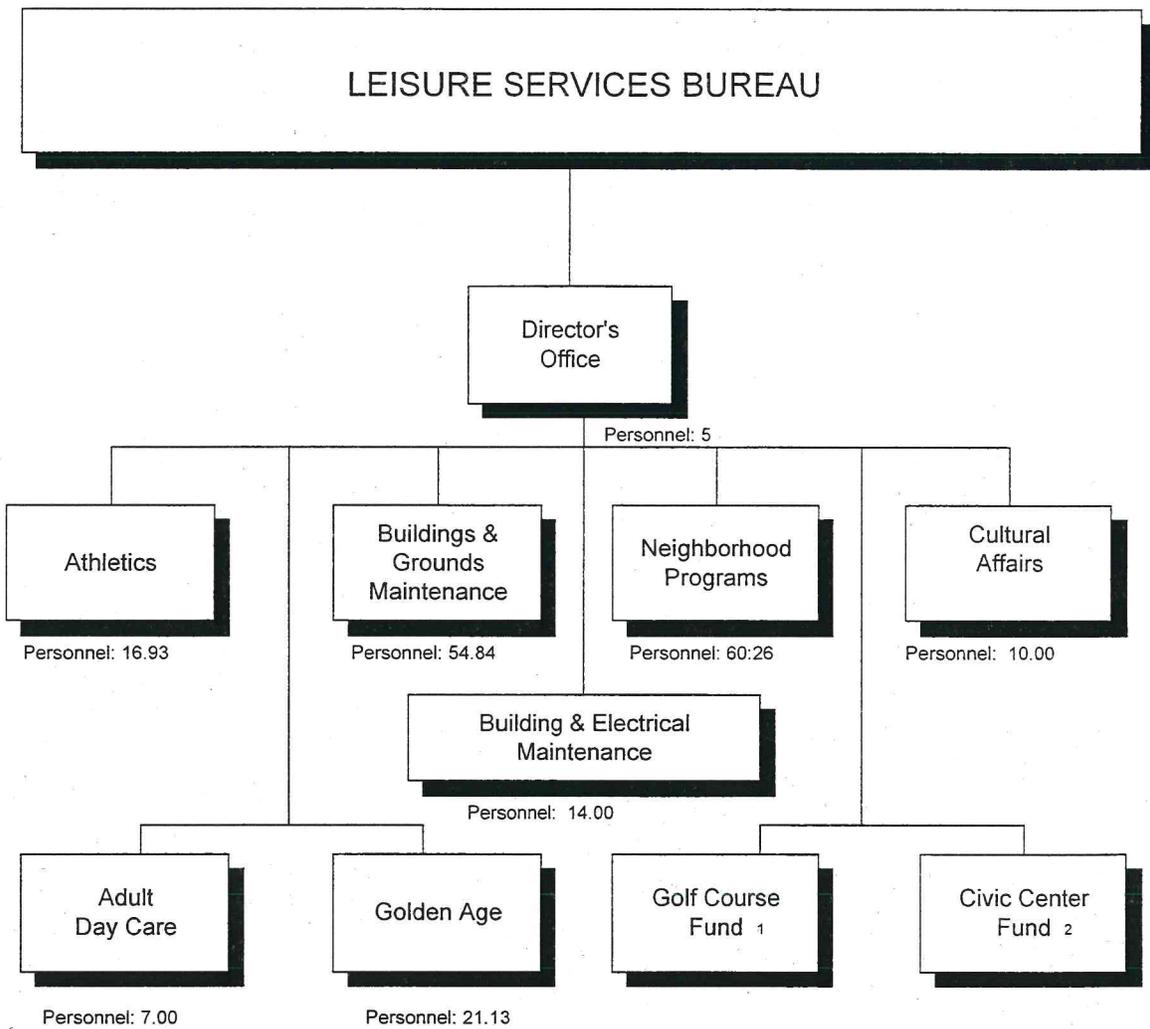
Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Office Assistant	1.00	1.00	1.00	7
Storekeeper	1.00	1.00	1.00	8
Communication Specialist	5.00	5.00	5.00	11
Communication Specialist, Senior	1.00	1.00	1.00	12
Firefighter Trainee	8.00	8.00	9.00	13
Firefighter	27.00	27.00	29.00	14
Master Firefighter	113.00	113.00	110.00	17
Fire Captain	40.00	40.00	40.00	22
Haz Mat Coordinator	1.00	1.00	1.00	25
Fire Battalion Chief	6.00	6.00	6.00	30
Asst. Fire Chief	1.00	1.00	1.00	36
TOTAL	204.00	204.00	204.00	

Budget Highlights

Budget increases due to:

- Southside take over in 1999.
- Depreciation for new fire vehicles.
- Pay increase and first responder program.
- Vacancies in 1997.



¹ The Golf Course operations are contracted.

² The Civic Center Fund is a separate fund.

LEISURE SERVICES BUREAU

At \$8,629,158, expenditures for 1998 increase over 1997 by \$580,751 or 7%. The major changes for 1998 are opening of the Eastside Community Center, extended operating hours for summer camp, addition of a part time Festival/Marketing Coordinator in Cultural Affairs

and the opening of Moses Jackson Center in December 1998.

A comparison of the 1998 budget with 1997 projected and 1996 actual expenses is presented below.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 4,828,612	\$ 5,090,592	\$ 5,779,729	13.5
Outside Services	1,251,331	1,502,503	1,512,501	0.7
Commodities	558,253	669,275	730,161	9.1
Internal Services	579,643	364,274	370,025	1.6
Capital Outlay	31,431	128,173	55,300	-56.9
Interfund Transfers	110,200	125,624	0	-100.0
Other Expenses	132,560	167,966	181,442	8.0
TOTAL	\$ 7,492,030	\$ 8,048,407	\$ 8,629,158	7.2

Activity Summary

<u>Activity</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Leisure Services Director	\$ 261,919	\$ 259,759	\$ 278,528	7.2
Athletics	1,062,939	1,048,477	1,071,954	2.2
Neighborhood Programs	1,885,829	2,016,184	2,187,283	8.5
Adult Day Care	268,841	286,668	301,239	5.1
Golden Age	810,189	870,896	945,112	8.5
Cultural Affairs	461,442	442,807	506,350	14.4
Buildings & Grounds	2,209,930	2,292,715	2,603,265	13.5
Building & Electrical Maint	530,941	830,901	735,427	-11.49
TOTAL	\$ 7,492,030	\$ 8,048,407	\$ 8,629,158	7.2

Revenues By Source

Revenue Source	1996		1997		1998	% Change 97-98
	Actual		Projected		Budget	
Paulson Concessions	\$ 97,174	\$	105,000	\$	112,000	6.7
Grayson Stadium Rent	14,800		12,000		12,000	0.0
Vending Concessions	10,511		9,000		9,000	0.0
Tennis Concessions	98,876		104,000		91,000	-12.5
Athletic Fees	44,380		48,000		48,000	0.0
Softball Fees	75,990		69,000		70,000	1.4
Athletic Tournament Fees	9,754		14,000		8,000	-42.9
Softball Tournament Fees	25,879		36,000		31,000	-13.9
Ceramic Fees	11,320.00		9,000.00		0.00	-100.0
Cultural Fees	39,598		48,000		61,000	27.0
Neighborhood Programs Fees	12,020.00		14,000.00		48,000.00	242.9
Golden Age Fees	8,851		16,000		16,000	0.0
Park and Square Event Fees	37,077		32,000		35,000	9.4
Leisure Services Grants	7,585		37,726		20,000	-47.0
State Grant - Elderly	70,394		65,000		65,000	0.0
State Grant - CAPDC	210,852		165,000		165,000	0.0
Yamacraw Sports Grant	79,242		30,000		30,000	0.0
TOTAL	\$ 854,303	\$	813,726	\$	821,000	0.9

Several fee increases are proposed in 1998. The major increase is the addition of a summer camp fee -- \$25 per participant -- in 1998. Other

fee increases are detailed in the highlights section of the budget document.

LEISURE SERVICES DIRECTOR

Mission

To provide citizens with convenient affordable, and safe leisure time programs and facilities of

their choosing regardless of age, gender, and physical and mental capacities.

Trends and Issues

The Leisure Services Bureau provides the residents of Savannah with convenient and affordable access to leisure time programs and facilities. This is accomplished by offering basic issues to be faced by the Bureau in 1998 are the result of successful programming in previous years. These issues include:

- Major Capital Needs
- Non-resident Participation
- Accreditation
- Program Growth

In the early 1970's, Leisure Services took advantage of funding via the Federal Government's Land and Water Fund and UPARR to construct many new facilities. These facilities included community centers, tennis courts, playgrounds and swimming pools. The citizens of this community have benefitted greatly from these facilities. 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, non-residents surpass city residents.

In order to ensure efficiency and effectiveness of our programs, Leisure Services is pursuing national accreditation through the Commission for Accreditation to 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 young 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.

Goals and Objectives

Goal: A City in which all citizens regardless of age, gender, and physical and mental capabilities have convenient and affordable access to leisure time facilities and programs of their choosing.

- To achieve an average program participation of 16.7% in each service area of the City not presently meeting the City average of 16.7% in

1998.

- To increase female participation in leisure time activities by 2% in 1998.
- To increase adult participation in leisure time activities by 3% in 1998.
- To increase senior participation in leisure time activities by 10% in 1998.
- To achieve a public satisfaction level of good from 95% of surveyed program participants.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Effectiveness Measures					
- Female Participation	12,375	11,230	12,623	12,623	12,875
- Adult Participation	8,931	9,370	9,110	7,000	7,210
- Senior Citizen Participation	945	1,232	992	1,191	1,310
- Public Satisfaction Level	n/a	n/a	n/a	3	3
Efficiency Measure					
- % of budget spent	100%	97.7%	100%	98%	100%

Expenditures By Type

<u>Expenditure Area</u>	1996	1997	1998	% Change 97-98
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 217,896	\$ 223,833	\$ 242,907	8.5
Outside Services	9,710	15,180	16,484	8.6
Commodities	3,420	4,370	3,875	-11.3
Internal Services	25,385	13,817	12,426	-10.1
Other Expenses	5,508	2,559	2,836	10.8
TOTAL	\$ 261,919	\$ 259,759	\$ 278,528	7.2

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
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	

Budget Highlights

• Included in this activity's budget are funds for two temporary interns to assist with preparing an accreditation report for Leisure Services to

become accredited by the Commission for Accreditation of Park and Recreation Agencies.

RECREATION SERVICES

Mission

To meet the needs of youth, adults and senior citizens by providing convenient, affordable and

accessible recreational activities and services for all citizens.

Trends and Issues

The Recreation Services Department operates within the Leisure Services Bureau and offers programs and services for youth and adults that are convenient, affordable and available during their leisure time. Recreation Services includes, Athletics, Neighborhood Programs, Adult Daycare and Golden Age Center.

therapeutic program for individuals with disabilities, youth sports clubs, cheerleader camps, an after-school program, a reading program, and athletic leagues in baseball, basketball, football, soccer, softball, tennis and track and field.

A variety of programs to meet the needs of the community are offered including daily operation of five regional and five neighborhood centers, twenty-one supervised playgrounds, a daily

Program growth can be seen in youth sports and the regional centers. Also, the neighborhood centers have a great demand for additional space during peak periods -- the afternoon and the summer.

ATHLETICS

Goals and Objectives

Goal: A City which all citizens regardless of age and gender have convenient and affordable access to athletic program and facilities of their choosing.

1998.

Objectives:

- To increase minority participation in the organized tennis program by 10% in

- To achieve a 90% customer satisfaction rate, by surveying user groups participating in athletic leagues.
- To increase by 10% the number of volunteer coaches certification in 1998.

Service Levels

Workload Measures	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Participant Hours					
- Youth Baseball	186,180	195,696	186,180	195,850	195,850
- Youth Basketball	68,076	82,800	168,076	68,720	69,000
- Youth Football	151,250	10,560	151,250	152,000	152,000
- Youth Soccer	142,500	120,360	142,500	125,400	130,000
- Youth Tennis	8,500	6,838	8,500	7,300	8,500
- Cheerleader Camp	n/a	1,536	1,536	1,600	1,600
- Blackshear Sports Camp	n/a	9,672	9,672	9,672	10,000
- Adult Softball	303,150	331,020	303,150	331,020	331,020
- Adult Flag Football(part)	n/a	n/a	n/a	n/a	125
- Adult Tennis	n/a	42,085	50,000	45,000	50,000

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Efficiency Measures					
Cost per participant hour					
- Youth Baseball	\$0.72	n/a	\$1.00	n/a	\$0.83
- Youth Basketball	\$3.07	n/a	\$2.00	n/a	\$1.26
- Youth Football	\$0.48	n/a	\$0.59	n/a	\$0.59
- Youth Soccer	\$0.26	n/a	\$0.27	n/a	\$0.29
- Adult Softball	\$1.18	n/a	\$1.00	n/a	\$0.89
- Adult Tennis	\$4.58	n/a	\$5.00	n/a	\$5.25
- Cheerleading	n/a	n/a	n/a	n/a	\$12.22
- % of budget spent					
- Athletics	100%	104%	100%	98%	100%
- Concessions	100%	92%	100%	99%	100%
Effectiveness Measure					
- Participant satisfaction rating of team sports	n/a	n/a	n/a	n/a	90%

Expenditures By Type

<u>Expenditure Area</u>	1996		1997		1998		<u>% Change 97-98</u>
	<u>Actual</u>		<u>Projected</u>		<u>Budget</u>		
Personal Services	\$ 570,786		\$ 550,893		\$ 580,964		5.5
Outside Services	255,928		258,776		259,013		0.1
Commodities	180,594		194,914		195,647		0.4
Internal Services	39,052		17,666		17,521		-0.8
Capital Outlay	12,797		19,345		12,500		-35.4
Other Expenses	3,924		6,883		6,309		-8.3
TOTAL	\$ 1,063,081		\$ 1,048,477		\$ 1,071,954		2.2

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Maintenance Worker	1.59	1.59	1.59	7
Clubhouse Attendant	3.13	3.13	3.13	7
Leisure Services Leader	4.46	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 Center Supervisor	1.00	1.00	1.00	14
Leisure Services Supervisor	2.00	2.00	2.00	17
Concession Supervisor	0.75	0.75	0.75	17
Tennis Coordinator	1.00	1.00	1.00	21
Athletics Administrator	1.00	1.00	1.00	27
TOTAL	16.93	16.93	16.93	

NEIGHBORHOOD PROGRAMS

Goals and Objectives

Goal: A City with diverse recreation and education programs and safe facilities to foster positive alternatives for all youth during their leisure time.

Objectives:

- To increase programming opportunities for youth by 5% in Service Area C and D and the Community Change for Youth Development neighborhood in 1998.
- To increase educational opportunities by 10% at regional neighborhood centers by providing volunteer tutors to assist with homework.
- To reduce by 90% the number of students whose English and Math grades are below 70 by end of 1998 school year in the After-School Program at Hubert Middle School.

Goal: A City with leisure opportunities available for adults to participate and/or spectate during their leisure time and to offer adults family events, opportunities for volunteerism and mentoring youth.

Objectives:

- To achieve a minimum of two family events at each center, in the Therapeutics Program, and in the community change for youth development neighborhood in 1998.
- To maintain activities in targeted neighborhoods' family and friends day events in 1998.
- To increase by 10% the number of adults who mentor youth daily center

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
Supervised Hours					
- Centers	20,540	18,238	20,450	19,230	20,540
- Playgrounds	18,000	19,968	18,000	19,600	19,600
- Yamacraw Sports Club	1,240	1,147	1,240	1,240	1,240
- Garden Homes Sports Club	1,240	1,192	1,240	930	n/a
Participant Hours					
- Pools	75,100	51,297	75,100	n/a	75,100
- Therapeutics	31,981	21,298	31,981	23,500	25,000
- Afterschool Program	18,000	18,366	18,000	18,000	18,000
Participants					
--Weightlifting	75	75	75	74	75
- Soccer	120	63	120	120	85
- West Broad YMCA	200	97	200	125	200
Efficiency Measures					
Cost per supervised hour					
- Centers	n/a	n/a	n/a	n/a	\$43
- Yamacraw	n/a	n/a	n/a	n/a	\$27
- Playgrounds	n/a	n/a	n/a	n/a	\$30
Cost per participant hour					
- Therapeutics	n/a	n/a	n/a	n/a	\$10
- Pools	n/a	n/a	n/a	n/a	\$4
- After-school program	n/a	n/a	n/a	n/a	\$7
Cost per participant					

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
- Soccer	\$125	n/a	\$125	n/a	\$176
- Weightlifting	\$150	n/a	\$200	n/a	\$200
- YMCA	\$150	n/a	\$150	n/a	\$155
Percent of budget spent					
- Neighborhood Programs	100%	100%	100%	100%	100%
- Youth Sports Club	100%	112%	100%	92%	100%
- After School Program	100%	99%	100%	97%	100%

Effectiveness Measures

Average daily attendance					
- Sports Club	150	141	150	150	150
- Afterschool Program	75	58	75	75	75
- Centers	1,350	1,071	1,350	1,350	1,375
- Playgrounds	600	465	600	585	600
- % of students with Math and English scores below 70	n/a	57%	90%	90%	90%

Expenditures By Type

Expenditure Area	1996		1997		1998	% Change 97-98
	Actual		Projected		Budget	
Personal Services	\$ 1,439,639	\$	1,479,572	\$	1,603,976	8.4
Outside Services	243,421		312,652		311,802	-0.3
Commodities	82,531		96,884		131,165	35.4
Interfund Services	88,131		66,955		70,292	5.0
Capital Outlay	2,155		29,431		25,000	-15.1
Other Expenses	29,952		30,690		45,048	46.8
TOTAL	\$ 1,885,829	\$	2,016,184	\$	2,187,283	8.5

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
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 Manager	0.25	1.00	1.00	10
Leisure Services Leader	24.62	26.38	28.18	9
Bus Driver	1.00	1.00	1.00	9
Leisure Services Specialist	1.55	1.80	1.80	13
Administrative Assistant	1.00	1.00	1.00	13
Leisure Services Center Supervisor	8.09	9.59	10.59	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
After School Program Coord	0.75	0.75	0.75	17
Program Coordinator	4.00	4.00	4.00	22
Recreation Services Director	1.00	1.00	1.00	36
TOTAL	53.19	57.45	60.26	

Budget Highlights

- Personnel Services increases \$124,404 or 8% due to the wage increase and positions added for Eastside Community Center. In addition, Summer Camp staff will work additional hours to extend operating hours for campers.
- Commodities increase \$34,281 or 35% for supplies for the Moses Jackson Community Center.
- Garden Homes Sports Club grant and program ended in 1997.

ADULT DAY CARE

Trends and Issues

The Adult Day Care Program is a division of the Recreation Services Department within Leisure Services. The Adult Day Care Program provides a community based program of services during the day for frail senior adults, helping them to maintain independence and prevent institutionalization.

Meals and the Social Services Block Grant. Funds from these services are expected to continue in 1998.

The Adult Day Care Center is serving a more diverse frail population each year with increased needs for services. Plans are to relocate the center to Moses Jackson School which will provide greater space which will enhance the program.

The Adult Day Care Program receives funding from State and Federal Title III Congregate

Goals and Objectives

Goal: A City in which all frail senior citizens, regardless of gender, physical and mental capacities, have convenient and affordable access to adult day care center and programs.

Objectives:

- To implement a daily individual plan based on need and ability of each participant.
- To achieve a minimum 90% rating on Adult Day Care standards.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Participants	104	111	110	110	110
- Congregate Meals	10,740	11,057	10,740	11,000	10,740
- One Way Trips	17,772	163,781	17,722	17,722	17,722
- Participant Hours	61,000	63,160	62,400	62,400	62,400
Efficiency Measures					
- Cost per participant hour	n/a	n/a	n/a	n/a	\$4
- Cost per meal	\$5	n/a	\$4	n/a	\$4
- Cost per round trip	\$8	n/a	\$8	n/a	\$8
- % of budget spent	100%	90%	100%	99%	100%
Effectiveness Measures					
- Average daily attendance	49	41	49	41	49
- Adult Daycare Standards	n/a	n/a	n/a	n/a	90%

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 181,273	\$ 190,940	\$ 208,234	9.1
Outside Services	53,102	60,634	62,519	3.1
Commodities	5,298	11,498	8,870	-22.9
Internal Services	18,020	11,446	10,333	-9.7
Other Expenses	11,148	12,150	11,283	-7.1
TOTAL	\$ 268,841	\$ 286,668	\$ 301,239	5.1

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Bus Driver	0.50	1.00	1.00	9
Leisure Services Leader	1.50	1.50	1.50	9
Office Assistant, Senior	0.50	0.50	0.50	9
Leisure Services Specialist	1.00	1.00	1.00	13
Social Services Specialist	1.00	1.00	1.00	13
Leisure Services Center Supervisor	1.00	1.00	1.00	14
Program Coordinator	1.00	1.00	1.00	22
TOTAL	6.50	7.00	7.00	

GOLDEN AGE

Trends and Issues

The Golden Age Program is a division of the Recreation Services Department within the Leisure Services Bureau.

The Golden Age Program meets the needs of senior citizens at ten golden age centers and three part-time centers. The services include daily congregate lunch meals, trips from home to the center and to home again in the afternoon, and a daily program which includes physical fitness, nutrition and health education. Primary

issues are to maintain congregate meals at the present level as new part-time centers continue to operate.

Also, senior citizens are beginning to develop more interest in the cultural activities, computers and trips; not the traditional socialization and arts and crafts. The continuing deterioration of the older centers and the limited space of the smaller centers will have to be addressed.

Goals and Objectives

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.

Objectives:

- To increase male participation in Golden

Age by 20 participants in 1998.

- To achieve one daily session of physical fitness activities at 13 Golden Age Centers in 1998.
- To achieve a minimum of one nutrition, health and education training per month at 13 Golden Age Centers in 1998.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Total Participants	735	833	775	910	925
- Congregate Meals	81,250	75,365	81,250	81,250	81,000
- One Way Trips	19,700	16,275	19,700	18,096	18,096
- Participant Hours	575,000	637,622	595,000	639,924	639,924
Efficiency Measures					
- Cost per participant hour	n/a	n/a	n/a	n/a	\$.85
- Cost per congregate meal	\$4	n/a	\$4	n/a	\$4
- Cost per trip	\$7	n/a	\$10	n/a	\$10
- % of budget spent	100%	93%	100%	91%	100%
Effectiveness Measure					
- Average daily attendance	500	458	500	458	500

Expenditures By Type

<u>Expenditure Area</u>	1996	1997	1998	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>97-98</u>
Personal Services	\$ 495,819	\$ 509,052	\$ 594,814	16.8
Outside Services	259,441	320,509	314,588	-1.8
Commodities	29,867	34,720	29,065	-16.3
Internal Services	25,062	5,815	6,645	14.3
Capital Outlay	0	800	0	-100.0
TOTAL	\$ 810,189	\$ 870,896	\$ 945,112	8.5

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Leisure Services Leader	9.13	11.13	11.13	9
Leisure Services Center Supervisor	9.00	9.00	9.00	14
Program Coordinator	1.00	1.00	1.00	22
TOTAL	19.13	21.13	21.13	

Budget Highlights

- Personal Services increase \$62,997 or 17% due to vacancies in 1997.

CULTURAL AFFAIRS

Mission

The City of Savannah Department of Cultural Affairs is committed to nurturing excellence and diversity to improve the social fabric and quality of life for Savannah's citizens, regardless of income, education, disabilities, or ethnicity. The Department of Cultural Affairs will provide leadership in fostering programs that educate

and expose citizens to a rich and diverse range of cultural expressions. The Department strives to support artistic programs that celebrate creativity, create educational opportunities, encourage economic growth, and enhance Savannah's reputation as a cultural destination.

Trends and Issues

The Department of Cultural Affairs is responsible for insuring that a variety of quality arts and cultural opportunities are available and accessible to the citizens and visitors of Savannah. The Cultural Affairs Review Committee meets annually to recommend purchases of cultural services from eligible arts organizations. Contract development, administration, management, and evaluation of these programs are duties of one component of the Cultural Affairs Department.

A variety of affordable (many free) arts classes, workshops, theater, dance productions, and visual art exhibitions produced by the arts programming staff amalgamate the Department's efforts by engaging and introducing interactions with the arts. In addition, the Cultural Affairs Department serves as a resource center providing technical assistance, information services, workshops, producing a quarterly newsletter, and brochures.

Responsibilities of the Department have continued to expand as a result of the evolving trends in Savannah. Cultural funding, program applications, contracted service providers' organizational stability, and requests for service outside of the historic district are challenges facing the department.

Increasing numbers of tourists who choose Savannah as their destination continue creating the opportunities for nonprofit, and commercial cultural organizations' development and growth. Individual and collaborative cultural events provide for and benefit from the economic boost

to Savannah.

Issues facing the City of Savannah, and the Cultural Affairs Department include the decline and disbandment of "established" institutions. This loss negatively impacts the number and diversity of resources available that define the liveability of the City of Savannah.

Several of Savannah's cultural organizations are experiencing financial, operational, and administrative changes. The questionable stability of organizations, institutions, and museums jeopardize the ability to provide, coordinate or facilitate cultural service endeavors purchased by the city.

The Department of Cultural Affairs has responded by directly producing, coordinating, and managing several successful events that formerly had been purchased from the local cultural institutions.

Nationally, the departure from the use of public funds for "arts for the arts sake" requires that cultural funding addresses community needs. The effectiveness of these arts efforts are measurable through performance assessments. Programs that are diverse and available; that promote, enhance and facilitate community revitalization, educational improvement, economic impact and social issues are definitive of the positive impact the arts contribute to communities.

The Cultural Affairs Department is dedicated to meeting these challenges with the provision of

expanded workshops, technical assistance, information distribution, classes and productions that directly contribute to community concerns.

Cultural services purchased from organizations will be requested to develop and initiate programs that fulfill the city's goals.

Goals and Objectives

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:

- To ensure that the cultural services purchased from community art agencies have a broad geographic distribution and encourage participation from the diverse cultural life of the city.

Goal: A city where the entire community is aware of the cultural opportunities available.

Objective:

- To expand and improve the quality of the marketing plan that distributes pertinent cultural information.

Goal: A city where the cultural arts programs facilitate success of social service agencies, youth programs, adult services, and special need populations.

Objective:

- To provide quality literary, visual, and performing arts opportunities collaboratively to reinforce social and educational issues.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- # Services purchased	542	n/a	518	n/a	520
- # New organizations	n/a	n/a	n/a	n/a	3
- # New artistic disciplines	n/a	n/a	n/a	n/a	2
- # New recipients of cultural information	n/a	n/a	n/a	n/a	200
- # Presentations and workshops	n/a	n/a	n/a	n/a	6
- # Visual Arts Collaborations	n/a	n/a	n/a	n/a	6
- # Literary Collaborations	n/a	n/a	n/a	n/a	6
- # Performing Arts Collaborations	n/a	n/a	n/a	n/a	6
- # of Participants					
Classes	n/a	1,137	n/a	1,829	1,960
Workshops	n/a	8,875	n/a	9,953	10,785
Efficiency Measures					
- Administrative cost per service purchased	n/a	n/a	n/a	n/a	\$26
- Cost per participant in a collaborative targeted program	n/a	n/a	n/a	n/a	\$20
- Cost per participant/technical assistance	n/a	n/a	n/a	n/a	\$70
- % of budget spent	100%	103%	100%	95%	100%

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Effectiveness Measures					
- Ratings of collaborative programs as excellent	n/a	n/a	n/a	n/a	80%
- Ratings of availability of cultural opportunities as sufficient	n/a	n/a	n/a	n/a	80%
- # Media, reviews and editorials	n/a	n/a	n/a	n/a	40
- # New requests for services	n/a	n/a	n/a	n/a	50

Expenditures By Type

<u>Expenditure Area</u>	1996		1997		1998	<u>% Change 97-98</u>
	<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	
Personal Services	\$ 302,858		\$ 302,344		\$ 356,133	17.8
Outside Services	88,997		87,929		92,326	5.0
Commodities	35,206		36,070		41,518	15.1
Internal Services	26,585		9,418		9,124	-3.1
Capital Outlay	0		3,031		1,000	-67.0
Other Expenses	7,796		4,015		6,249	55.6
TOTAL	\$ 461,442		\$ 442,807		\$ 506,350	14.4

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Leisure Services Leader	1.50	1.50	1.50	9
Leisure Services Specialist	1.50	2.00	2.00	13
Administrative Assistant	1.00	1.00	1.00	13
Arts Coordinator	2.00	2.00	2.00	17
Cultural Affairs Coordinator	1.00	1.00	1.00	19
Cultural Arts Coordinator	1.00	1.00	1.00	20
Marketing/Festival Coordinator	0.00	0.00	0.50	23
Cultural Affairs Director	1.00	1.00	1.00	36
TOTAL	9.00	9.50	10.00	

Budget Highlights

- Within Personal Services, Salaries and Wages increase \$38,293 or 15% due to several vacancies in 1997 and the addition of a part-time, Marketing/Festival Coordinator in 1998 to help with festival coordination and improve awareness of cultural opportunities.

BUILDINGS AND GROUNDS

Mission

The Buildings and Grounds Department is responsible for maintaining 138 City buildings and all of the Leisure Services Bureau facilities

(playgrounds, swimming pools and athletic fields) in a safe and user friendly condition for the citizens of Savannah.

Trends and Issues

The Buildings and Grounds Department is responsible for development and maintenance of all City buildings (except Water and Sewer) and all parks under the Leisure Services Bureau. The only pave exceptions are the Civic Center and the Bacon Park Gold Course. This responsibility entails the development and administration of a scheduled maintenance plan and capital development plan. This department includes two divisions, Buildings and Grounds and Building and Electrical Maintenance.

On January of 1997, this Department assumed the responsibility for maintaining, constructing, and renovating all City buildings. With that responsibility, the staff and resources that were involved with that were transferred also. In addition, \$500,000 was appropriated to fund additional resources to enable an upgrade care presence in city buildings. Most of 1997 was spent putting these resources in place and beginning operation.

One of the first major efforts of this expanded department was to assess all of the buildings assigned to it. This assessment was conducted over a two and one-half month period and resulted in establishing a database on each structure which can be updated periodically as work is performed in each building. We can continuously add to that information which will allow a history of the care each structure has received. This aids as a justification tool in developing capital projects.

Several challenges for the year 1998 are ahead for this department:

1. Increasing in-house capability to perform building construction.
2. Building a total design team that will enable most building concept and

specification work to be done using city staff.

3. Increasing maintenance presence on our playgrounds to ensure they are safe, attractive, and fun.
4. Continuing to increase our landscape maintenance capabilities so as to improve the appearance of active parks.

Two of these challenges are being addressed with proposed program improvements. The resources outlined in the proposals are to enable us to meet a current demand that is going unsatisfied at present. The first two challenges will be addressed with the additional resources approved with the 1997 reorganization.

In addition to the above, implementation of the Daffin Park Master Plan will be a large undertaking in the years ahead. This plan should be completed during the last half of 1997 and will involve current and expected user groups, staff, and interested persons. We look forward to this project completion, the results, and the implementation of those results. It is felt that this one project will make one of the most important impacts on the quality of life in Savannah over the next 50 years.

The reorganization of this Department has brought more emphasis on the buildings portion of the city infrastructure. More resources than ever are programmed to make changes in the way the City addresses and cares for its building structure. While this is most important, the active parks will not be overlooked or relegated to a lower priority. We will be restructuring the budget in 1998. Both the buildings and the active parks are an integral part of this organization and receive equal emphasis.

Goals and Objectives

Goal: A city where all parks and playgrounds are maintained in an aesthetically pleasing and safe, user friendly condition.

Objectives:

- To maintain a condition rating of "good" or "excellent" in all parks and playgrounds 90% of the time.
- To reduce the number of emergency repairs on playground equipment.
- To respond to citizen reports of damage within one work day.

Goal: A city where all swimming pools are maintained in an aesthetically pleasing and safe, user friendly condition.

Objectives:

- To maintain a condition rating of "good"

or "excellent" in all swimming pools 90% of the time.

- To reduce the number of emergency repairs.
- To respond to citizen reports of damage within one work day.

Goal: To perform a minimum of \$200,000 in infrastructure improvements as identified by the Comprehensive Recreation Plan in 1998.

Objectives:

- Request funding through the five year Infrastructure Plan.
- Request funding for eligible projects through CDBG.
- Update the Comprehensive Recreation Plan annually.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
INSPECTIONS					
- Playgrounds	720	797	720	638	708
- Swimming Pools	n/a	n/a	n/a	n/a	1,200
REPAIRS					
- Park/Playground	922	1,052	922	1,000	950
- Athletic Field	250	153	250	150	200
- Swimming Pool	n/a	n/a	n/a	n/a	500
CLEANINGS					
- Park/Playground	9,791	8,941	9,791	10,900	10,000
MOWINGS					
- Park Mowings	1,900	2,193	1,900	2,400	2,200
- Athletic Field	950	911	950	1,100	950
SITE PREPARATIONS					
- Athletic Field	2,400	2,596	2,400	2,800	2,600
- Miscellaneous	n/a	n/a	n/a	n/a	24

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Efficiency Measures					
INSPECTIONS					
- Cost per playground	n/a	n/a	n/a	n/a	\$72
- Cost per swimming pool	n/a	n/a	n/a	n/a	\$50
REPAIRS					
- Cost per park/playground	\$92	n/a	\$131	n/a	\$100
- Cost per athletic field	\$128	n/a	\$112	n/a	\$125
- Cost per swimming pool	n/a	n/a	n/a	n/a	\$100
CLEANINGS					
- Cost per building	\$102	n/a	\$94	n/a	\$110
- Cost per park/playground	\$269	n/a	\$227	n/a	\$50
MOWINGS					
- Cost per park mowings	\$81	n/a	\$114	n/a	\$90
- Cost per athletic field	\$438	n/a	\$368	n/a	\$435
SITE PREPARATIONS					
- Cost per athletic field	n/a	n/a	n/a	n/a	\$150
- Cost per miscellaneous	n/a	n/a	n/a	n/a	\$200
- % of budget spent	100%	91%	100%	90%	100%
Effectiveness Measures					
- INSPECTIONS (rated good or better)	90%	93%	90%	90%	90%
- Swimming Pool	90%	95%	90%	90%	90%
- Athletic Field	90%	90%	90%	90%	90%
- REPAIRS (% of w/n 24 hrs. of report)	n/a	n/a	n/a	100%	100%
- Athletic Field	n/a	n/a	n/a	100%	100%
- Swimming Pool	n/a	n/a	n/a	100%	100%

Expenditures By Type

Expenditure Area				% Change 97-98
	1996 Actual	1997 Projected	1998 Budget	
Personal Services	\$ 1,292,901	\$ 1,336,334	\$ 1,618,819	21.1
Outside Services	244,670	388,536	405,325	4.3
Commodities	188,979	206,519	236,059	14.3
Internal Services	306,237	218,765	216,545	-1.0
Capital Outlay	7,668	63,547	16,800	-73.6
Interfund Transfers	110,200	0	0	0.0
Other Expenses	59,088	79,014	109,717	38.9
TOTAL	\$ 2,209,743	\$ 2,292,715	\$ 2,603,265	13.5

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Principal Maintenance Worker	1.00	0.00	0.00	--
Custodian	4.84	5.84	5.84	6
Maintenance Worker	18.00	17.00	17.00	7
Office Assistant	1.00	1.00	1.00	7
Light Equipment Operator	3.00	2.00	2.00	8
Maintenance Worker, Senior	5.00	4.00	4.00	9
Medium Equipment Operator	6.00	6.00	6.00	10
Landscape Specialist	0.00	1.00	1.00	11
Maintenance Crew Chief	1.00	3.00	3.00	13
Administrative Assistant	1.00	1.00	1.00	13
Grounds Equipment Maint Specialist	1.00	1.00	1.00	16
Bldg Maintenance Technician	2.00	2.00	2.00	17
Maintenance Supervisor	3.00	3.00	3.00	18
Construction Inspector	0.00	1.00	1.00	18
Contract Compliance Coordinator	0.00	1.00	1.00	19
Maintenance Supt	2.00	2.00	2.00	24
Architectural Coordinator	0.00	1.00	1.00	24
Buildings & Grounds Maint Admin	1.00	1.00	1.00	27
Civil Engineer, Senior	0.00	1.00	1.00	32
Buildings & Grounds Director	1.00	1.00	1.00	36
TOTAL	50.84	54.84	54.84	

Budget Highlights

- Within Personal Services, Salaries and Wages increase \$213,444 or 20% due to vacancies in 1997.
- Planned Capital Outlays decrease in 1998.

BUILDING AND ELECTRICAL MAINTENANCE

Goals and Objectives

Goal: All physical building structures maintained in a safe, accessible, visually pleasing, and structurally sound condition.

addresses minor construction and operational needs in a timely and workmanlike manner.

Objectives:

- To improve the appearance of city buildings.
- To reduce the number of emergency requests.
- To continue to evaluate all city buildings for needed renovation and/or repairs.

Objectives:

- To address all maintenance requests within three working days.
- To perform building inspections to uncover needed maintenance follow-up.
- To ensure that all repairs and modifications are made using proper construction techniques which do not violate building codes.

Goal: A building maintenance system which

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Electrical repairs	n/a	1,441	n/a	1,416	1,430
- Plumbing repairs	n/a	182	n/a	208	195
- Structural repairs	n/a	1,280	n/a	948	1,114
- Emergency repairs	n/a	n/a	n/a	25	25
- Preventive inspections	n/a	n/a	n/a	n/a	100
- Work requests addressed	n/a	1,771	n/a	1,465	1,618
- Code violations corrected	n/a	n/a	n/a	n/a	50
- Mechanical repairs	n/a	n/a	n/a	n/a	100
- Building evaluations	n/a	n/a	n/a	138	138
- Building Cleanings	5,300	5,716	5,300	5,700	5,700
Efficiency Measures					
- Cost per electrical repair	n/a	n/a	n/a	n/a	\$136
- Cost per plumbing repair	n/a	n/a	n/a	n/a	\$125
- Cost per structural repair	n/a	n/a	n/a	n/a	\$850
- Cost per code violation correction	n/a	n/a	n/a	n/a	\$400
- Cost per mechanical repairs	n/a	n/a	n/a	n/a	\$200
- Cost per building evaluation	n/a	n/a	n/a	n/a	\$40
- Percent of budget spent	100%	97%	100%	95%	100%
Effectiveness Measures					
- Average response time for emergency request	n/a	n/a	n/a	24 hrs	8 hrs
- % of buildings with leaking roofs	n/a	n/a	n/a	90%	85%

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
- % of buildings rated green	n/a	n/a	n/a	4%	8%
- % of buildings rated yellow	n/a	n/a	n/a	27%	32%
- % of buildings rated red	n/a	n/a	n/a	69%	60%
- % of buildings with properly functioning HVAC systems	n/a	n/a	n/a	10%	20%

Expenditures By Type

<u>Expenditure Area</u>	1996		1997		1998	<u>% Change 97-98</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>			
Personal Services	\$ 327,438	\$ 497,624	\$ 573,882			15.3
Outside Services	47,995	58,287	50,444			-13.5
Commodities	80,382	84,300	83,962			-0.4
Internal Services	51,171	20,392	27,192			33.3
Capital Outlay	8,811	12,019	0			-100.0
Other Expenses	15,144	32,655	0			-100.0
Interfund Transfers	0	125,624	0			-100.0
TOTAL	\$ 530,941	\$ 830,901	\$ 735,480			-11.5

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Mechanical Helper	0.00	1.00	1.00	9
Administrative Assistant	0.50	1.00	1.00	13
Carpenter	1.00	1.00	1.00	13
Painter, Senior	1.00	1.00	1.00	14
Roofer	0.00	1.00	1.00	14
Electrician	1.00	2.00	2.00	15
Plumber	0.00	1.00	1.00	15
Senior Carpenter	2.00	2.00	2.00	15
Preventive Maint Coordinator	1.00	1.00	1.00	16
Building & Elec Maint Supv	1.00	2.00	2.00	19
Building & Elec Maint Admin	1.00	1.00	1.00	27
TOTAL	8.50	14.00	14.00	

Budget Highlights

- Within Personal Services, Salaries and Wages increase \$76,258 or 15% primarily due to vacancies in 1997.

INTERDEPARTMENTAL

The 1998 Interdepartmental budget totals \$19,223,613 and includes those accounts and activities within the General Fund that are not

exclusive to a particular operating bureau or department. The 1997 projected expenditures and 1998 budgets are summarized below.

Expenditure Summary

<u>Expenditure Area</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 1997 - 1998</u>
Tourism & Promotion			
Roundhouse/Battlefield Park	\$ 266,740	\$ 274,708	3.0%
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	697,004	706,862	1.4%
Convention & Visitors Bureau	1,468,531	1,508,333	2.7%
-- Tourism Master Plan	0	20,000	—
Trade Center	528,671	754,167	42.7%
Lucas Theater	187,500	0	-100.0%
Film Services Office	93,544	97,275	4.0%
Civic Center Promotion	0	25,000	—
Preservation Fund	0	180,000	—
Subtotal	<u>3,281,990</u>	<u>3,618,975</u>	10.3%
Planning & Development			
MPC Services	767,293	805,178	4.9%
Land Bank Authority	0	30,000	—
Sav'h Development & Renewal Auth.	204,383	210,514	3.0%
MLK/Montgomery Program	15,000	67,362	349.1%
Subtotal	<u>986,676</u>	<u>1,113,054</u>	12.8%
Human Services			
Social Agency Contributions	431,000	407,200	-5.5%
Youth Futures Authority	500,000	500,000	0.0%
VISTA	15,000	15,000	0.0%
Subtotal	<u>946,000</u>	<u>922,200</u>	-2.5%
Cultural Services			
Annual Cultural Contracts	765,000	788,000	3.0%
City Dues/Memberships			
National League of Cities	6,535	6,535	0.0%
Georgia Municipal Association	29,023	29,023	0.0%
Georgia Chamber of Commerce	3,000	3,000	0.0%
Chamber AIM Program	0	50,000	—
Coastal Regional Development Com.	55,024	55,024	0.0%
Red Carpet Tour/Savannah Day	10,000	0	-100.0%
Subtotal	<u>103,582</u>	<u>143,582</u>	38.6%
Jail	50,000	50,000	0.0%

<u>Expenditure Area</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 1997 - 1998</u>
Transfer to Other Funds			
Capital Improvement Projects	1,291,360	1,154,325	-10.6%
Debt Service	7,189,619	7,416,349	3.2%
Sanitation Subsidy	462,531	795,017	71.9%
Sanitation CIP Refund	(462,531)	0	
Civic Center Subsidy	0	0	—
Cemetery CIP	76,000	76,000	0.0%
Weed & Seed	265,000	265,000	0.0%
Old Pension Plan	<u>92,000</u>	<u>90,000</u>	-2.2%
Subtotal	8,913,979	9,796,691	9.9%
Services from Other Funds			
Civic Center Services	88,500	88,500	0.0%
Sanitation Services	1,506,017	1,653,947	9.8%
Engineering Services	<u>766,572</u>	<u>794,564</u>	3.7%
Subtotal	2,361,089	2,537,011	7.5%
Other Expenses/Contributions			
Veterans' Day	1,500	1,500	0.0%
Georgia Historical Society	17,500	0	
Bond Fees	4,500	4,500	
Customer Service Survey	14,000	21,000	50.0%
Voter Registration Fees	3,600	3,600	0.0%
Legislative Liaison	18,500	18,500	0.0%
Eureka Savings	0	(25,000)	
Other	<u>(524,622)</u>	<u>0</u>	-100.0%
Subtotal	(465,022)	24,100	-105.2%
Contingency	0	230,000	—
Total Interdepartmental	<u>\$ 16,943,294</u>	<u>\$ 19,223,613</u>	13.5%

EXPENDITURE DESCRIPTION

The 1998 Interdepartmental budget totals \$19,223,613 which is \$2,280,319 or 13.5% more than the projected 1997 expenditures of \$16,943,294. Major changes are described below.

Tourism & Promotion. The 1997 allocation for these services is projected to increase \$326,984. The City's share of a comprehensive **Tourism Master Plan** is \$20,000. The 1997 expenditure for **Lucas Theater** is the last payment of a \$350,000 contribution. **Civic Center Promotion** provides \$25,000 for

promoting Civic Center events that have moderate staging costs and a high likelihood of success. The \$180,000 expenditure for the **Preservation Fund** is the contribution to a special reserve of money collected from the new preservation fee. A portion, \$85,500, is earmarked for colonial cemetery preservation and Rousakis Plaza repairs.

Planning and Development. Funding is provided in 1998 to jointly fund, with Chatham County, a position to staff the **Land Bank Authority**.

Human Services. A detailed list of the City's social services contributions is available in the Appendix section of this document.

Cultural Services. A detailed list of all cultural contracts is available in the Appendix.

Jail. In 1997, through intergovernmental agreement, the City was no longer charged by Chatham County for jail services. This results in annual savings to the General Fund of more than \$2.5 million. The expenditures for 1997 and 1998 are for medical costs for City prisoners who require immediate medical attention.

Transfer to Other Funds. A total of \$9,322,759 is budgeted in 1997. The major changes are highlighted below:

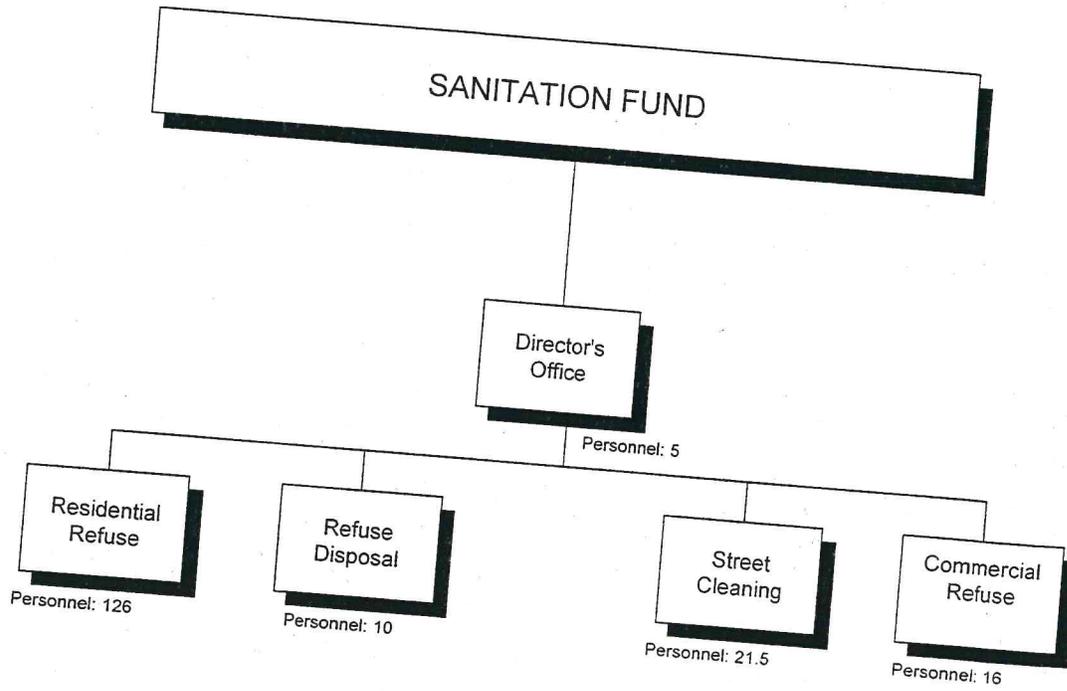
- **CIP Contribution.** Approved Capital Improvement Projects are listed in the Appendix.
- **Transfer to Debt Service.** The increase in the 1998 General Fund debt service is primarily due to the planned issuance of debt for the capital costs of the southside fire service plan. The increase is also due to a planned increase in debt service for the 1990 Drainage Bonds. The debt service on these bonds was designed to require a constant 2 mills of property tax revenue, and it was assumed that the revenue from a mill would increase each year.
- **Sanitation Subsidy.** In 1997 it was planned to eliminate the subsidy to the Sanitation Fund. This will not be possible due to lower than projected tonnage at the Resource Recovery

Plant. To insure the General Fund remains balanced, this subsidy will be funded through a one time credit from a capital project originally set up to reduce the amount of debt necessary for Sanitation capital projects.

In 1998, the subsidy to the Sanitation Fund is projected to increase \$332,000 to \$795,017. This subsidy is necessary due to the new debt for federally mandated air pollution control equipment at the Resource Recovery facility. Rather than pass this increase on to the resident through an increase in the residential refuse fee, it will be covered by a general tax subsidy and by an increase in the tipping fees at Resource Recovery from \$50 to \$65.

- **Civic Center Subsidy.** In 1997 and 1998, the Civic Center will not require a General Fund subsidy. In 1997 this is possible due to the allocation of 28% of the special Hotel/Motel tax to Civic Center operations. The Civic Center loses this revenue in 1998, but was able to remain balanced by funding \$440,000 in capital projects from interest earned on the CIP bond and a small surplus in 1997. In future years, these sources will not be available, creating the need for a General Fund subsidy to this fund in 1999 and beyond.

Other Expenses. The \$524,000 credit to the 1997 projected Interdepartmental budget accounts for funds encumbered in 1996 to pay for jail charges not received until 1997. The actual charges were less than projected, resulting in a credit to the jail account. Another item contributing to the credit is an improved method for charging Engineering services to capital projects. This new chargeback system allowed a one-time credit to the General Fund.



SANITATION FUND

Revenues By Source

The Sanitation Fund collects revenue as shown in the table below to support residential and commercial refuse collection, refuse disposal, street sweeping, and collection/disposal of construction and

demolition waste. Revenue from services provided cover 96% of the total expenditures. The remaining is covered by a contribution from the General Fund.

	<u>1996</u>		<u>1997</u>		<u>1998</u>
	<u>Actual</u>		<u>Projected</u>		<u>Budget</u>
<u>Operating</u>					
Residential Refuse Fees	\$ 8,781,719	\$	9,161,185	\$	9,235,548
Commercial Refuse Fees	1,619,019		2,086,411		2,586,098
C & D Waste Fees	5,447		72,400		135,000
Refuse Disposal Tip Fees	162,365		67,035		87,146
Sweeper Parking Citations	313,638		305,000		305,000
Ash Disposal	1,284,332		1,754,314		2,100,000
Subtotal	\$ 12,166,520	\$	13,446,345	\$	14,448,792
<u>Interfund</u>					
Services to General Fund	\$ 1,812,528	\$	1,506,017	\$	1,653,947
Interfund Disposal Fees	265,626		620,000		1,008,000
Interfund Commercial Fees	109,636		142,291		168,345
Subtotal	\$ 2,187,790	\$	2,268,308	\$	2,830,292
<u>Other</u>					
Interest Earned	\$ (13,288)	\$	0	\$	0
Miscellaneous	20,929		10,780		10,900
Miscellaneous Uncollected	65,783		0		0
Open Purchase Orders	0		35,500		0
Private Lane Refuse Services on Public	0		5,000		5,000
Property	0		22,940		23,000
Recycling Program	0		(3,268)		(5,000)
Senior Citizens Discount	0		0		0
Subtotal	\$ 73,424	\$	70,952	\$	33,900
General Fund Contribution	\$ 1,435,272	\$	462,531	\$	795,017
TOTAL REVENUE	\$ 15,863,006	\$	16,248,136	\$	18,108,001

Budget Highlights

- The budgeted revenue for 1998 includes a variable rate cubic yard increase in Commercial Refuse fees that is expected to generate an additional \$499,687; a General

Fund Contribution of \$795,017; and an additional \$345,686 is expected for Ash Disposal.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 5,073,223	\$ 5,186,544	\$ 5,349,789	3.1
Outside Services	424,466	380,790	330,077	-13.3
Commodities	226,962	302,051	576,163	90.8
Interfund Services	3,030,020	2,793,759	2,514,539	-10.0
Capital Outlay	78,568	110,590	46,701	-57.8
Debt Related Charges	274,372	852,599	1,845,936	116.5
Interfund Transfers	624,481	0	0	--
Other Expenses	5,900,708	6,621,803	7,444,796	12.4
TOTAL	\$ 15,632,800	\$ 16,248,136	\$ 18,108,001	11.4

Activity Summary

<u>Activity</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Sanitation Director	\$ 295,592	\$ 272,672	\$ 273,050	0.1
Residential Refuse Coll	5,068,844	5,114,906	5,125,349	0.2
Refuse Disposal	6,439,205	6,886,326	8,694,737	26.3
Street Cleaning	1,520,354	1,466,815	1,535,991	4.7
Commercial Refuse Coll	1,062,282	1,376,813	1,302,081	-5.4
Interdepartmental	1,246,523	1,130,604	1,176,793	4.1
TOTAL	\$ 15,632,800	\$ 16,248,136	\$ 18,108,001	11.4

Budget Highlights

Major expenditure changes occurring within the Sanitation Fund include:

- Debt Service due to the new landfill cell completed in 1997.
- Other Expenses due to an increase in the Resource Recovery Fee to meet federally mandated requirements for the air pollution control retrofit.
- Commodities due to funds for sweeper brooms being transferred from Vehicle Maintenance to Street Cleaning and gasoline

which was previously charged through Interfund Services.

These increases are off-set by decreases in:

- Outside Services and Capital Outlay based on program needs for services and equipment in 1998.
- Interfund Services due to a reduction in the number of departments providing services from this fund as well as changes in service delivery.

SANITATION DIRECTOR

Trends and Issues

The Sanitation Bureau will continue its efforts to provide prompt, efficient, environmentally safe, and cost effective solid waste services to City residents on a prescribed scheduled basis. In 1998, the Bureau will focus on Revenue enhancement programs for collection and disposal of solid waste that will minimize fee increases to both residential and commercial customers.

Solid waste disposal activities must continue its efforts to comply with the Georgia Comprehensive Solid Waste Management Act, the Clean Air Act at Resource Recovery, and

provide financial assurance for landfill closure to EPD and the Department of Community Affairs. The expansion of the Dean Forest Road Landfill will continue to assure compliance of requirements under the Georgia Comprehensive Solid Waste Management Act and to insure landfill life well into the 21st Century.

The recycling partnership with the Savannah-Chatham County Board of Education will increase from 12 to 19 schools in 1998. Partnerships will also be developed with other neighborhood groups for a mobile recycling program.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97-98</u>
Personal Services	\$ 227,590	\$ 232,111	\$ 235,470	1.4
Outside Services	10,166	13,860	13,347	-3.7
Commodities	4,252	9,420	3,824	-59.4
Interfund Services	48,076	13,722	13,573	-1.1
Other Expenses	5,508	3,559	6,836	92.1
TOTAL	\$ 295,592	\$ 272,672	\$ 273,050	0.1

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
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	

RESIDENTIAL REFUSE

Mission

To provide curbside refuse collection to City residents and to ensure that all litter and debris

is removed from City streets and rights-of-ways in an efficient and cost effective manner.

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, the removal of litter from City streets and rights-of-way and the operation of citywide drop-off recycling centers.

The City of Savannah uses the semi-automated curbside collection system for refuse collection. This method of collection has proven to be both very efficient and cost effective. Fully-automated systems will be examined to determine cost effectiveness, operational efficiency and service areas.

In 1998, volume-based billing systems will be explored as an alternative billing structure. Such systems charge for actual use, assist in educating citizens to the fact that waste costs money, and provide a more equitable fee structure.

The Community service program will continue to expand as the entire court system begins providing resources to assist in maintaining a litter free community. The program has provided the City the needed resources to provide litter control services to areas not serviced in the past and will also continue to provide support for more frequent servicing of litter problem areas.

The department will also continue to expand and promote the newly created Recycling Drop-Off Centers. Educating citizens on the benefits of recycling, drop-off site locations and recyclable items will be incorporated into the Savannah/Chatham School System's science curriculum as well as via the news media. Annually, the City will be able to measure the impact of recycling on the waste stream by the reduction in solid waste disposal.

Goals and Objectives

Goal: A City with all refuse collection zones equally free of missed residential garbage and trash collection.

Objective:

- To reduce the number of missed collections by 5% for each district that meets or exceeds the citywide annual average of 57 misses per district.

Goal: A City with all streets, lanes and rights-of-way free of litter and debris.

Objective:

- To ensure that all City streets, lanes and rights-of-way are provided litter control at least once weekly.

Goal: A refuse collection fleet that is maintained in excellent condition to sustain vehicle useful life.

Objective:

- To ensure that all refuse collection vehicles are washed, sanitized and inspected daily.

Goal: A City drop-off recycling program that provides citizens with an alternative to utilizing City landfill space.

Objective:

- To ensure that all drop-off sites are conveniently located, accessible and meet the recycling needs of the community.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Collect Residential Refuse & Trash	42,555	42,555	42,555	42,555	43,000
- Collect Elderly/Disabled Refuse & Trash	1,100	1,050	1,100	1,100	1,100
- Collect Non-Residential Refuse & Trash	4,150	1,811	4,150	1,774	1,774
- Collect Bulk Item Trash	42,555	42,555	42,555	42,555	43,000
- Requested Special Collections	80	87	80	100	100
- Service Illegal Dump Sites	22	33	90	30	50
- Day Litter Control (Blocks)	17,334	155,000	131,600	180,000	180,000
- Night Litter Control (Blocks)	95,708	70,843	90,698	90,698	90,698
- Litter Baskets Serviced (Per Month)	2,500	2,446	2,500	2,446	2,500
- Community Service Litter Control (Blocks)	n/a	55,932	60,000	60,000	60,000
- Drop-Off Recycling Centers	n/a	n/a	14	14	21
- Vehicles Washed/Sanitized	210	537	431	500	500
Efficiency Measures					
- Cost Per Household (Residential Collection)	\$90	\$90	\$90	\$88	\$88
- Cost Per Non-Residential Unit	\$37	\$85	\$37	\$86	\$87
- Cost Per Household (BIP Collection)	\$12	\$12	\$12	\$12	\$12
- Cost Per Special Collection/Dumpsite	\$167	\$167	\$79	\$98	\$85
- Cost Per Block (Day Litter)	\$1	\$1	\$1	\$1	\$1
- Cost Per Block (Night Litter)	\$1	\$1	\$1	\$1	\$1
- Cost Per Litter Basket	\$1	\$1	\$1	\$1	\$1
- Cost Per Block (Com Ser)	\$1	\$1	\$1	\$1	\$1
- Cost Per Drop-Off Site	\$2,143	\$4,285	\$2,143	\$3,654	\$2,441
- Cost Per Vehicle (Wash & Sanitize)	\$41	\$25	\$41	\$26	\$26
- Percent of Budget Spent	100%	99%	100%	95%	100%
Effectiveness Measures					
- % of Residential Units' Refuse Collected on Schedule	99.9%	99.9%	99.9%	99.9%	99.9%
- % of Bulk Item Pickups Collected On Schedule	99.9%	99.9%	99.9%	99.9%	99.9%

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
- % of Service Requests Served Within 2 days	95%	95%	95%	95%	98%
- % of City Blocks Provided Litter Control at Least Once Weekly	98%	98%	98%	98%	98%
- % of Downtown City Blocks Provided Litter Control Nightly	98%	98%	98%	98%	98%
- % of Scheduled City Blocks Provided Litter Control by Community Service Workers	90%	90%	90%	90%	90%
- % of Vehicles Washed and Sanitized Daily	100%	100%	100%	100%	100%

Expenditures By Type

<u>Expenditure Area</u>	1996	1997	1998	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>97-98</u>
Personal Services	\$ 3,357,025	\$ 3,376,769	\$ 3,464,360	2.6
Outside Services	17,911	19,240	19,245	0.0
Commodities	118,765	149,551	254,857	70.4
Interfund Services	1,137,549	973,871	819,965	-15.8
Capital Outlay	32,433	32,900	36,500	10.9
Other Expenses	405,161	562,575	530,422	-5.7
TOTAL	\$ 5,068,844	\$ 5,114,906	\$ 5,125,349	0.2

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Sanitation Worker	71.00	71.00	71.00	7
Medium Equipment Operator	5.00	5.00	5.00	10
Residential Refuse Truck Operator	38.00	38.00	36.00	11
Heavy Equipment Operator	1.00	1.00	3.00	12
Vehicle Maintenance Coordinator	1.00	1.00	1.00	14
Sanitation Supervisor	8.00	8.00	8.00	19
Sanitation Superintendent	1.00	1.00	1.00	24
Residential Refuse Collections Dir	1.00	1.00	1.00	36
TOTAL	126.00	126.00	126.00	

REFUSE DISPOSAL

Mission

To efficiently and effectively manage the solid wastes generated in the City while minimizing

impacts on the environment.

Trends and Issues

The Department of Refuse Disposal provides solid waste processing and disposal services to City departments, citizens of the City of Savannah, the 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.

There were several major efforts associated with the waste-to-energy facility in 1997, in addition to routine operations. These included the implementation of waste stream flow control strategies to ensure sufficient quantities of solid waste are delivered to meet City commitments,

the development of a ferrous metal recovery program at the Facility, and a major air pollution control system retrofit in compliance with the Clean Air Act. Other major efforts associated with the Dean Forest Road Solid Waste Reclamation and Disposal Center included the completion of a waste mining project on an unlined section of the landfill and the construction of a new ten acre disposal cell with a composite liner and leachate collection system.

Plans for 1998 include the completion of the air pollution control system retrofit at the waste-to-energy facility, permitting a third lined disposal cell, and the removal of wastes from another unlined section of the landfill.

Goals and Objectives

Goal: A City where 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.

Objectives:

- To achieve a 250,000 cubic yard landfill capacity savings through waste-to-

energy, refuse volume reduction, and recycling programs.

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

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Reference Tons (4500BTU/LB) MSW Available for Resource Recovery	156,000	209,609	156,000	204,000	156,000
- Tons of Resource Recovery Processible Waste Landfilled	2,500	2,078	2,500	16,000	20,000
- Tons of Resource Recovery Nonprocessible Waste Landfilled	22,650	14,501	22,650	15,000	22,650
- Tons of Combustion Residue Landfilled	44,000	48,913	44,000	40,000	50,000
- Tons Transferred	5,000	4,972	5,000	5,000	5,000
- Volume Reduction Tons	n/a	9,581	n/a	10,000	10,000
Efficiency Measures					
- Cost per Reference Ton Available for Resource Recovery	n/a	\$22.85	n/a	\$24.69	\$37.59
- Cost Per Ton Received at Landfill	n/a	\$27.74	n/a	\$23.71	\$27.81
- Cost Per Ton Transferred	n/a	\$12.25	n/a	\$11.10	\$16.99
- Percent of Budget Spent	100%	93%	100%	90%	100%
Effectiveness Measures					
- Landfill Capacity Saved	250,000	289,185	250,000	258,000	250,000
- Percentage of EPD Standards Met at Landfill	100%	100%	100%	100%	100%

Expenditures By Type

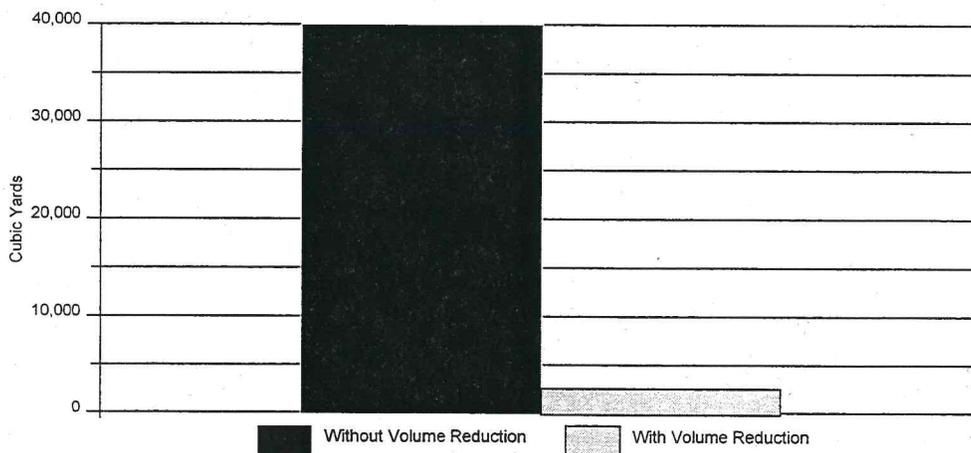
<u>Expenditure Area</u>	1996		1997		1998		<u>% Change 97-98</u>
	<u>Actual</u>		<u>Projected</u>		<u>Budget</u>		
Personal Services	\$ 426,397		\$ 434,246		\$ 445,049		2.5
Outside Services	383,706		335,160		285,415		-14.8
Commodities	40,604		73,752		84,725		14.9
Interfund Services	169,670		161,359		136,177		-15.6
Capital Outlay	3,192		35,689		8,700		-75.6
Interfund Transfers	459,945		614,750		1,608,247		161.6
Other Expenses	4,955,691		5,231,370		6,126,424		17.1
TOTAL	\$ 6,439,205		\$ 6,886,326		\$ 8,694,737		26.3

Positions

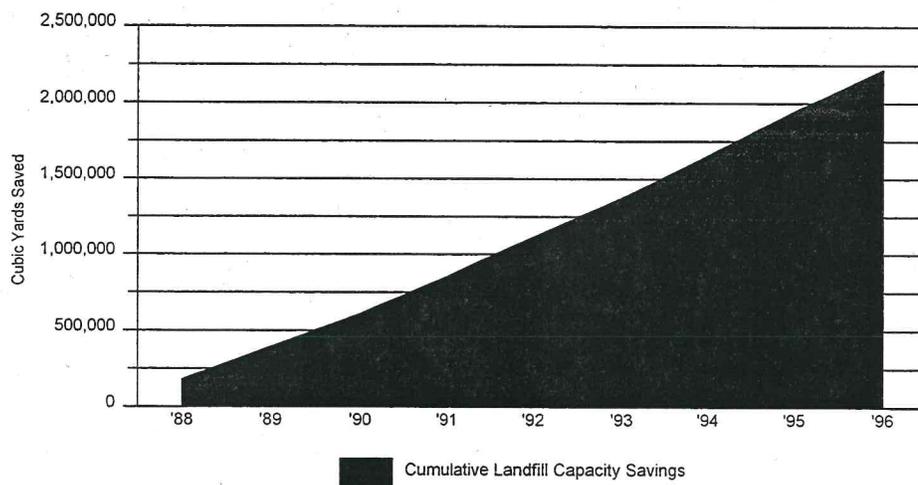
<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Sanitation Worker	1.00	1.00	1.00	7
Office Assistant	1.00	1.00	1.00	7
Heavy Equipment Operator	2.00	2.00	2.00	12
Heavy Construction Equip Operator	4.00	4.00	4.00	13
Landfill Administrator	1.00	1.00	1.00	25
Refuse Disposal Director	1.00	1.00	1.00	36
TOTAL	10.00	10.00	10.00	

Budget Highlights

Bulky Waste Program Impact
Landfill Depletion



Resource Recovery Facility Impact



- Debt Service increases \$883,337 to cover Bond Principal and Interest expenses for the new landfill cell opened in 1997.
- Other Expenses increase \$822,993 to

provide funds for the Resource Recovery Service Fee to meet federally mandated requirements for the air pollution control retrofit.

STREET CLEANING

Mission

The mission of the Street Cleaning Department is to maintain an acceptable cleanliness level, free of litter and debris, of all paved and curbed streets throughout the City of Savannah by

effectively, efficiently, and timely providing the required services that are performed through combined efforts of street sweeping, citation writing and the front end loader operation.

Trends and Issues

The Street Cleaning Department continues to provide scheduled sweeping and cleaning of all paved/curbed streets and areas inaccessible to street sweepers throughout the City in a timely, efficient, and thorough manner. The City of Savannah's street sweeping program is nationally recognized as being one of the best sweeping systems in existence with numerous inquiries and/or referrals being received for professional advice on a regular basis. The Street Cleaning Department is comprised of three work programs that include day/night sweeping, a front end loader operation that cleans areas not accessible to street sweepers, and citation writing for violators who illegally park in zoned areas of the City during scheduled sweeping hours.

The department's three work programs are responsible for the proper maintenance of all City paved/curbed streets at an acceptable cleanliness level that minimizes litter and debris as well as maintaining "No Parking" signs in zoned areas. The street sweeping operation averages 32,000 curb miles and the front end loader crew cleans in excess of the projected 720 annually. In addition to those programs, citation writers issue more than 35,000 tickets annually. This year will reflect an apparent decrease in citation writing because of a 60% increase in illegal parking fees. The increase is proving to be a deterrent to parking violators

and is clearing the way for more effective cleaning of city streets.

There is always an increase in miles swept and cleaned each year because of additional paved streets service calls, and special projects. Although these increases occur, they do not greatly impact the mileage because curb miles are less than actual miles, thereby allowing the department's annual projections to remain somewhat stable. Because of Savannah's unique leaf fall season, almost 6 months of the year, Street Cleaning's mid point cleanliness ratings have a tendency to decrease. However the overall citywide average at the end of the year is consistently at the acceptable standard of 3.00 or above. The department is always prepared for the leaf fall season as well as any other unexpected emergencies and/or special events and will continue to accommodate these challenges.

The recently implemented computerized Street Sweeping and Citation Writing Programs are up and running without any major problems. These programs have greatly enhanced departmental operations and service delivery to City residents. As these new innovations are used and upgraded as needed, the department anticipates even better accommodations to all of its customers, whether internal or external, making 1998 another productive year.

Goals and Objectives

Goal: A City with all curbed paved streets at equal cleanliness levels free of litter and debris.

Objective:

- To maintain the annual mid point rating of service units at the acceptable standard of 3.00 or above in 1998.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Daytime Street Miles Swept	7,200	7,706	7,700	7,200	7,250
- Nighttime Street Miles Swept	24,000	25,424	25,600	24,000	24,050
- Citations Written	34,800	39,103	31,200	34,800	31,200
- Median Ends, Catch Basins, Land Ends, Corners Cleaned	720	782	720	720	720
Efficiency Measures					
- Cost per Mile Swept	\$34	\$34	\$35	\$35	\$36
- Cost per Citation Written	\$7	\$6	\$7	\$7	\$8
- Cost per Mile Cleaned	\$199	\$194	\$207	\$204	\$213
- Percent of Budget Spent	100%	106%	100%	99%	100%
Effectiveness Measures					
- Number of Scheduled Routes Not Swept or Made up	n/a	n/a	0	0	0
- Service Requests Not Completed Within the Standard Response Time	n/a	n/a	0	0	0
- % of Total Citations Written Voided Due to an Administrative Error	n/a	n/a	1%	1%	1%
- Number of Service Units Rated (Twelve) That Were below the Acceptable Standard of 3.00 at the End of the Year	n/a	n/a	n/a	1	1

Expenditures By Type

Expenditure Area	1996	1997	1998	% Change 97-98
	Actual	Projected	Budget	
Personal Services	\$ 643,192	\$ 630,459	\$ 665,719	5.6
Outside Services	5,669	3,232	3,582	10.8
Commodities	11,216	15,228	132,887	772.6
Interfund Services	664,844	594,963	529,668	-11.0
Capital Outlay	3,745	0	0	--
Other Expenses	191,688	222,933	204,135	-8.4
TOTAL	\$ 1,520,354	\$ 1,466,815	\$ 1,535,991	4.7

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Medium Equipment Operator	5.50	5.50	5.50	10
Heavy Equipment Operator	12.00	12.00	12.00	12
Code Enforcement Officer	0.00	1.00	1.00	
Sanitation Supervisor	2.00	2.00	2.00	19
Street Cleaning Administrator	1.00	1.00	1.00	26
TOTAL	20.50	21.50	21.50	

Budget Highlights

- Commodities increase \$117,659 primarily due to funds budgeted for gasoline and sweeper brooms. These items were previously budgeted in Garage Charges.
- Interfund Services decrease \$65,295 due to the changes mentioned previously.

COMMERCIAL REFUSE

Mission

To provide all City commercial customers with quality service eliminating missed collections

and damaged containers.

Trends and Issues

The Commercial Refuse Collection Department is responsible for collecting refuse from commercial and institutional establishments, collecting and disposing of construction and demolition waste and maintaining a container repair facility that ensures all containers meet environmental standards for cleanliness, safety and health regulations. Commercial Refuse Collection collects approximately 973 containers and 18 self-contained roll-off compactors from some 1,063 commercial establishments which total 690,000 cubic yards of refuse annually. Commercial Refuse Collections is the only city department in direct competition with private industry, and the department's main emphasis is customer satisfaction.

In April 1997, implementation of the dumpster free zone was completed. The dumpsters located in lanes between Bay and State Streets have been removed and replaced with 18 self-contained roll-off compactors. The compactors have improved cleanliness, aesthetics, and minimized odor. They have also increased traffic flow in the lanes allowing expedient

deliveries to merchants.

Another program implemented in the Commercial Refuse Collection department was construction and demolition waste. This program generates additional revenue and additional burnable tonnage at the Resource Recovery Facility. The program was initiated with only 15 roll-off containers. In order to meet the demand, an additional 15 containers were purchased in an eight month period. The construction and demolition business is at an all time high with new construction and subdivisions going up daily. Commercial Refuse Collection will continue to use its resources to market the new construction and demolition waste program.

In 1998, Commercial Refuse Collection will continue to offer customers quality and professional service at competitive prices, with strong emphasis on customer satisfaction. The department will concentrate on the new programs and will also seek ways to increase productivity in the existing programs.

Goals and Objectives

Goal: A City where commercial and institutional customer sites are free of missed collection.

Objectives:

- To empty all containers daily.
- To conduct daily vehicle maintenance/inspections of trucks.

Goal: A City where commercial and

institutional customer sites are free of unsafe containers.

Objectives:

- To identify all damaged containers daily.
- To reduce the number of containers in condition 3 or 4 status to condition 1 status by 20%.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Cubic Yards Collected/Month	56,000	58,293	57,000	57,233	57,000
- C&D Container Pulls per Month	n/a	18	216	15	20
- Containers Repaired	250	200	250	200	200
- Containers Painted	450	439	350	300	300
Efficiency Measures					
- Cost Per Cubic Yard	\$2.80	\$2.81	\$3.33	\$3.67	\$4.03
- Cost Per Container Pulled	n/a	n/a	\$22	\$306	\$271
- Cost Per Container Repaired/Painted	\$136	\$83	\$115	\$138	\$130
- Percent of Budget Spent	100%	112%	100%	99%	100%
Effectiveness Measures					
- Average Number of Containers Missed per Month	0	0	0	0	0
- % of Containers in Condition 1 or 2 Status	95%	98%	95%	95%	95%
- Priority 1 Request For Container Maintenance Services Completed Within Standard	100%	100%	100%	100%	100%

Expenditures By Type

Expenditure Area	1996	1997	1998	% Change 97-98
	Actual	Projected	Budget	
Personal Services	\$ 419,019	\$ 512,959	\$ 539,191	5.1
Outside Services	7,014	9,298	8,488	-8.7
Commodities	52,125	54,100	99,870	84.6
Interfund Services	358,502	347,089	286,052	-17.6
Capital Outlay	39,198	42,001	1,501	-96.4
Interfund Transfers	19,804	0	0	--
Other Expenses	166,620	411,366	366,979	-10.8
TOTAL	\$ 1,062,282	\$ 1,376,813	\$ 1,302,081	-5.4

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Sanitation Worker	1.00	1.00	1.00	7
Medium Equipment Operator	1.00	1.00	1.00	10
Heavy Equipment Operator	11.00	11.00	11.00	12
Welder	1.00	1.00	1.00	15
Sanitation Supervisor	1.00	1.00	1.00	19
Commercial Refuse Collection Administrator	1.00	1.00	1.00	26
TOTAL	16.00	16.00	16.00	

Budget Highlights

Budgeted expenditures for Commercial Refuse decrease \$74,732 primarily due to:

- Lower Garage Charges, fewer planned Capital Outlay purchases, and
- Lower Vehicle Use charges.

SANITATION INTERDEPARTMENTAL

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

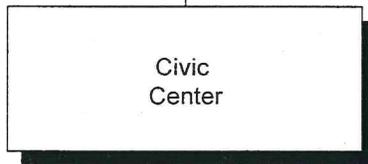
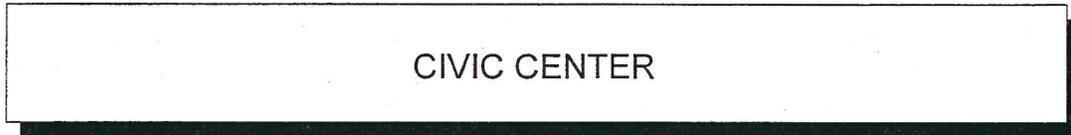
Billings, and Debt Service to repay the Lease Purchase Fund for the financing of the roll-out carts.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Services by General Fund	\$ 553,116	\$ 594,786	\$ 618,577	4.0
Services by W&S Revenue Dept	97,896	97,969	100,527	2.6
Engineering Department Service	367	10,000	10,000	--
Bond Interest	28,028	0	0	--
Amortization of Bond Discounts	16,352	7,857	7,697	-2.0
Interfund Advance-Principal	136,132	144,300	152,958	6.0
Interfund Advance-Interest	93,860	85,692	77,034	-10.1
Contribution to CIP	144,732	0	0	--
Bad Debt Expense	176,040	190,000	210,000	10.5
TOTAL	\$ 1,246,523	\$ 1,130,604	\$1,176,793	4.1

Budget Highlights

- Interfund Services increase \$26,349 primarily due to an increase in the cost of Services provided by the General Fund.
- Other Expenses increase \$20,000 due to an increase in Bad Debt.



Personnel: 17

SAVANNAH CIVIC CENTER

Revenues By Source

The Civic Center is responsible for providing a variety of cultural, business, social and sporting event to all residents. The Civic Center is projected to host over 940 events in 1998. 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

\$711,000 in 1998. Also, parking fees are charged to event patrons and to the general public for non-event parking. However, the new Hotel-Motel tax will not generate revenue in 1998, due to the funds being diverted to the Georgia International Maritime and Trade Center (GIMTC). The following table summarizes Civic Center revenues by source.

<u>Revenue Source</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>
Rental Income			
Building	\$ 515,019	\$ 565,000	\$ 550,000
Box Office	44,476	48,000	48,000
Equipment	41,785	40,000	40,000
Parking	58,618	85,000	85,000
Rental Car	273,250	666,000	711,000
Hotel-Motel Taxes	0	206,000	0
Reimbursed Labor	20,404	12,000	15,000
Novelty Sales	34,269	23,000	27,500
Concessions			
Food/Beverage	301,561	302,000	310,000
Catering	13,454	40,000	40,000
Interest Earned	24,579	21,000	22,500
Services To General Fund	59,004	88,500	90,000
Ticket Fee	121,261	132,000	135,000
Miscellaneous	1,093	5,000	5,000
Draw from Reserve for 1995			
Open Purchase Orders	8,496	n/a	n/a
Subtotal	\$ 1,517,269	\$ 2,233,500	\$ 2,079,000
General Fund Contribution			
Operating	0	0	0
Debt Services	0	0	0
CIP Projects	326,496	0	0
Subtotal	\$ 326,496	\$ 0	\$ 0
TOTAL	\$ 1,843,765	\$ 2,233,500	\$ 2,079,000

Trends and Issues

The Savannah Civic Center begins its 27th year of service to the area as a multipurpose facility, providing entertainment and cultural opportunities, as well as hosting conventions, consumer and social events. Located in the historic district, the building is City owned and operated and requires a general fund subsidy to support the operation. The Civic Center will receive 75% of the rental car tax revenue to lessen this general fund subsidy after the loss of the 25% of Hotel/motel taxes diverted to the Georgia International Maritime and Trade Center (GIMTC).

The GIMTC is scheduled to open in late 1999. The effect on the Civic Center operation will not be fully realized until the building is operational. The GIMTC is designed to bring new and larger conventions to the area, not simply to move existing business from one facility to the other. There will be competition for those events that could utilize either site and a cooperative booking policy is currently in design.

Two other major issues facing the facility are the size of the arena and its access/egress. Concerts and family shows are the major

revenue producers for the facility and the current size of the arena has affected the financial feasibility of many touring shows. The access/egress issues associated with this arena are costly and do not produce revenue to offset these major projects. It is a growing challenge to balance necessary expenditures with revenues.

The theater has been extremely active with good quality shows; since the performance of Les Miz, bookings for future seasons are very strong. With excellent quality productions scheduled, and if the community continues to support the productions, the theater will grow into a revenue producer and not a subsidized operation.

Currently, the Civic Center does not have a catering policy. The lack of a policy is not only a loss in revenue, but also is a management issue where there is no control over quality or accountability for building damage. A caterer has been selected, who will provide capital equipment and improvement to the facility, as well as quality control to the food service division.

Goals and Objectives

Goal: A City with a Civic Center that provides a spectrum of entertainment and cultural opportunities and supports the economic growth of the area by hosting conventions, consumer and social functions while remaining financially self-supporting.

Objectives:

- To increase revenue to equal or exceed daily operating cost.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
Events Hosted:					
- Concerts	22	19	22	12	15
- Sporting	37	25	24	28	34
- Family	32	36	32	35	30
- Cultural	140	128	140	140	150
- Trade	45	44	45	45	45
- Social	70	111	90	125	125
- Conventions	40	33	40	35	45
Meetings	150	270	175	480	500
- Ticketed events	70	60	70	70	70
- Food/Beverage events	140	145	140	140	140
- Parking events	120	104	140	150	150
Total Events	866	975	918	1,260	1,304
Efficiency Measures					
- Percent of budget spent	100%	92%	100%	100%	100%
- Daily operating cost	5,564	5,257	5,582	6,119	5,696
Effectiveness Measures					
- User Survey Results:					
(Scale of 1 to 5)	n/a	n/a	n/a	n/a	4
Overall experience					
- Amount of revenue earned	2,015,335	1,843,765	2,027,900	2,233,500	2,079,000
- General Fund Subsidy as % of total revenue	37%	18%	0%	0%	0%

Expenditures By Type

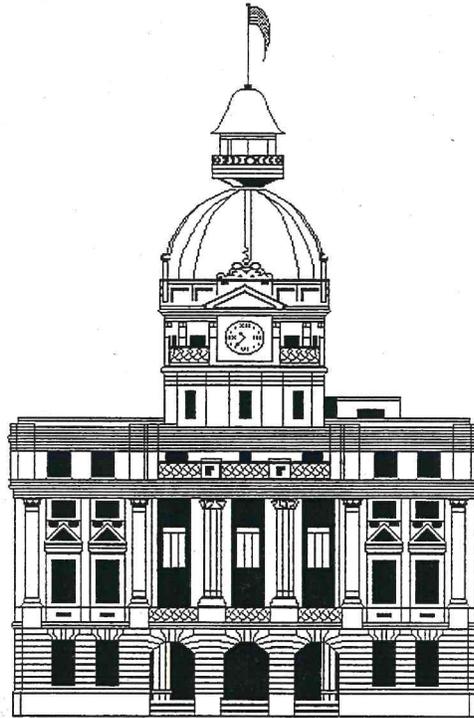
<u>Expenditure Area</u>	1996	1997	1998	<u>% Change 97-98</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 782,761	\$ 798,130	\$ 834,683	4.6
Outside Services	398,676	418,357	433,108	3.5
Commodities	160,590	205,228	191,715	-6.6
Interfund Services	158,565	166,959	173,076	3.7
Capital Outlay	3,359	5,900	5,900	0.0
Debt Related Charges	0	253,563	428,563	69.0
Interfund Transfers	335,003	375,511	0	-100.0
Other Expenses	4,811	9,852	11,955	21.3
TOTAL	\$ 1,843,765	\$ 2,233,500	\$ 2,079,000	-6.9

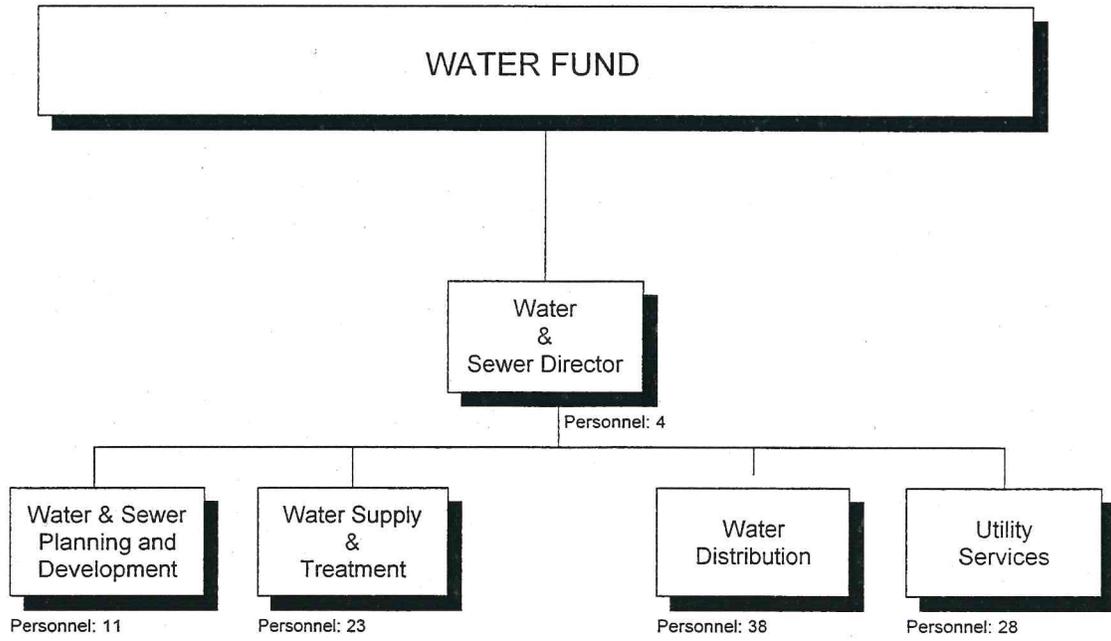
Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Maintenance Worker	3.00	3.00	3.00	7
Clubhouse Attendant	0.50	0.50	0.50	7
Office Assistant	0.50	0.50	0.50	7
Maintenance Worker, Senior	1.00	1.00	1.00	9
Box Office Clerk	1.00	1.00	1.00	10
Administrative Assistant	1.00	1.00	1.00	13
Box Office Supervisor	1.00	1.00	1.00	13
Stage Manager	1.00	1.00	1.00	14
Building Maintenance Technician	3.00	3.00	3.00	16
Concessions Supervisor	1.00	1.00	1.00	17
Civic Center Marketing Coord	1.00	1.00	1.00	20
Civic Center Finance Officer	1.00	1.00	1.00	21
Assistant Civic Center Director	1.00	1.00	1.00	26
Civic Center Director	1.00	1.00	1.00	36
TOTAL	17.00	17.00	17.00	

Budget Highlights

- Two CIP Projects for ADA and arena seat risers at a cost of \$441,201 are recommended in 1998 CIP Program, and will be funded through existing CIP.





WATER FUND

Revenues By Source

The major revenue source is water sales which accounts for 76% of total revenue. Revenue for 1998 includes rate increases in inside and

outside City fees. The typical inside City customer's monthly bill is expected to increase \$.15.

<u>Revenue Source</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>
<u>Operating Revenue</u>			
Water Sales-Inside	\$ 7,704,204	\$ 8,080,483	\$ 8,255,010
Water Sales-Outside	2,614,197	2,776,372	3,006,791
Sr Citizens Discount	n/a	-10,000	-25,000
Industrial Water Sales	413,428	450,000	400,000
Water Meter Install Fees	398,990	270,000	270,000
Water Tap-In Fees	531,834	690,000	690,000
Crossroads Water-Fee	42,546	0	0
Misc Surcharges	429,593	293,800	317,800
Water Cut-On Fees	140,738	200,000	180,000
Reimb from I&D	126,272	123,315	123,470
Reimb from Sanitation	97,896	97,969	100,527
Reimb from Sewer	930,000	992,074	1,108,756
Water Purchased by Other Funds	129,688	175,552	175,552
Misc Revenue	17,120	24,903	23,948
Subtotal	\$ 13,576,506	\$ 14,164,468	\$ 14,626,854
<u>Non-Operating Revenue</u>			
Interest	130,781	203,200	205,000
TOTAL REVENUE	\$ 13,707,287	\$ 14,367,668	\$ 14,831,854

Expenditures By Type

The proposed budget for the Water Fund totals \$14,831,854, an increase of \$464,186 or 3%. The primary factors accounting for this increase are:

Personal Services increase \$215,391 primarily due to the 1998 wage increase, modular advancements, vacancies in 1997, and increases in the Medical Insurance and Pension contributions.

Debt Service increases \$241,996 primarily for GEFA Loan Interest and is based on payment schedules for debt outstanding. Other Expenses increase \$419,460 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 decreases \$367,042 in 1998.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 3,010,488	\$ 3,217,308	\$ 3,432,699	6.7
Outside Services	1,231,326	1,461,938	1,385,049	-5.3
Commodities	855,944	905,962	978,354	8.0
Interfund Services	1,321,249	1,312,444	1,295,488	-1.3
Capital Outlay	39,931	75,316	63,950	-15.1
Debt Related Charges	1,668,921	1,795,397	2,037,393	13.5
Interfund Transfers	26,275	12,800	0	-100.0
Other Expenses	410,950	680,217	999,677	47.0
Capital Projects	5,207,430	4,906,286	4,539,244	-7.5
Contingencies	0	0	100,000	--
TOTAL	\$ 13,772,514	\$ 14,367,668	\$ 14,831,854	3.2

Activity Summary

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Water and Sewer Director	\$ 372,310	\$ 369,944	\$ 366,619	-0.9
Water and Sewer Planning & Dev	449,640	623,687	813,719	30.5
Water Supply and Treatment	2,219,429	2,430,085	2,429,685	0.0
Water Distribution	1,983,573	1,903,336	2,017,358	6.0
Utility Services	1,173,447	1,224,601	1,255,118	2.5
Interdepartmental	7,574,115	7,816,015	7,949,355	1.7
TOTAL	\$ 13,772,514	\$ 14,367,668	\$ 14,831,854	3.2

WATER AND SEWER DIRECTOR

Mission

To ensure city-maintained water and sewer services and facilities consisting of Water Supply and Treatment, Water Distribution, Industrial and Domestic Water Treatment Plant, Sanitary Sewer Maintenance, Lift Stations Maintenance, the President Street Wastewater

Treatment Plant, and Regional Wastewater Treatment Plants' operations are efficiently provided in accordance with local, State and Federal regulations at appropriate levels to meet the current and future needs of its customers.

Trends and Issues

The Water and Sewer Bureau embarks upon 1998 with goals and objectives designed to conserve and protect the community's environmental resources. The provision of quality potable water and efficient wastewater transportation and treatment is the bureau's primary role.

Water conservation efforts will continue in the provision of informative environment protection programs. Adults and youths will be targeted for community outreach events on water conservation. In-school educational seminars and materials will also be provided.

The Bureau is equally tasked with maintaining and expanding its infrastructure to meet current and future domestic, commercial, and industrial needs of this region. The Metropolitan Planning Commission Water Management Plan sets forth the charge of the City of Savannah as this region's primary water provider. Additionally, the Chatham County Facility Plan includes Savannah as the primary provider of wastewater services for the area's northwest quadrant. Coupled with the trend towards becoming the region's major water and sewer service purveyor are other existing and new regional issues.

During 1998, the bureau will continue to assume a major role in many on-going environmental and utility service issues. The following summarizes some of these issues including, but not limited to:

- Godley West Development
- Regional Water Plan
- Savannah River Cuts 3 & 4
- Industrial and Domestic (I&D) Plant Upgrade
- Sludge Management
- Inflow and Infiltration
- Crossroads Treatment Plant
- Savannah River Reclassification Project

Godley West Development: The City of Savannah will supply water and sewer service to this tract of land located northwest of I-516 and Dean Forest Road intersection.

Regional Water Plan: The Georgia Environmental Protection Division (EPD) has released an interim groundwater strategy report. It provides a five-year (i.e. 1997-2002) time period for implementing certain regional water conservation initiatives.

Each of the 24 counties of southeastern Georgia are to participate in a comprehensive local water supply plan. EPD will modify existing municipal and industrial groundwater permit limits to better reflect actual reported usage. Additionally, EPD will work with a broad-based stakeholder advisory committee on information exchange, implementation of the interim strategy and development of a final strategy.

Conservation and alternative water supply measures will also continue to be encouraged and promoted by EPD. The U.S. Geological Survey, a technical advisory committee will conduct expanded technical investigations of the salt water intrusion into the Upper Floridan Aquifer. This is to be handled cooperatively with EPD. However, funds are needed to facilitate this undertaking.

Savannah River Cuts 3 and 4 Restoration Project: This project is designed to restore two river cuts. The cuts represent previous efforts to improve the harbor's transportation traffic. However, their existence has been harmful to environmental conditions, fish and wildlife. Their future threatens the continued supply of quality fresh water received at the intake of the Abercorn Creek, the raw water source for the city's Industrial and Domestic Treatment Plant.

Funding for this project relies on its inclusion in the President's budget. It was omitted in the fiscal year 1998 budget. Local staff has documented concerns of the project's status and importance to this area with Washington, D.C.'s legislative and the President's cabinet representatives.

I&D Upgrade: An upgrade of the plant's permitted pumping capacity from 50 mgd (million gallons per day) to 62.5 mgd is expected to improve surface water provisions for the community.

Sludge Management: Improvements to wastewater biosolids sludge disposal is

underway. The implementation of the new biosolids sludge management process will provide an almost "waste-free" treatment process. It is environmentally friendly because of this feature.

Inflow and Infiltration: This is an on-going effort to identify and eliminate sources of stormwater inflow and infiltration into sanitary sewer lines maintained by city staff. Corrective measures involve disconnecting common stormwater/sanitary sewer transport lines and the rehabilitation/replacement of sanitary sewer lines and leaking manholes. Addressing these problems will reduce the amount of stormwater water, sand, and debris carried to lift stations and treatment plants.

Crossroads Wastewater Treatment Plant: This facility is designed to handle the wastewater treatment needs for the Crossroads development area. The plant's first phase is designed to accommodate 2.5 mgd of wastewater flow. The second phase is designed to increase area's wastewater treatment flows to 5.0 mgd. Construction of the first phase is scheduled to be completed by July 1999.

Savannah River Reclassification Project: This project is focused on determining an appropriate classification for the Savannah River Harbor. A new model of the harbor is expected to provide an up-to-date illustration of the river's make-up. Further investigation into its dissolved oxygen (DO) is also underway. Flood control and water quality are two topics of interest concerning the river's deepening and reclassification.

Goals and Objectives

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:

- To ensure all bureau objectives are met as projected 100% of the time.

Goal: A city where water and sewer facilities are SCADA-monitored and operated at design level

90% of the time.¹

Objectives:

- To ensure all water wells are SCADA - monitored 100% of the time.
- To ensure all SCADA-covered sewage lift stations are monitored 90% of the time.
- To ensure all regional wastewater treatment plants are SCADA-monitored 90% of the time.

¹ SCADA references the Supervisory Control

- To increase SCADA monitoring of sewage lift stations by 5% annually.

Goal: A city where the adult and youth population have opportunities to be educated on water conservation and its impact on the environment.

Objectives:

- To provide students of private and public schools with the Water Source book and orientation sessions.
- To present community outreach events on water conservation.

Goal: A City with private/public partnerships

engaging in water use reduction activities.

Objectives:

- To conduct a plumbing retrofit program to replace fixtures in areas of need.
- To make indoor and outdoor water audits available to all citizens.

Goal: A city involved in groundwater quality protection.

Objective:

- To develop a local wellhead protection program.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- # of sewage lift stations receiving SCADA monitoring system ¹	n/a	12	n/a	11	12
- # of educational water sourcebooks distributed ²	n/a	100	n/a	n/a	150
- # of water conservation community outreach events/presentations	n/a	28	n/a	30	35
- # of plumbing retrofit programs initiated	n/a	n/a	n/a	n/a	1
- # of indoor and outdoor water audits provided	n/a	n/a	n/a	n/a	500
Efficiency Measure					
- Percent of budget spent	100%	98.45%	100%	100.35%	100%
Effectiveness Measures					
- % of objectives bureau-wide met as projected	n/a	n/a	100%	90%	90%
- % of time water wells were SCADA-monitored	n/a	n/a	n/a	n/a	90%
- % of sewage lift stations SCADA-monitored	n/a	n/a	n/a	n/a	90%

¹ Projections based on SCADA installations through private development, new construction, lift station rehabilitation and lift station monitoring CIPs.

² Previously purchased in private/public partnership with Georgia Pacific in cooperation with the

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
- % of regional wastewater treatment plants SCADA-monitored	n/a	n/a	n/a	n/a	90%
- % of wellhead protection program completed	n/a	n/a	n/a	50%	75%
- % of priority service requests completed within standard:					
Priority 1	100%	99.4%	100%	100%	100%
Priority 2	100%	92.63%	100%	100%	100%
- % of customers satisfied with overall water quality based on citizen survey	n/a	n/a	n/a	81%	85%
- % of customers satisfied with overall Water & Sewer system based on citizen survey	n/a	n/a	n/a	85%	85%

Expenditures By Type

<u>Expenditure Area</u>		1996	1997	1998	% Change
		<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>97-98</u>
Personal Services	\$	209,425	\$ 209,767	\$ 219,909	4.8
Outside Services		116,915	138,509	123,793	-10.6
Commodities		4,018	3,325	3,683	10.8
Interfund Services		36,427	14,356	14,116	-1.7
Capital Outlay		761	0	0	--
Other Expenses		4,764	3,987	5,118	28.4
TOTAL	\$	372,310	\$ 369,944	\$ 366,619	-0.9

Positions

<u>Class Title</u>	1996	1997	1998	<u>Grade</u>
Administrative Assistant	1.00	1.00	1.00	13
SCADA Coordinator	1.00	1.00	1.00	20
Water & Sewer Project Coordinator	1.00	1.00	1.00	27
Water & Sewer Director	1.00	1.00	1.00	43
TOTAL	4.00	4.00	4.00	

Budget Highlights

- Professional Services fees decrease \$17,216 due to a decrease in the City's contribution to MPC for the Water Conservation Program.

WATER AND SEWER PLANNING AND DEVELOPMENT

Mission

To plan and develop water and sanitary sewer services by maintaining engineering and environmental qualities, sustaining community

growth and providing a high level of service that enhances the quality of life in the community.

Trends and Issues

The primary responsibility of Water and Sewer Planning and Development is to provide technical support to departments within the Water and Sewer Bureau.

Other areas of responsibilities include planning and coordinating in-house water and wastewater projects; ensuring utility plan reviews are in line with state and federal guidelines; monitoring industrial wastewater for the City's industrial pretreatment program; and maintaining an inventory of water and sewer systems.

Monitoring of the industrial wastewater discharges remains a top priority. The industrial pretreatment program will ensure all discharges are in compliance to the federal, state and local agencies.

Two major issues for this department are summarized below:

Godley West Tract

The community's growth potential from the

Godley West Tract encouraged the City of Savannah and Pooler to pursue the annexation of this area.

The City of Savannah will provide water and sanitary sewer services to this Tract according to the agreement reached by both parties.

Hutchinson Island

The development of the eastern end of Hutchinson Island is underway for a mixed-use riverfront and a county trade center. The proposed development requires adequate domestic flow, fire flow and sanitary sewer facilities constructed to serve both public and private projects which are expected to total \$400 million at build-out.

The City of Savannah owns and operates the closest water and sanitary sewer facilities located directly across the Savannah River. The county will construct on-site and off-site facilities to connect to the City of Savannah's system.

Goals and Objectives

Goal: A City where all public and private utilities are reviewed to ensure compliance with engineering standards in a timely manner.

Objectives:

- To review 98% of all utility plans of minor and major subdivisions that do not require regional approach within 10 working days.
- To process 99% of all water tap and water connection requests within 2

working days.

- To locate 100% of all valves 4" and larger in the present city water distribution system by the end of 1998 and continue to locate valves as new developments progress.
- To model and analyze 90% of the City of Savannah water distribution systems prior to planned expansion and upgrade the water distribution systems after the proposed facilities are

constructed and as-builts drawings become available.

- To label 50 miles of sanitary sewer lines.

Goal: A city where local industrial wastewater discharges are in compliance with established local discharge permit standards.

Objectives:

- To monitor the discharge to the City's sewer system to ensure compliance with the industrial pretreatment permit limits.
- To review the self-monitoring reports

submitted by industrial customers.

- Perform on-site inspections of industrial users' facilities.

Goal: A City where water well and sanitary sewer lift station buildings and sites are well-maintained and meet building code standards.

Objectives:

- To complete 100% of all work requests for water well buildings and sites maintenance.
- To complete 100% of all work requests for sewer lift station buildings and sites maintenance.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Review plans and specifications	210	433	390	390	400
- Process water tap connections	220	196	214	214	235
- Collect industrial wastewater samples	70	45	70	70	70
- Review self-monitoring reports	n/a	n/a	n/a	264	264
- On-site inspections of industrial customers	n/a	n/a	n/a	25	25
- Locate and map water valves	400	120	500	425	450
- Label sewer line miles	55	19	30	30	50
- Maintain well sites	n/a	n/a	40	40	40
- Maintain lift stations	n/a	n/a	164	164	170
- Upgrade existing/model future water line miles	n/a	n/a	n/a	40	50
Efficiency Measures					
- Cost per plan review	\$1,086	n/a	\$613	\$474	\$610
- Cost per water tap request	\$695	n/a	\$318	\$299	\$529
- Cost per industrial sample	\$586	n/a	\$1,443	\$259	\$258
- Cost per inspection	n/a	n/a	n/a	\$195	\$194
- Cost per review of self-monitoring report	n/a	n/a	n/a	\$177	\$176
- Cost per valve located	\$58	n/a	\$380	\$415	\$548
- Cost per labeling sewer line mile	\$327	n/a	\$700	\$635	\$440
- Repair cost per lift station & well site	n/a	n/a	n/a	\$430	\$407

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
- Cost per upgrading of water line mile	n/a	n/a	n/a	\$553	\$440
- Percent of budget spent	100%	96.19%	100%	91.99%	100%

Effectiveness Measures

- % of plans reviewed within 10 working days	95%	100%	98%	98%	98%
- % of taps processed within 2 working days	95%	100%	99%	99%	99%

Expenditures By Type

Expenditure Area	1996	1997	1998	% Change
	Actual	Projected	Budget	97-98
Personal Services	\$ 325,062	\$ 361,712	\$ 417,310	15.4
Outside Services	35,472	38,032	35,927	-5.5
Commodities	6,410	11,922	12,471	4.6
Interfund Services	59,119	35,630	33,607	-5.7
Capital Outlay	0	10,200	0	-100.0
Interfund Transfers	0	12,800	0	-100.0
Other Expenses	23,577	153,391	314,404	105.0
TOTAL	\$ 449,640	\$ 623,687	\$ 813,719	30.5

Positions

Class Title	1996	1997	1998	Grade
Maintenance Worker, Senior	0.00	1.00	1.00	9
Secretary	1.00	1.00	1.00	10
Carpenter	0.00	1.00	1.00	13
Engineering Aide, Senior	1.00	1.00	1.00	13
Water & Sewer Utl Plans Tech	1.00	1.00	1.00	14
Industrial Pretreatment Technician	1.00	1.00	1.00	17
Bldg/Elec Maint Supervisor	0.00	1.00	1.00	19
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 Dir	1.00	1.00	1.00	36
TOTAL	8.00	11.00	11.00	

Budget Highlights

- The large increase in this activity is due to the Contribution to MPC account, which increases \$182,140 for SAGIS (Savannah Area Geographic Information System).

WATER SUPPLY AND TREATMENT

Mission

To provide safe potable water that meets or exceeds the standards set forth in the Safe Drinking Water Act at flows and pressure

sufficient to meet the existing needs of the community and accommodate and promote growth.

Trends and Issues

The City of Savannah, Chatham County, and parts of Effingham and Bryan Counties are faced with a mandated Environmental Protection Division 10 MGD reduction in groundwater usage by the year 2005. Sound management decisions are necessary to insure growth and development continues as we search for alternative water supplies. The City of Savannah has the basic infrastructure in place to meet future needs. The first phase of the I&D Plant upgrade/expansion is out for bid. This is the first step in insuring water will be available to meet industrial and domestic needs.

The Metropolitan Planning Commission Water Supply Management Plan and the Environmental Protection Division interim strategy earmark the City of Savannah as the regional purveyor of water for the Chatham and the surrounding areas. The I&D Plant can be expanded to meet the growth and development needs of the entire area and reduce the demand on the Floridan Aquifer. The phase II I&D expansion plans will insure the existing

water needs of the regional community are met and growth can continue in the coastal region.

Other factors that must be considered are the ever increasing stringent federal rules and regulations governing water quality. The public has demanded safe drinking water and Congress has responded with new amendments to the Federal Safe Drinking Water Act. As we depend more and more on surface water to meet our needs, compliance with the new laws will result in a challenging future for the Water Supply Activity and a more expensive finished product.

It will be our challenge as managers to address the needs of our existing and future customers in a cost efficient manner. The challenge of future growth, maintenance, water quality, and alternative water sources will demand the best in planning and phased implementation of programs to meet our goal to provide safe potable water.

Goals and Objectives

Goal: To provide safe potable fluoridated water equitably at pressures and flows adequate to accommodate residential, commercial, industrial needs and to promote their growth.

Objectives:

- To ensure there no violations of the Federal Safe Water Drinking Act.
- To reduce the number of water quality complaints.
- To respond to water quality complaints within one working day.

- To ensure all service requests are completed within the standard.
- To provide adequate water pressure; minimize the number of pressure complaints.

Goal: To provide an aesthetically pleasing appearance at all city well sites.

Objective:

- To eliminate complaints of unsightly well sites.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Water pumped (million gallons/day)	27.5	25.4	27.75	26	27.75
- Samples collected and analyzed	2,400	2,567	2,500	2,643	2,600
- Well sites monitored for pressure each day	40	40	40	40	40
- Million gallons of water fluoridated each day	25.5	23.2	26.0	23.7	26.0
- Wells sites maintained	39	39	39	39	39
Efficiency Measures					
- Cost per million gallons pumped	\$170	n/a	\$176	\$178	170
- Cost per sample collected and analyzed	\$74	n/a	\$102	\$80	\$66
- Cost per well site monitored	\$7,550	n/a	\$7,750	\$7,814	\$7,945
- Cost per million gallons fluoridated	\$9	n/a	\$10	\$11	\$10
- Cost per site to maintain	\$2,667	n/a	\$2,820	\$3,039	\$3,136
- Percent of budget spent	100%	94.66%	100%	95.82%	100%
Effectiveness Measures					
- Violations of the Safe Water Drinking Act	0	0	0	0	0
- Percent of water quality complaints responded to within one day	100%	100%	100%	100%	100%
- Valid water quality complaints	95	84	90	93	93
- Valid pressure complaints	4	0	4	0	4
- Valid unsightly well complaints	0	0	0	0	0

Expenditures By Type

Expenditure Area	1996		1997		1998	% Change 97-98
	Actual		Projected		Budget	
Personal Services	\$ 747,191	\$	803,935	\$	843,575	4.9
Outside Services	991,655		1,159,249		1,101,082	-5.0
Commodities	203,416		222,932		240,993	8.1
Interfund Services	214,996		168,820		162,145	-4.0
Capital Outlay	16,052		42,500		48,700	14.6
Other Expenses	46,119		32,649		33,190	1.7
TOTAL	\$ 2,219,429	\$	2,430,085	\$	2,429,685	0.0

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Plant Operator	15.00	16.00	16.00	12
Maintenance Mechanic	2.00	1.00	1.00	12
Administrative Assistant	1.00	1.00	1.00	13
Elec Control Technician	1.00	1.00	1.00	17
Water & Sewer Supv	2.00	2.00	2.00	19
Water & Sewer Suptd	1.00	1.00	1.00	24
Water & Sewer Admin	1.00	1.00	1.00	29
TOTAL	23.00	23.00	23.00	

Budget Highlights

- The Other Contractual Services account decreases \$50,629 primarily because of a special project in 1997. This decrease helps offset increases in Electricity and Personal Services.

WATER DISTRIBUTION

Mission

To operate and maintain the infrastructure necessary to deliver safe potable water at flows and pressure sufficient to meet current

residential, commercial, industrial, institutional, and fire protection demands and to accommodate and promote growth.

Trends and Issues

The Water Distribution Activity is responsible for the operation, maintenance, and repair of the water distribution system which includes 714 miles of waterline, 4,000 fire hydrants, 66,000 metered services, and 16,000 water main valves and appurtenances. The eight separate water systems owned by the City of Savannah provide water service for the majority of Chatham County's residential, commercial, institutional and industrial customers. The activity is also responsible for providing water at sufficient flow and pressure to meet the fire protection needs of the community.

We are faced with the responsibility of maintaining this infrastructure system in order to meet the future challenge of providing for growth and development and to meet existing needs. We are also faced with the creation of new infrastructure systems in order for the community to grow and expand. Without infrastructure systems in place, the community cannot grow.

The Savannah water system is a blend of the old and the new, and management strategies

must be developed to provide adequate resources to address the needs of both. The City is not a leak free system. There are presently problems and there will be future problems with water leaks. Our leak reduction strategy has been successful in reducing leaks by 64% over the past 20 years. This program will continue to strengthen our system.

The system is constantly expanding. The recent annexation of the Godley West, and Hutchinson Island areas will provide the City with tremendous growth and development potential. The Georgetown, Gateway, Whitemarsh Island, and Dutch Island areas are booming with residential and commercial development. All of this present and future development increases the number of infrastructure systems the department is required to maintain.

The Activity must continue to reduce leaks, conserve water, and look for ways to improve services and reduce overall operating costs while also providing for growth and development of the City.

Goals and Objectives

Goal: A City where the water distribution system is free of water leaks and line breaks.

Objective:

- To reduce the number of water leaks in the system.

Goal: A City where all fire hydrants have sufficient pressure and are available to all establishments.

Objective:

- To insure no unreported dry fire hydrants are discovered at a fire scene and that all non-functioning fire hydrants are repaired within the standard.

Goal: All water customers are served by accurate and well maintained water meters.

Objectives:

- To install all new water meters for system expansion within the standard.
- To ensure all water meters are

- accurately metering flow.
- To ensure all service requests for the water meter program are completed within the standard.

obnoxious chemicals from public or private establishments.

Objective:

- To ensure there is zero backflow of toxic and obnoxious chemicals into the potable water system.

Goal: A municipal water supply free of contamination from backflow of toxic or

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Leaks repaired	1,300	1,342	1,235	1,200	1,200
- Hydrants replaced	80	31	60	30	40
- Hydrants repaired	n/a	468	n/a	460	460
- Hydrants inspected, serviced, exercised	2,350	2,293	2,350	2,601	2,350
- Meters installed	750	821	800	750	800
- Meters serviced	18,500	12,903	16,000	11,682	12,000
- Cross connection inspections	1,900	3,056	2,500	3,141	3,000
- Water & sewer lines located	691	1,516	750	3,858	3,000
Efficiency Measures					
- Cost per leak repaired	\$637	n/a	\$665	\$616	\$654
- Cost per hydrant replaced	\$2,213	n/a	\$2,983	\$2,141	\$2,130
- Cost per hydrant repair	n/a	n/a	n/a	\$209	\$185
- Cost per hydrant inspected, serviced, exercised	\$28	n/a	\$28	\$23	\$27
- Cost per meter installed	\$217	n/a	\$205	\$197	\$195
- Cost per meter serviced	\$13	n/a	\$15	\$18	\$19
- Cost per cross connection inspection	\$59	n/a	\$45	\$32	\$35
- Cost per locate	\$97	n/a	\$64	\$11	\$15
- Percent of budget spent	100%	92.7%	100%	97.21%	100%
Effectiveness Measures					
- Average leak rate per mile	n/a	1.94	n/a	1.73	1.70
- % non-functioning hydrants repaired within 14 days	90%	100%	90%	100%	90%
- Priority 1 requests for water meter service completed within the standard	90%	99%	90%	95%	90%
- % of meters 2" and larger accurately registering flow	98%	99%	98%	99%	98%
- Incidents of contamination due to backflow	0	0	0	0	0
- % of customers satisfied with water pressure based on citizen survey	n/a	n/a	n/a	97%	97%

Expenditures By Type

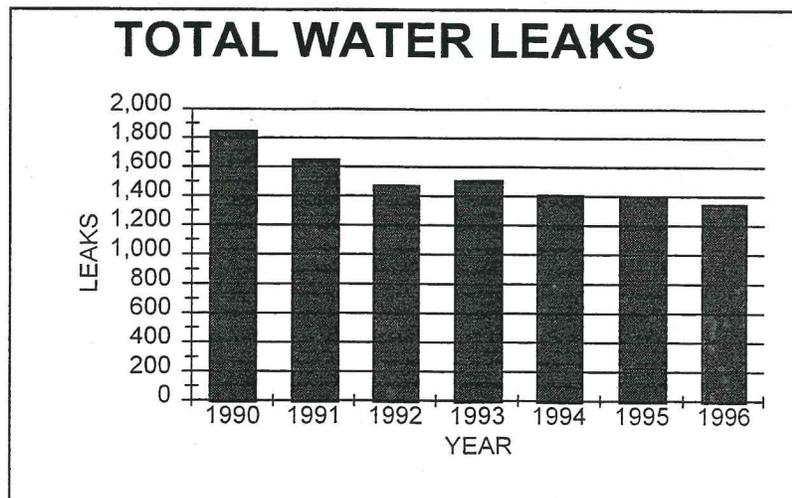
<u>Expenditure Area</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97-98</u>
Personal Services	\$ 992,150	\$ 1,070,795	\$ 1,136,702	6.2
Outside Services	45,121	45,287	45,173	-0.3
Commodities	516,053	534,478	572,677	7.1
Interfund Services	324,206	150,138	135,198	-10.0
Capital Outlay	22,855	17,427	15,250	-12.5
Interfund Transfers	13,300	0	0	--
Other Expenses	69,888	85,211	112,358	31.9
TOTAL	\$ 1,983,573	\$ 1,903,336	\$ 2,017,358	6.0

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Utilities Maint Worker	4.00	4.00	4.00	8
Utilities Maint Worker, Senior	9.00	9.00	9.00	9
Meter Technician	5.00	5.00	5.00	9
Medium Equipment Operator	4.00	4.00	4.00	9
Customer Service Rep	1.00	1.00	1.00	11
Utilities Crew Chief	9.00	9.00	9.00	13
Maintenance Supv	2.00	2.00	2.00	17
Construction Inspector	3.00	3.00	3.00	18
Water & Sewer Supt	1.00	1.00	1.00	24
TOTAL	38.00	38.00	38.00	

Budget Highlights

- The following graph illustrates the of leaks. department's success at reducing the number



UTILITY SERVICES

Mission

To provide quality customer services in the form of revenue billing and collection, regulatory activities which benefit the public, and programs

and services provided directly to Savannah's citizens and visitors.

Trends and Issues

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 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.
- (2) 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.
- (3) 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.

Goals and Objectives

Goal: Collect water, sewer and refuse service fees.

Objectives:

- Maintain the percentage of customer

service requests completed correctly, as requested, to 99.8%.

- Maintain collections at 98.5% of net water, sewer and refuse billings.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Total meters read	379,500	375,000	380,000	380,000	380,000
- Total annual billings	351,500	349,300	352,000	349,850	349,850
- Customer service transactions	181,769	182,000	184,500	183,300	183,300
- Delinquent notices mailed	94,800	107,900	95,000	104,000	104,000
- Delinquent cut-offs	13,780	24,500	13,985	22,000	22,000
Efficiency Measures					
- Cost per meter reading	\$1	n/a	\$1	\$1	\$1
- Cost per billing	n/a	n/a	n/a	\$1	\$1
- Cost per customer service transaction	\$2	n/a	\$2	\$2	\$2
- Cost per delinquency notices mailed	n/a	n/a	n/a	\$1	\$1
- Cost per delinquent cut-off	\$29	n/a	\$30	\$27	\$27
- Percent of budget spent	100%	88.87%	100%	95.18%	100%
Effectiveness Measures					
- Read meters within 2 days of schedule	n/a	n/a	n/a	98%	98%
- Complete customer service transactions correctly	99.8%	99.0%	99.8%	99.8%	99.8%
- Maintain collections at 98.5% of net billings	98.5%	97.9%	98.5%	98.5%	98.5%

Expenditures By Type

<u>Expenditure Area</u>	1996		1997		1998	% Change 97-98
	<u>Actual</u>		<u>Projected</u>		<u>Budget</u>	
Personal Services	\$ 736,660	\$	771,099	\$	815,203	5.7
Outside Services	41,597		80,290		78,474	-2.3
Commodities	126,047		133,305		148,530	11.4
Interfund Services	251,180		219,651		199,304	-9.3
Capital Outlay	0		5,189		0	-100.0
Other Expenses	17,963		15,067		13,607	-9.7
TOTAL	\$ 1,173,447	\$	1,224,601	\$	1,255,118	2.5

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Account Clerk	3.00	0.00	0.00	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	9.00	9.00	11
Revenue Investigator	1.00	1.00	1.00	13
Administrative Assistant	1.00	1.00	1.00	13
Water Meter Reading Supervisor	1.00	1.00	1.00	14
Revenue Supervisor	2.00	2.00	2.00	19
Revenue Administrator	1.00	1.00	1.00	27
TOTAL	28.00	28.00	28.00	

Budget Highlights

- The Operating Supplies account increases \$10,000 to pay for consumables for some new printers.
- Information Services charges decrease \$19,408 due to a new allocation for this activity.

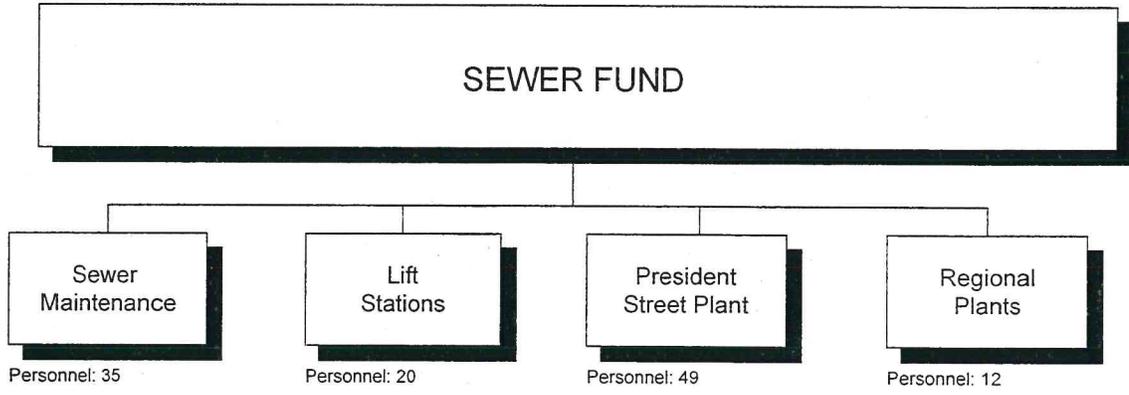
WATER INTERDEPARTMENTAL

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 57% of the Interdepartmental expenditures.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97-98</u>
Outside Services	\$ 566	\$ 571	\$ 600	5.1
Interfund Services	435,321	723,849	751,118	3.8
Debt Related Charges	1,668,921	1,795,397	2,037,393	13.5
Other Expenses	261,877	389,912	521,000	33.6
Capital Projects	5,207,430	4,906,286	4,539,244	-7.5
Contingencies	0	0	100,000	--
TOTAL	\$ 7,574,115	\$ 7,816,015	\$ 7,949,355	1.7



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 1998. 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 89% of total revenue.

A new fee for 1998 is expected to generate \$63,002. The Sewer Department will require developers to use the City's jet-vac truck and charge them a fee of \$.85 per linear foot to televise sewer and stormwater lines.

<u>Revenue Source</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>
<u>Operating Revenue</u>			
Sewer Service - Inside	\$ 10,608,874	\$ 10,923,176	11,484,180
Sewer Service - Outside	3,253,659	3,412,395	3,905,932
Senior Citizens Discount	n/a	-10,000	-25,000
Septic Tank Disposal	125,652	126,445	125,000
Sewer Connection Fees	652,981	410,000	510,000
Misc Surcharges	1,212,848	1,001,437	623,424
Sewer Cut-On Fees	129,100	200,000	180,000
Sewer Service Purchased by Other Funds	51,672	76,024	76,024
Televised Line Fee	n/a	n/a	63,002
Miscellaneous Revenue	16,533	-65,000	-20,000
County Pollution Abatement Fee	1,001,256	n/a	n/a
Subtotal	\$ 17,052,575	\$ 16,074,477	\$ 16,922,562
<u>Non-Operating Revenue</u>			
Interest	\$ 305,153	\$ 303,800	\$ 310,000
TOTAL REVENUE	\$ 17,357,728	\$ 16,378,277	\$ 17,232,562

Expenditures By Type

Sewer's budget increases \$854,285 or 5% in 1998 as compared to 1997. The significant changes in expenditures are discussed below. Following is also a section that details program costs.

Personal Services increase \$231,993 and includes the addition of 4 new positions. A senior maintenance mechanic position is being added because of an increase in the number of lift stations, and a sewage inspection technician and two utilities maintenance worker positions are being added to the sewage inspection program. The additions to the sewage

inspection program will be paid for by a new fee associated with the program.

An increase of \$122,756 in Interfund Services is mainly due to an increase in Water & Sewer Planning Services for the contribution to MPC for SAGIS (Savannah Area Geographic Information System).

Debt Service increases \$157,761 for loan payments. The Sewer Franchise Fee increases \$137,030. The Capital Projects Contribution increases by \$56,395, and Contingencies increase by the standard annual allocation of \$150,000.

<u>Expenditure Area</u>	1996	1997	1998	<u>% Change 97-98</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 3,592,156	\$ 3,679,514	\$ 3,911,507	6.3
Outside Services	3,053,775	2,946,727	3,016,820	2.4
Commodities	860,521	1,128,404	1,132,680	0.4
Interfund Services	1,845,652	2,062,798	2,185,554	6.0
Capital Outlay	174,532	343,205	316,800	-7.7
Debt Related Charges	4,084,260	4,465,366	4,623,127	3.5
Interfund Transfers	24,975	80,232	25,000	-68.8
Other Expenses	522,347	815,993	958,641	17.5
Capital Projects	3,040,763	856,038	912,433	6.6
Contingencies	0	0	150,000	--
TOTAL	\$ 17,198,981	\$ 16,378,277	\$ 17,232,562	5.2

Activity Summary

<u>Activity</u>	1996	1997	1998	<u>% Change 97-98</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Sewer Maintenance	\$ 2,107,067	\$ 2,012,085	\$ 2,022,878	0.5
Lift Stations	1,883,168	2,099,091	2,123,785	1.2
President Street Plant	3,164,579	3,412,391	3,490,308	2.3
Regional Plants	1,337,491	1,417,318	1,492,204	5.3
Interdepartmental	8,706,676	7,437,392	8,103,387	9.0
TOTAL	\$ 17,198,981	\$ 16,378,277	\$ 17,232,562	5.2

SEWER MAINTENANCE

Mission

To ensure the collection and uninterrupted transportation of sanitary sewage flow through a series of pipes within the city-maintained

sanitary sewer system in accordance with local, State and Federal regulations.

Trends and Issues

Sewer Maintenance ensures the gravity sewers in the conveyance system are free of line breaks and sewer stoppages. The mission of the activity is to clean, repair and maintain over 750 miles of gravity sewer lines and force mains.

The activity continues to be challenged in the preventive maintenance of the sanitary sewer system. The city's sewage system is a combination of old and new sewer lines. It is important that the Activity remain proactive in addressing the routine maintenance of the collection system. The older lines are continuing to be impacted by renovation and rehabilitation underway in the historic/midtown districts of the city. These areas and others will need routine maintenance to ensure the continuous flow of sewage through the collection system.

Additionally, the activity will continue to address the reduction of infiltration and inflow (I & I) of groundwater/stormwater to the sewage system. This increase in stormwater causes sewage stoppages into homes and businesses, reduces the capacity of the collection system, and results in treatment and process problems for the treatment facilities. The activity will continue in-house work and work with outside professional contractors to address this issue.

It is important to preserve the structural integrity of the pipe to avoid cave-ins and stoppages. When these events occur, it is imperative to perform immediate repairs to protect the citizens and the environment from hazards. Further, immediate repairs are necessary to ensure the continuous flow of sewage through the collection system. In 1998, the outside contracts will be called on an as-needed basis to assist with these repairs.

Goals and Objectives

Goal: A city where all gravity sewers are free of stoppages and sewer line breaks.

Objectives:

- To reduce the number of sewer line breaks in the City's collection system by 5%.
- To reduce the stoppage rate by 5%.
- To reduce the stoppage rate in those service districts exceeding the system-wide average by 5%.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Breaks repaired	407	264	387	103	103
- Feet of line repaired	3,392	9,449	3,222	3,222	3,383
- Stoppages cleared	1,045	1,269	993	993	943
- Feet of line cleaned	600,000	292,818	600,000	400,000	400,000
Efficiency Measures					
- Cost per break repaired	n/a	n/a	n/a	\$12,111	\$12,280
- Cost per stoppage cleared	\$376	n/a	\$447	\$445	\$452
- Cost per foot cleaned	\$.44	n/a	\$.52	\$.80	\$.80
- Percent of Budget Spent	100%	94.55%	100%	102.82%	100%
Effectiveness Measure					
- % of homes which have not experienced problems with sewer stoppages or slow sewage flow based on customer survey	n/a	n/a	n/a	71%	75%

Expenditures By Type

<u>Expenditure Area</u>	1996 <u>Actual</u>	1997 <u>Projected</u>	1998 <u>Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 1,025,018	\$ 1,042,797	\$ 1,088,138	4.3
Outside Services	561,536	325,199	320,580	-1.4
Commodities	113,380	163,180	157,748	-3.3
Interfund Services	291,291	267,829	288,777	7.8
Capital Outlay	9,558	30,000	11,500	-61.7
Interfund Transfers	0	0	0	--
Other Expenses	106,284	183,080	156,135	-14.7
TOTAL	\$ 2,107,067	\$ 2,012,085	\$ 2,022,878	0.5

Positions

<u>Class Title</u>	1996	1997	1998	<u>Grade</u>
Utilities Maintenance Worker	5.00	5.00	5.00	8
Utilities Maintenance Worker, Sr	15.00	15.00	15.00	9
Medium Equipment Operator	6.00	6.00	6.00	9
Heavy Construction Equipment Op	1.00	1.00	1.00	13
Utilities Crew Supervisor	5.00	5.00	5.00	13
Maintenance Supervisor	2.00	2.00	2.00	19
Maintenance Supt	1.00	1.00	1.00	24
TOTAL	35.00	35.00	35.00	

LIFT STATIONS

Mission

To facilitate efficient transportation of sanitary sewage through a series of mechanized lifting operations which move the sewage flow through

the sewers to the City's wastewater treatment plants.

Trends and Issues

The Lift Station 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 also responsible for ensuring that the City of Savannah is free of major sewage spills into the environment. This is accomplished by performing routine pump station inspections, responding to alarm conditions, performing repairs and by scheduling rehabilitation of the pump stations.

The activity continues to be challenged by the increasing number of new pumping stations. These additions impact the overall maintenance and inspections of the lift stations. Operations staff must absorb the increased duties while ensuring all stations are functioning efficiently.

Also, the recent revision of the lift station specifications will ensure the stations scheduled for rehabilitation and/or replacement will operate at increased efficiency levels. Liability to regulatory agencies and the public for damages from 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.

The installation of Supervisory Control and Data Acquisition (SCADA) systems will continue in 1998. These systems provide additional monitoring of the status of the pumping system. With SCADA, there will be improved alarm reporting which will improve the City's response times in the event of an emergency.

Goals and Objectives

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.

Objectives:

- To have no sewage spills.
- To reduce the number of lift station and odor unit failures by 5%.
- To ensure service requests for lift stations are completed within standard.

Service Levels

Workload Measures	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
- Operate lift stations	161	157	164	164	170
- Operate odor control units	12	8	14	5	5
- Maintenance tasks at lift stations	700	1,205	1,650	1,400	1,500
- Analyze head/capacity data on pumping stations	18	33	18	18	21

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Efficiency Measures					
- Cost to operate a station	\$5,098	n/a	\$5,506	\$5,859	\$5,763
- Cost per maintenance task	\$1,100	n/a	\$601	\$701	\$667
- Cost per station to analyze head/capacity data	\$8,166	n/a	\$7,111	\$8,124	\$7,100
- Percent of budget spent	100%	102.11%	100%	97.57%	100%
Effectiveness Measure					
- Spill Monitoring	0 3		0 4		0

Expenditures By Type

<u>Expenditure Area</u>	1996	1997	1998	<u>% Change 97-98</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 685,219	\$ 701,910	\$ 707,108	0.7
Outside Services	808,918	846,898	887,179	4.8
Commodities	243,078	276,214	270,690	-2.0
Interfund Services	104,204	75,268	55,999	-25.6
Capital Outlay	24,841	81,000	132,500	63.6
Interfund Transfers	0	80,232	25,000	-68.8
Other Expenses	16,908	37,569	45,309	20.6
TOTAL	\$ 1,883,168	\$ 2,099,091	\$ 2,123,785	1.2

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Office Assistant, Senior	1.00	1.00	1.00	8
Utilities Maint Worker, Sor	2.00	2.00	2.00	9
Maintenance Mechanic	6.00	6.00	6.00	12
Maintenance Mechanic, Senior	6.00	5.00	6.00	14
Electronic Control Tech	2.00	2.00	2.00	18
Maintenance Supt	1.00	2.00	2.00	24
Water & Sewer Admin	1.00	1.00	1.00	29
TOTAL	19.00	19.00	20.00	

Budget Highlights

- A total of \$41,787 is included in 1998 for the addition of a senior maintenance mechanic position and vehicle because of an increase in the number of lift stations the department must maintain.

PRESIDENT STREET PLANT

Mission

To treat wastewater received in accordance with local, State, and Federal regulations prior to its

release into the environment.

Trends and Issues

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 (NPDES) 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 challenge facing the activity has been the biosolids management and disposal and incinerator emissions monitoring. The incinerator emissions monitoring project was bid and the system installed in 1997. The system will monitor the emissions for total hydrocarbons, oxygen, moisture and combustion temperature. In addition, the sludge dewatering improvements were also bid and the installation should be complete by the end of 1997. These improvements are necessary to dewater solids to a greater dry solids content.

This dry content will improve the operation of the incinerator, as well as, reduce operating costs.

Staff training will continue to enhance plant operations. This additional training will help improve plant reliability and reduce outside maintenance costs.

Water reuse will continue to play an important role in the activity. It is intended that this treated effluent could be used for irrigation purposes. A plan is being developed to serve Hutchinson Island and other developments with reuse water. These efforts will be consistent with water conservation efforts to assist in groundwater management strategies.

Additionally, future legislature and regulatory agency mandates may have financial impacts on the activity. Recent actions regarding the prohibition of sewage sludge incineration may have a significant impact on the operation of the treatment plant.

Goals and Objectives

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.

Objectives:

- To have no National Pollutant Discharge Elimination System (NPDES) permit

exceptions.

- To perform 100% of all equipment manufacturer's recommended maintenance tasks.
- To limit unscheduled equipment repairs to no more than 25% of all equipment repairs.
- Evaluate 100% of all videotapes to identify maintenance needs.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Treat wastewater (mg/year)	9,500	8,562	9,500	8,500	9,000
- Analyze lab samples	52,000	67,709	64,000	75,000	75,000
- Maintenance tasks at plant and grounds	2,000	3,475	5,200	5,200	5,300
- Televising miles of sewer lines	20	12	20	18	18
Efficiency Measures					
- Cost to treat wastewater per . mg	\$244	n/a	\$225	\$245	\$234
- Cost per lab test	\$10	n/a	\$7	\$6	\$6
- Cost per televising of sewer line mile	\$5,650	n/a	\$8,600	\$9,334	\$9,455
- Percent of budget spent	100%	99.47%	100%	95.94%	100%
Effectiveness Measure					
- NPDES permit exceptions	17	39	0	8	0

Expenditures By Type

<u>Expenditure Area</u>	1996	1997	1998	<u>% Change 97-98</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 1,436,059	\$ 1,465,680	\$ 1,622,807	10.7
Outside Services	1,040,431	1,148,810	1,154,340	0.5
Commodities	391,213	493,850	496,769	0.6
Interfund Services	151,963	91,552	84,058	-8.2
Capital Outlay	124,315	190,000	84,300	-55.6
Other Expenses	20,598	22,499	48,034	113.5
TOTAL	\$ 3,164,579	\$ 3,412,391	\$ 3,490,308	2.3

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Utilities Maintenance Worker	5.00	5.00	7.00	8
Storekeeper	1.00	1.00	1.00	8
Medium Equipment 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	13
Administrative Assistant	2.00	2.00	2.00	13

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Maintenance Crew Supervisor	1.00	1.00	1.00	13
Maintenance Mech, Senior	1.00	1.00	1.00	14
Sewage Inspection Technician	0.00	0.00	1.00	14
Electronic Control Technician	1.00	2.00	2.00	18
Lab Supervisor	1.00	1.00	1.00	18
Water & Sewer Supervisor	6.00	5.00	5.00	19
Chemist	1.00	1.00	1.00	24
Water & Sewer Supt	2.00	2.00	2.00	24
Water & Sewer Admin	1.00	1.00	1.00	29
Water Quality Control Director	1.00	1.00	1.00	36
TOTAL	46.00	46.00	49.00	

Budget Highlights

- Three new positions are being added in 1998 to the sewage inspection program at a cost of \$61,832. The additions to the program will be paid for by a new fee associated with the program. The department will require developers to use the city's jet-vac truck and

charge them a fee of \$.85 per linear foot to televise sewer and stormwater lines. This service change will also allow the city to double the number of lines it televises annually.

REGIONAL PLANTS

Mission

To treat wastewater received from specific geographic regions of the city/county in accordance with local, State, and Federal

regulations prior to its release into the environment.

Trends and Issues

The Regional Plants activity is responsible for the operation of three wastewater treatment plants. The treated effluent must meet National Pollutant Discharge Elimination System (NPDES) 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 years old and also continues to meet effluent standards most of the time. The Travis Field Plant has completed expansion from 1.0 million gallons per day (mgd) to 1.5 mgd. This expansion project was completed in 1997. The expansion replaced obsolete, worn out equipment and added 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.

The addition of areas to the City, as a result of annexation of the Crossroads and Godley West tracts, requires that the City be able to provide the wastewater treatment services needed by these new areas. The City has entered into the design of a new wastewater treatment facility to serve these areas. The first phase of the new plant will provide 2 million gallons per day (mgd) of wastewater treatment capacity. The plans for future growth in the area are also being developed.

Goals and Objectives

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.

Objectives:

- To have no National Pollutant Discharge

Elimination System (NPDES) permit exceptions.

- To perform 100% of all equipment manufacturer's recommended maintenance tasks.
- To limit unscheduled equipment repairs to no more than 25% of all equipment repairs.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Operate the following plants:					
Travis Field (mg/year)	275	234	275	260	265
Wilshire (mg/year)	1,000	1,344	1,300	1,350	1,350
Georgetown (mg/year)	350	352	375	365	400
Total mg/year	1,725	1,930	1,950	1,975	2,015
- Analyze lab samples:					
Travis Field	n/a	1,590	n/a	4,000	4,200
Wilshire	n/a	1,851	n/a	5,000	5,250
Georgetown	n/a	1,259	n/a	6,750	7,088

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Total samples	n/a	4,700	n/a	15,750	16,538
- Maintain plants & grounds:					
Travis Field	n/a	250	n/a	300	300
Wilshire	n/a	504	n/a	540	550
Georgetown	n/a	277	n/a	300	300
Total maintenance tasks	n/a	1,031	n/a	1,140	1,150

Efficiency Measures

- Cost per mg of wastewater treated	n/a	n/a	n/a	\$438	\$469
- Cost per sample analyzed	n/a	n/a	n/a	\$15	\$17
- Cost per maintenance task	n/a	n/a	n/a	\$244	\$265
- Percent of budget spent	100%	103.36%	100%	108.12%	100%

Effectiveness Measure

- NPDES permit exceptions:					
Travis Field	5	18	0	11	0
Wilshire	5	61	0	39	0
Georgetown	0	0	0	0	0
Total	10	79	0	50	0

Expenditures By Type

<u>Expenditure Area</u>	1996 <u>Actual</u>	1997 <u>Projected</u>	1998 <u>Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 445,860	\$ 469,127	\$ 493,454	5.2
Outside Services	641,925	624,846	653,721	4.6
Commodities	112,850	195,160	207,473	6.3
Interfund Services	68,475	51,105	39,893	-21.9
Capital Outlay	15,818	42,205	88,500	109.7
Interfund Transfers	24,975	0	0	--
Other Expenses	27,588	34,875	9,163	-73.7
TOTAL	\$ 1,337,491	\$ 1,417,318	\$ 1,492,204	5.3

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Plant Operator	5.00	5.00	5.00	12
Maintenance Mechanic	1.00	1.00	1.00	12
Maintenance Mechanic, Senior	1.00	1.00	1.00	14
Water & Sewer Supervisor	3.00	3.00	3.00	19
Water & Sewer Supt	1.00	1.00	1.00	24
Water & Sewer Administrator	1.00	1.00	1.00	29
TOTAL	12.00	12.00	12.00	

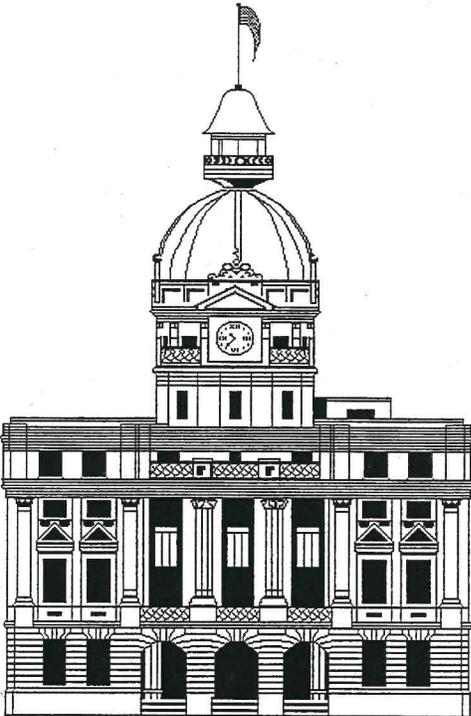
SEWER INTERDEPARTMENTAL

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.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97-98</u>
Outside Services	\$ 965	\$ 974	\$ 1,000	2.7
Interfund Services	1,229,719	1,577,044	1,716,827	8.9
Debt Related Charges	4,084,260	4,465,366	4,623,127	3.5
Other Expenses	350,969	537,970	700,000	30.1
Capital Projects	3,040,763	856,038	912,433	6.6
Contingencies	0	0	150,000	--
TOTAL	\$ 8,706,676	\$ 7,437,392	\$ 8,103,387	9.0



I & D WATER SUPPLY FUND

I & D
Plant

Personnel: 36

I & D WATER SUPPLY

Revenues By Source

Revenues for the I & D Water Supply Fund are projected at \$7,864,889 in 1998 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.

<u>Revenue Source</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>
Water Sales	\$ 6,355,381	\$ 7,471,803	\$ 7,811,387
Admin Services to Water Fund	42,720	51,492	53,502
TOTAL	\$ 6,398,101	\$ 7,523,295	\$ 7,864,889

Expenditures By Type

The I & D Water Supply Fund consists of Plant/Laboratory Operations and Maintenance.

The 1998 planned expenditures for the I & D Fund are shown below.

<u>Expenditure Area</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97-98</u>
Personal Services	\$ 1,202,159	\$ 1,277,997	\$ 1,340,871	4.9
Outside Services	2,474,408	2,455,323	2,042,209	-16.8
Commodities	542,578	626,939	609,210	-2.8
Interfund Services	333,890	311,543	313,354	0.6
Capital Outlay	50,332	77,017	382,500	396.6
Debt Related Charges	1,781,413	1,977,922	2,627,260	32.8
Other Expenses	13,321	796,554	549,485	-31.0
TOTAL	\$ 6,398,101	\$ 7,523,295	\$ 7,864,889	4.5

I & D WATER

Mission

To provide industries safe potable water equitably at pressures and flows adequate to accommodate existing needs and to provide capacity for residential, commercial, and

industrial growth and to provide water at sufficient flow and pressure to supplement the artesian system in times of emergency situations.

Trends and Issues

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 strict high industrial standards of industrial process requirements. An increase in both technology and awareness of drinking water issues has accelerated the need to increase the precision, accuracy and volume of monitoring and testing of the potable water supply.

Recent decisions by State and local agencies will require reductions in the use of the Floridian aquifer from which Savannah pumps its water. The I & D Water Plant will be the regional provider of the water needed to offset reductions as well as the water needed to meet future growth.

In 1996 and 1997 several large capital projects were completed. These projects were primarily distribution related. In 1997 a major capital project to increase plant reliability was started. Over the next several years improvements and

focus will be shifted to increased treatment reliability and capacity, process monitoring and testing, and process/chemical treatment evaluation.

In 1998, several programs at I & D will be intensified to improve both finished water quality and operating cost effectiveness. These programs include:

1. Filtration will be studied for 1) increased production rates without constructing additional filters; and 2) use of granular activated carbon for control of disinfection by-product precursors.
2. Development of testing procedures and apparatus to effectively evaluate corrosion control chemicals for competitive bidding.
3. Quality assurance and quality control requirements will be increased to ensure that the highest standards in laboratory results are produced and documented.

Dependence by Savannah and other area communities on the I & D facility for potable water supplies continues to increase. Therefore, it is necessary for I & D to continually research, develop and evaluate methods for improving the quality of water produced and minimize the cost of production.

Goals and Objectives

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.

compliance with rules and regulations of Safe Drinking Water Act/National Pollutant Discharge Elimination System.

- To produce water which does not exceed industrial maximum permissible levels for industrial process operations.
- Perform chemical and bacteriological tests.
- Perform preventive maintenance and repairs and maintain plant and grounds.

Objectives:

- To produce safe potable water in

Service Levels

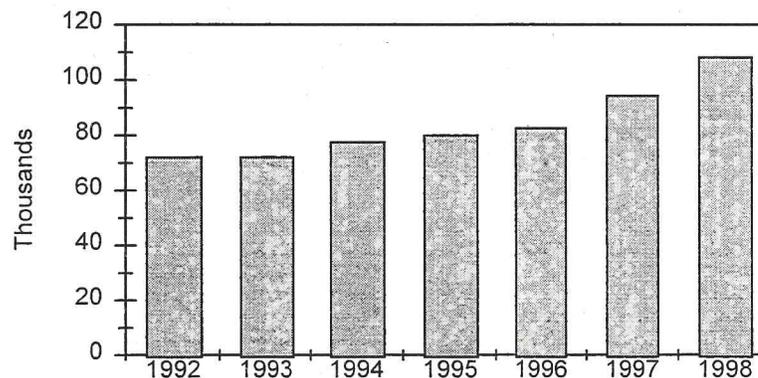
	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Pump, treat, and sell water (mg/year)	15,865	13,929	15,500	15,000	15,500
- Perform chemical and bacteriological tests	78,000	82,533	92,500	94,291	108,000
- Instrument calibrations	n/a	n/a	n/a	n/a	1,214
Efficiency Measures					
- Average unit cost (\$/mg)	n/a	\$477	n/a	\$502	\$508
- Cost per laboratory test	\$18	n/a	\$14	\$16	\$16
- Cost per calibration	n/a	n/a	n/a	n/a	\$30
- Percent of budget spent	100%	91.54%	100%	102.21%	100%
Effectiveness Measures					
- Total Environmental Protection Division violations	0	0	0	0	0
- Test per unit of water (mg)	n/a	5.9	n/a	6.3	7.0
- Total valid complaints	0	0	0	0	0
- Calibrations completed within frequency standard	n/a	n/a	n/a	n/a	444

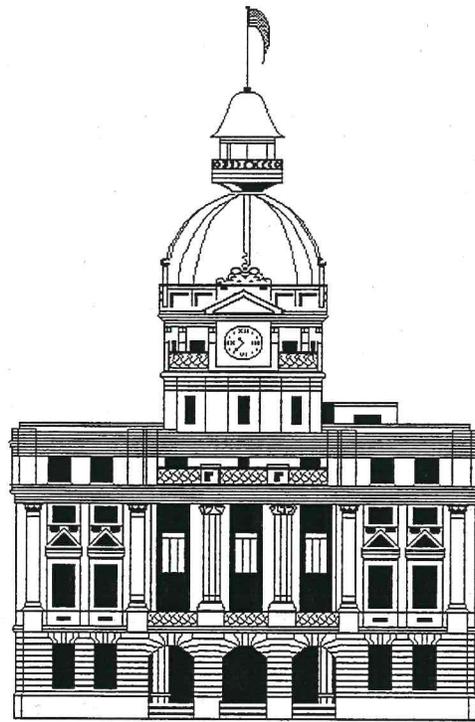
Positions

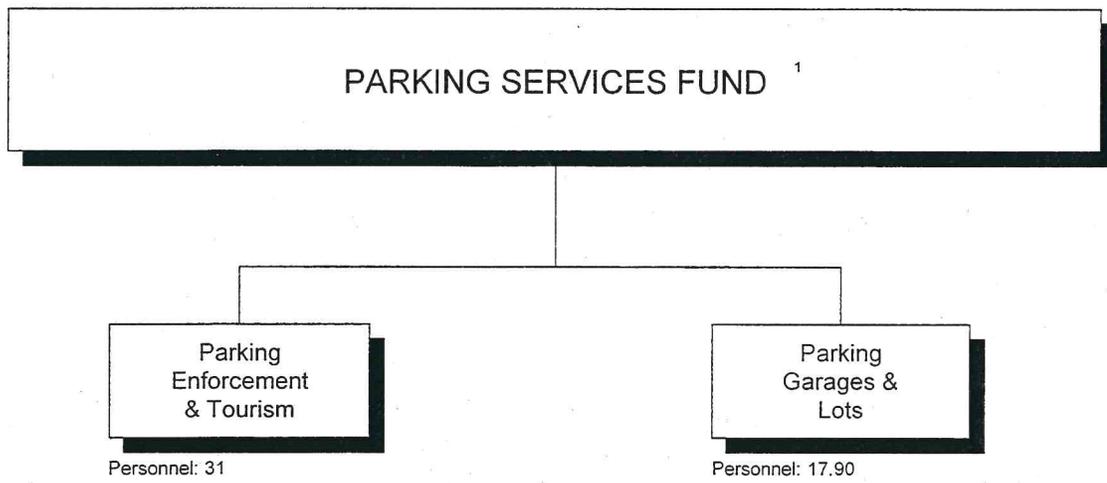
<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Utilities Maint Worker	3.00	3.00	3.00	8
Secretary	1.00	1.00	1.00	10
Plant Operator	8.00	8.00	8.00	12
Lab Technician	2.00	2.00	3.00	12
Painter	1.00	1.00	1.00	12
Maintenance Mechanic	4.00	4.00	4.00	12
Administrative Assistant	1.00	1.00	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	2.00	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	1.00	1.00	24
Water Plant Ops Coord	0.00	1.00	1.00	26
Water & Sewer Admin	1.00	0.00	0.00	--
Water & Sewer Engineer	0.00	1.00	1.00	34
Water Operations Director	1.00	1.00	1.00	36
TOTAL	34.00	34.00	36.00	

Budget Highlights

- Three service changes are funded for 1998: the addition of a laboratory technician position at \$21,096; the addition of an electronics control technician position at \$30,061; and the addition of a gas chromatograph/mass spectrometer with an electron capture detector for the lab at a cost of \$83,561. The graph which follows illustrates the increasing number of tests performed at the I & D Lab.
- Building repair increases to paint the inside and re-roof the filter building.
- Debt Service increases for the series 1997 bonds.
- Capital Outlay increases for the purchase of a remote tritium analyzer.
- Equipment Maintenance decreases due to fewer projects in 1998.
- Amortization of I & D Lagoon decreases because of sludge disposal for nine months in 1997 and for six months in 1998.

I & D Lab Tests





¹ Administered by the Revenue-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. In 1998 five revenue items (Visitors' Center Lot,

Ellis Square Lease, Vehicle Decals, Tour Bus Rents, and Motorcoach Fees) will be deleted from the Parking Fund and added to the General Fund.

<u>Revenue Source</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>
<u>Operating Revenue</u>			
Parking Meters	\$ 981,254	\$ 920,000	\$ 930,000
Parking Citations	1,500,460	1,540,000	1,550,000
Liberty Street Parking Lots	52,404	60,000	60,000
River Street Parking Lots	106,389	180,000	180,000
State Street Parking Garage	256,835	272,000	272,000
Robinson Parking Garage	248,588	255,000	258,000
Bryan Street Garage	133,537	320,000	320,000
Visitors' Center Lot	7,238	12,000	0
Ellis Square	77,003	77,000	0
Commercial Vehicle Decals	130,216	107,000	0
Leased Parking Spaces	32,980	42,000	40,000
MPC Rents - State Street	21,000	21,000	21,000
Tour Bus Rents	28,534	20,000	0
Motorcoach Fees	18,312	18,000	0
Visitor Day Pass	39,765	50,000	50,000
Miscellaneous Revenue	44,207	40,000	40,000
SUBTOTAL	\$ 3,678,722	\$ 3,934,000	\$ 3,721,000
<u>Non-Operating Revenue</u>			
Interest Income	\$ 57,691	\$ 60,000	\$ 60,000
Services to Sanitation Fund	188,183	137,250	137,250
SUBTOTAL	\$ 245,874	\$ 197,250	\$ 197,250
TOTAL	\$ 3,924,596	\$ 4,131,250	\$ 3,918,250

Expenditures By Type

Expenditure Area	1996 Actual	1997 Projected	1998 Budget	% Change 97-98
Personal Services	\$ 1,123,628	\$ 1,226,216	\$ 1,316,382	7.4
Outside Services	186,735	320,266	365,997	14.3
Commodities	119,089	118,827	123,287	3.8
Interfund Services	397,861	328,938	330,089	0.4
Capital Outlay	72,078	86,140	65,000	-24.5
Debt Related Charges	661,200	637,200	603,000	-5.4
Interfund Transfers	1,246,320	1,340,175	966,146	-27.9
Other Expenses	76,695	73,488	148,349	101.9
TOTAL	\$ 3,883,606	\$ 4,131,250	\$ 3,918,250	-5.2

Activity Summary

Activity	1996 Actual	1997 Projected	1998 Budget	% Change 97-98
Parking Enforcement & Tourism	\$ 1,294,437	\$ 1,225,312	\$ 1,262,907	3.1
Parking Garages & Lots	1,224,111	1,395,109	1,307,717	-6.3
Parking Interdepartmental	1,365,058	1,510,829	1,347,626	-10.8
TOTAL	\$ 3,883,606	\$ 4,131,250	\$ 3,918,250	-5.2

PARKING ENFORCEMENT AND TOURISM

Mission

The mission of Parking Enforcement and Tourism is to provide for the safety and convenience of Savannah's citizens and visitors

by maximizing on-street parking opportunities and by regulating transportation services vehicles.

Trends and Issues

The parking enforcement and tourism activity is responsible for parking administration, parking enforcement, citation collections, and ground transportation services regulation. The parking program serves the parking needs of residents, workers, visitors, shoppers, and students in downtown Savannah.

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. Parking space availability surveys show that the parking management program works.

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. Convenient on-street parking spaces are made available for short-term parking by shoppers, tourists, and other downtown visitors. Customer

service will continue to be the focus for 1998.

Parking Services is responsible for regulating 4,717 on-street parking spaces from River Street to Gaston Street and from East Broad Street to Martin Luther King Boulevard. The total number of parking spaces in this area includes 2,886 metered spaces. Free spaces, freight zone spaces, and loading, bus and tour vehicle spaces account for the remaining 1,831 spaces.

A voluntary tour vehicle density control program for the Historic District was implemented during 1996. The program worked well initially, and complaints from residents dropped. However, as tourism increases, it is expected that tour vehicle density in the Historic District will need to be re-assessed. Parking demand in the downtown area will continue to increase as tourism grows, City Market expands, and Hutchinson Island is developed. Plans are underway to continue to stay ahead of the demand by developing additional parking facilities with an emphasis on downtown area fringe parking lots combined with a convenient shuttle system.

Goals and Objectives

Goal: A city in which adequate on-street parking spaces are available in the downtown business district to meet the needs of residents, workers, visitors, shoppers, and students.

Objectives:

- To increase the availability of existing on-street parking within the controlled parking district.
- To reduce the number of multiple parking violation offenders.
- To achieve revenue-to-expenditure ratio ensuring resources exist to support

departmental operations.

- To maintain parking meters in functioning order on a daily basis.

Goal: A city in which for-hire vehicles are used to provide adequate transportation services.

Objectives:

- To reduce the number of violations among taxicabs, wreckers, and tour vehicles.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Citations issued	160,000	205,466	180,000	180,000	150,000
- Citation fees collected (000's)	\$1,058	\$1,500	\$1,574	\$1,540	\$1,550
- Meters repaired	900	1,128	900	900	1,100
- Permits issued to taxicabs, wreckers & tour vehicles	n/a	388	n/a	388	388
Efficiency Measures					
- Cost per citation	\$5	\$4	\$4	\$3	\$3
- Cost per \$1,000 collected	n/a	n/a	n/a	\$302	\$314
- Cost per meter repaired	n/a	n/a	n/a	\$197	\$169
- Cost per permit	n/a	n/a	n/a	\$218	\$201
- % of budget spent	100%	97%	100%	98%	100%
Effectiveness Measures					
- % of meters functioning properly daily	100.0%	99.5%	99.0%	99.5%	99.5%
- % of revenue to expenditure ratio	100%	100%	100%	100%	100%

Expenditures By Type

Expenditure Area	1996	1997	1998	% Change 97-98
	Actual	Projected	Budget	
Personal Services	\$ 808,799	\$ 816,532	\$ 870,808	6.6
Outside Services	96,384	112,179	110,864	-1.2
Commodities	100,894	104,904	111,368	6.2
Interfund Services	200,948	128,174	122,526	-4.4
Capital Outlay	19,425	9,000	3,000	-66.7
Interfund Transfers	17,200	0	0	--
Other Expenses	50,787	54,523	44,341	-18.7
TOTAL	\$ 1,294,437	\$ 1,225,312	\$ 1,262,907	3.1

Positions

Class Title	1996	1997	1998	Grade
Parking Attendant	0.00	1.00	1.00	7
Parking Services Officer	10.00	10.00	10.00	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	5.00	5.00	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	31.00	31.00	

PARKING GARAGES AND PARKING LOTS

Mission

The mission of Parking Garages and Lots is to provide for the safety and convenience of

Savannah's citizens and visitors by maximizing off-street parking opportunities.

Trends and Issues

The Parking Garages and Lots activity is responsible for operating three City parking garages and seven surface lots, which totals 2,065 off-street spaces. Providing long and short-term parking needs, operating each facility at maximum capacity and providing safe and well-maintained facilities will be key to ensuring a total quality environment for garages and lots in 1998.

directly to existing systems at the Robinson and Bryan Street Garages. This system will enhance quality and revenue controls.

The State Street, Robinson, and Bryan Street Garages continue to operate a 100% actual occupancy. Paid occupancy exceeds 100%. The Parking Services Division continues to provide quality service designed to guarantee customer satisfaction.

Improvements were made during 1997 to enhance parking availability for tourists at the Visitors Center Parking Lot. The improvements included the addition of 33 parking spaces, the installation of gate equipment and a ticket dispenser, and staffing with the lot with an attendant.

Upgrading gate equipment at the State Street Garage will provide on-line service connecting

The new parking lot management system included placing an attendant's booth at the west entrance. An attendant provides personalized information and assistance to visitors. Parking Services reallocated staff to attend this lot without adding an employee position.

Goals and Objectives

Goal: A city in which adequate off-street parking spaces are available to the public.

Objectives:

- To maintain 100% occupancy at all City garages and achieve 100% occupancy

- at all City surface lots.
- To improve reliability of equipment at City garages and lots.
- To increase paid occupancy to 100% by reducing non-revenue climate..

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Garages/lots revenues collected	598,550	804,991	928,500	1,099,000	1,090,000
- Garages/lots gate equipment repaired/replaced	n/a	n/a	n/a	100	100
- Garage total # of spaces	1,468	1,468	1,468	1,468	1,468
- Lot total # of spaces	644	597	644	567	597
Efficiency Measures					
- Cost per gate equipment repair	n/a	n/a	n/a	\$1,419	\$1,913
- Cost per garage space	\$1,005	\$1,132	\$1,132	\$1,057	\$1,013
- % budget spent	100%	100%	100%	100%	100%

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Effectiveness Measures					
- Bryan St. Garage occupancy rate	n/a	97%	n/a	120%	130%
- Robinson Garage occupancy rate	n/a	102%	n/a	105%	110%
- State St. Garage occupancy rate	n/a	121%	n/a	122%	123%
- Liberty Lot #1 occupancy rate	n/a	59%	n/a	80%	100%
- Liberty Lot #2 occupancy rate	n/a	100%	n/a	100%	100%
- Liberty Lot #3 occupancy rate	n/a	100%	n/a	100%	100%

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 314,829	\$ 409,684	\$ 445,574	8.8
Outside Services	90,202	208,087	132,133	-36.5
Commodities	18,190	13,923	11,919	-14.4
Interfund Services	47,129	30,110	30,083	-0.1
Capital Outlay	52,653	77,140	62,000	-19.6
Debt Related Charges	661,200	637,200	603,000	-5.4
Interfund Transfers	34,000	0	0	--
Other Expenses	25,908	18,965	23,008	21.3
TOTAL	\$ 1,244,111	\$ 1,395,109	\$ 1,307,717	-6.3

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Security Guard	1.00	4.20	4.20	7
Maintenance Worker	2.00	3.00	3.00	7
Parking Attendant	4.50	8.70	8.70	7
Parking Attendant, Senior	0.00	1.00	1.00	9
Parking Facilities Supervisor	1.00	1.00	1.00	18
TOTAL	8.50	17.90	17.90	

Budget Highlights

- In 1998, Parking Garages and Lots is budgeted \$60,00 for the replacement of gate equipment at the State Street Garage.
- In mid-1997 construction began at the Visitors' Center Lot to expand and enhance these parking facilities.

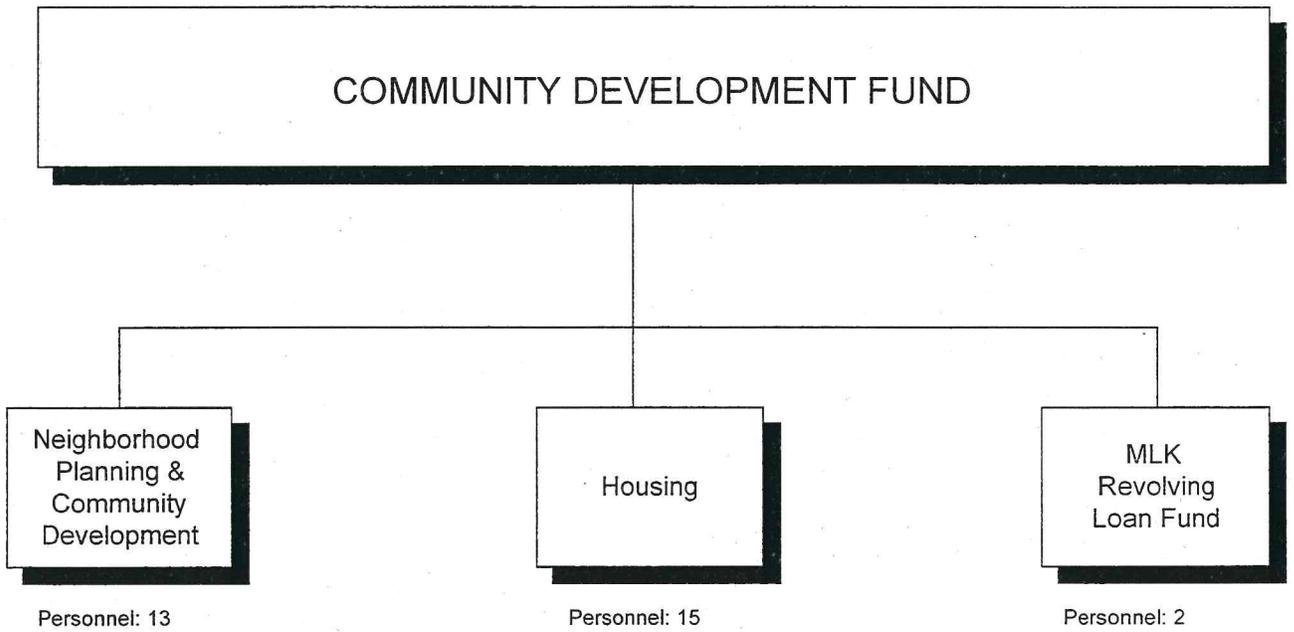
PARKING INTERDEPARTMENTAL

Expenditures By Type

<u>Expenditure Area</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97-98</u>
Services By General Fund	\$ 149,784	\$ 170,654	\$ 177,480	4.0
Transfer to Debt Service	405,463	405,930	405,830	0.0
Contribution to CIP	158,767	700,000	0	-100.0
Building Renewal/Replacement	650,890	234,345	560,316	139.1
Other Expenses	154	0	169,000	--
Contingencies	0	0	35,000	--
TOTAL	\$ 1,365,058	\$ 1,510,929	\$ 1,347,626	-10.8

Budget Highlights

- In 1998, the Parking Fund will pay a franchise fee of \$46,000 to the General Fund based on 5% of meter revenues for the use of street lights-of-way for meter placement.
- In 1998, the Parking Fund will pay the General Fund \$123,00 as a payment in lieu of taxes based on the estimated value of the City's garage and lots.



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.

	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>
Fund 221 (CDBG)			
Carryforward	\$ 4,487,246	\$ 3,724,686	\$ 3,400,000
CDBG Entitlement Grant	3,328,000	3,277,000	3,146,000
Emergency Shelter Grant (federal)	88,000	86,000	86,000
CDBG Program Income	248,248	154,500	120,000
Miscellaneous Income	17,080	0	0
Subtotal Fund 221	\$ 8,168,574	\$ 7,242,186	\$ 6,752,000
Fund 223 (STATE GRANTS)			
Carryforward- State	\$ 0	\$ 43,025	\$ 25,000
SSBG	111,011	108,493	108,000
GA Housing Trust Fund	50,000	0	0
Subtotal Fund 223	\$ 161,011	\$ 151,518	\$ 133,000
Fund 224 (Other Federal)			
Carryforward-Other Federal	\$ 7,309,628	\$ 4,284,455	\$ 3,500,000
Rental Rehab Program Income	54,433	101,300	100,000
EDA Revolving Loan Fund	4,791	21,000	84,000
FEMA/GEMA Flood Grant	232,936	622,740	200,000
MLK HUD Shelter Plus	2,049	6,500	20,000
HOPWA III Grant	--	\$ 750,000	\$ 0
HoDag Program Income	32,637	25,000	25,000
Subtotal Fund 234	\$ 7,636,474	\$ 5,810,995	\$ 3,929,000
FUND 232 (HOME)			
Carryforward - HOME	\$ 1,401,529	\$ 1,923,430	\$ 2,300,000
HOME Entitlement	1,186,000	1,157,000	1,286,000
HOME Program Income	191,423	278,800	400,000
Subtotal Fund 232	\$ 2,778,952	\$ 3,359,230	\$ 3,986,000
TOTAL	\$ 18,745,011	\$ 16,563,929	\$ 14,800,000

Budget Highlights

- The decrease in revenue is due to conservative projection that is based on

those sources of revenue that can be confidently predicted.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 1,139,141	\$ 1,182,665	\$ 1,338,915	13.2
Outside Services	154,008	259,775	259,319	-0.2
Commodities	28,379	26,198	26,920	2.8
Interfund Services	262,409	297,658	295,821	-0.6
Capital Outlay	11,523	9,500	8,000	-15.8
Interfund Transfers	17,119,763	14,744,844	12,770,227	-13.4
Other Expenses	29,788	43,289	100,798	132.8
TOTAL	\$ 18,745,011	\$ 16,563,929	\$ 14,800,000	-10.6

Activity Summary

<u>Activity</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Neighborhood Planning & Community Development	\$ 670,264	\$ 762,383	\$ 799,363	4.9
Housing	698,333	689,942	877,410	27.2
MLK Revolving Loan Fund	62,569	105,242	105,000	-0.2
Program Costs/Carryforward	17,313,845	15,006,362	13,018,227	-13.2
TOTAL	\$ 18,745,011	\$ 16,563,929	\$ 14,800,000	-10.6

NEIGHBORHOOD PLANNING AND COMMUNITY DEVELOPMENT

Mission

Our mission is 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.

Trends and Issues

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, Economic Development Administration. Projects administered include public services, economic development, housing rehabilitation, infrastructure improvements, and development of neighborhood organizations. The department functions with a consolidated planning and reporting structure, and it operates a Grants Assistance Project to secure additional funds for local community development initiatives.

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 funding to implement neighborhood improvement projects, which reflect the residents' priorities. NPCD

provides planning assistance to City bureaus/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 ensure compliance with HUD regulations, and it oversees federal funds used for affordable housing and capital improvements. During the past three years, the City has experienced a major increase in the number and value of non-entitlement grants for community development projects. This trend flattened somewhat in 1997 as cuts were made in the federal budget.

The third major 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 and for conducting business in Savannah's Central Business District.

The major trend that has impacted the department in 1997 and will continue in 1998 is the current political and legislative climate in the U.S. Congress. Federal budget cuts and the creation of new program set-asides negatively impact entitlement grants and the projects typically funded by them, and decrease the number and size of competitive federal grant opportunities. A second trend is the introduction of national and state legislation to re-define private property rights versus governments' property rights, which could affect local government's ability to regulate downtown

conditions and historic preservation. A local trend that continues to impact the Downtown Program is the revitalization of Broughton Street and Martin Luther King, Jr. Boulevard.

Administrative funding for NPCD has been derived almost entirely from CDBG. This is capped, by legislation, at 20% of the CDBG budget. Between 1993 and 1996, CDBG revenues declined by 5% while administrative

costs rose by 17% (due to inflation and addition of one position). As a result, the ratio of administrative costs to the CDBG budget increased from 15% to 19%. The CDBG grant cannot cover any further increases in the department's budget. If the CDBG grant declines further, other sources of funding would have to be secured in order to maintain the current service level.

Goals and Objectives

Goal: A City which is free from poverty and blighting influences.

Objectives:

- Involve residents in a coordinated and comprehensive planning process.
- Maximize grant revenues.
- Administer grants in compliance with

regulations.

- Reduce the number of substandard housing units.
- Provide essential human services to those in need.
- Create jobs for low-income residents.
- Improve infrastructure in low-income neighborhoods.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Grant applications submitted by City or in partnership with non-profit agencies	9	8	8	10	8
- Projects administered	109	76	109	80	80
- Public information cases (hearings/workshops/inquiries / technical assistance)	137	221	191	191	200
- Plans prepared	3	6	6	6	5
Efficiency Measures					
- Ratio of program costs to admin costs	n/a	n/a	n/a	20:1	20:1
- Cost per plan prepared	n/a	n/a	n/a	\$53,333	\$64,000
- % of admin budget expended	100%	86%	100%	94%	100%
Effectiveness Measures					
- % of competitive grant applications that are successful	n/a	n/a	n/a	n/a	50%

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
- Persons assisted through human svcs. programs.	9,990	8,169	10,500	8,000	8,000
- Housing units produced	385	339	370	370	400
- Jobs created/retained	200	392	200	300	300
- HUD findings	0	0	0	4	0

Expenditures By Type

<u>Expenditure Area</u>	1996	1997	1998	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>97-98</u>
Personal Services	\$ 474,238	\$ 530,187	\$ 564,386	6.5
Outside Services	30,046	35,745	41,095	15.0
Commodities	9,624	11,246	9,830	-12.6
Interfund Services	141,133	147,888	145,405	-1.7
Capital Outlay	2,331	4,000	0	-100.0
Other Expenses	12,892	33,317	38,647	16.0
TOTAL	\$ 670,264	\$ 762,383	\$ 799,363	4.9

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
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 Plng/Comm Admin	1.00	1.00	1.00	26
Neigh Plng/Comm Dev Director	1.00	1.00	1.00	36
TOTAL	13.00	13.00	13.00	

HOUSING

Mission

To reduce substandard housing in targeted areas within Savannah employing programs to

assist with rental housing development, homeowner rehabilitation, and home ownership.

Trends and Issues

The Housing Department faces many challenges over the next year. With decreasing federal resources and increasing local housing needs, the Housing Department must maximize existing resources to carry out the City's housing goals. Housing must both increase nonprofit and for-profit housing production by developing new providers.

Currently, staff is talking with Local Initiatives Support Corporation (LISC), a subsidiary of the Ford Foundation, in anticipation of setting up a new community development corporation. Housing is also assisting with several major projects including Charity Hospital development, the redevelopment of Clearview/Bayview Homes and single family new construction.

Under the direction of a new director, the Housing Department is undergoing reorganization to clarify departmental goals, to develop better communication mechanisms internally and externally, and to more effectively produce affordable houses. Within the next 12 to 18 months, the department will move and consolidate at one location, the old Barnard Street fire station.

The Housing Department has recommended that a Housing Task Force be formed to provide broad-based input and to build support for expanding housing programs. The task force, a 12 to 15 person team, will include housing professionals, city staff and citizens. It will examine current needs, housing resources and new ideas. The task force will provide input into a three-year comprehensive plan required by HUD.

A critical issue is the availability of developable land. Many lots are encumbered with title, lien, and back tax issues. The Land Bank Authority, a vehicle to extinguish back taxes, is currently operational but not yet staffed. One means of establishing clear titles, In-Rem foreclosure, still

awaits court ruling. Once fully implemented, the Lank Bank Authority and In-Rem foreclosure, can have a significant impact on obtaining developable lots.

In 1995, HUD awarded the City of Savannah, a Lead-based Paint hazard reduction grant because of a high incidence of elevated blood lead levels in young children. The grant has been in place for the past 18 months; however, the program faces many challenges. First, outdated regulations make it difficult to execute. Secondly, there is a lack of private sector participation. Initiatives to address both challenges are underway.

The Flood Remediation program is fully operational. Under the program, 97 properties have been acquired; 43 relocations have been completed. Additional flood remediation funding is pending.

Affordable rental opportunities are addressed via the Community Housing Services Agency, Inc. (CHSA), a public/private partnership created to provide opportunities for property owners to renovate existing structures with low interest loans. CHSA must diversify and expand its current loan program to increase the supply of affordable rental units in the City. CHSA Development, Inc., a subsidiary of CHSA, is being expanded to increase its production.

The owner-occupied rehabilitation program ranges from minor repairs to major rehabilitation. This assistance is reserved for low and moderate income families who own and live in their home. The primary funding sources for homeowner rehabilitation are CDBG and HOME. The summer repair programs---World Changers, Group Work camps and SeaCoast's Summer Youth Program--- will rehabilitate more than 130 units for local homeowners.

Home ownership has moved to the forefront of

the housing assistance programs. At the national level and locally, home ownership has become a critical issue; the focus is creating home ownership opportunities for low and moderate income families. The City-funded, Neighborhood Housing Services (NHS) has undergone several administrative changes and currently has limited capacity in home ownership production. In a partnership with CHSA Development, Inc., Coastal Empire Habitat for Humanity receives funds to construct new homes and is currently working on a twelve-house development in Tatem Oaks.

The City has made home ownership counseling a priority. Locally, research shows a high incidence of low-income loan delinquency due to credit problems, a high percentage of low-income homeowner default, and a high incidence of low-income homeowner maintenance difficulties occurring within targeted neighborhoods. The Housing Department is working with several nonprofits, mortgage lenders, and Realtors to develop a comprehensive home ownership counseling program.

Goals and Objectives

Goal: A City in which all residents have an opportunity to live in standard housing units that are free of overcrowding and at a cost that they can afford.

Objectives:

- To provide standard housing units to low and moderate income families.
- To reduce substandard housing by 3% annually.
- To provide home ownership opportunities to low and moderate income families.
- To provide rehabilitation assistance to low and moderate income families to increase

the quality of their standard of living.

- To provide relocation assistance to low and moderate income families.
- To reduce customer complaints by 25%.

Goal: A City with an affordable housing loan portfolio free of management and financial deficiencies.

Objectives:

- To collect program income funds for future activities.
- To maintain a loan deficiency rate of 5%.

Service Levels

Workload Measures	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
- Homeownerships provided	40	19	40	25	50
- Owner-occupied units rehab'd	175	173	210	200	217
- Affordable rental housing units rehab'd	100	40	80	50	84
- Dilapidated vacant units converted	25	34	20	35	50
- Lead-based paint hazard reduction (LPHR) units completed	550	36	250	100	100
- Work write-ups prepared	n/a	n/a	n/a	250	275
- Construction site inspections conducted	3,950	10,021	3,485	9,425	9,500
- Loans serviced	230	227	230	240	250
- Relocations completed	555	36	75	57	40

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Efficiency Measures					
- Cost per owner-occupied unit rehab'd	\$760	\$847	\$962	\$724	\$849
- Cost per rental unit rehab'd	\$1,080	\$2,270	\$1,513	\$1,794	\$1,358
- Cost per families relocated	\$360	\$1,940	\$1,947	\$1,210	\$2,193
- Cost per home ownership opportunity	\$4,175	\$1,838	\$1,000	\$1,932	\$877
- Cost per dilapidated vacant unit converted	\$680	\$616	\$800	\$591	\$526
- Cost per LPHR unit completed	\$304	\$1,940	\$968	\$690	\$877
- Cost per construction site inspection	n/a	n/a	n/a	\$15	\$18
- Cost per loan serviced	\$183	\$185	\$174	\$172	\$211
- Cost per write-up	n/a	n/a	n/a	\$331	\$383
- Percent of budget spent	100%	95%	100%	90%	100%
Effectiveness Measures					
- Substandard housing reduction	n/a	n/a	n/a	3%	3%
- Number of customer complaints	n/a	n/a	n/a	50.00	25.00
- Loan deficiency rate	n/a	n/a	n/a	6%	5%

Expenditures By Type

<u>Expenditure Area</u>	1996	1997	1998	<u>% Change 97-98</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 478,339	\$ 456,036	\$ 568,690	24.7
Outside Services	55,636	59,012	75,163	27.4
Commodities	11,391	9,652	12,990	34.6
Interfund Services	121,276	149,770	150,416	0.4
Capital Outlay	2,795	5,500	8,000	45.5
Interfund Transfers	12,000	0	0	--
Other Expenses	16,896	9,972	62,151	523.3
TOTAL	\$ 698,333	\$ 689,942	\$ 877,410	27.2

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Office Asst, Senior	1.00	1.00	1.00	8
Secretary	1.00	1.00	1.00	10
Loan Specialist	2.00	2.00	2.00	14
Rehabilitation Technician	3.00	3.00	3.00	16
Loan Officer	1.00	1.00	1.00	16
Program Analyst, Senior	1.00	1.00	1.00	22
Program Coordinator	2.00	3.00	3.00	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	14.00	15.00	15.00	

Budget Highlights

- \$40,000 was included in the Housing budget for the installation of fiber optics to connect the new Housing location to the City computer network.
- \$8,400 was included in the budget for computers for the new location.

MLK REVOLVING LOAN FUND

The Martin Luther King, Jr. (Memorial) Revolving Loan Fund (MLK/RLF) is a \$1.4 million business loan fund operated by the City of Savannah, and began operation in March, 1996. The purpose of the program is to provide low interest loans to businesses that are located or will locate within the loan fund target area.

Loan proceeds may be used for acquisition of land and buildings to be used for business purposes (no residential, including apartments), construction and/or renovation of existing business facilities, acquisition of machinery and equipment, and acquisition of working capital including inventory (not to exceed 50% of the total request).

The fund is interested in those business owners who cannot obtain loans or needed capital from traditional loan sources. The latter type of

borrower generally meets the basic credit underwriting requirements of the private lending source; however, the total loan requested exceeds the borrowers capacity based on underwriting criteria. In those situations, the MLK/RLF will look at providing the gap financing (difference in the project cost and what the private lender is willing to approve).

MLK/RLF loans are made in amounts from \$1,000 to \$150,000. Loans of \$50,000 or greater typically require private lender (bank) participation. Loan terms are three to ten years (depending upon the use of proceeds) with an interest rate of prime to four below prime.

To date, loans totaling \$811,900 have been advanced to fifteen businesses. Fifty-two new jobs have or will be created, in addition to \$900,500 in new private sector investment.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97-98</u>
Personal Services	\$ 52,869	\$ 86,442	\$ 90,839	5.1
Outside Services	3,303	13,500	10,061	-25.5
Commodities	0	5,300	4,100	-22.6
Capital Outlay	6,397	0	0	--
TOTAL	\$ 62,569	\$ 105,242	\$ 105,000	-0.2

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Administrative Assistant	0.00	1.00	1.00	13
MLK/RLF Director	1.00	1.00	1.00	33
TOTAL	1.00	2.00	2.00	

COMMUNITY DEVELOPMENT FUNDS PROGRAM COSTS

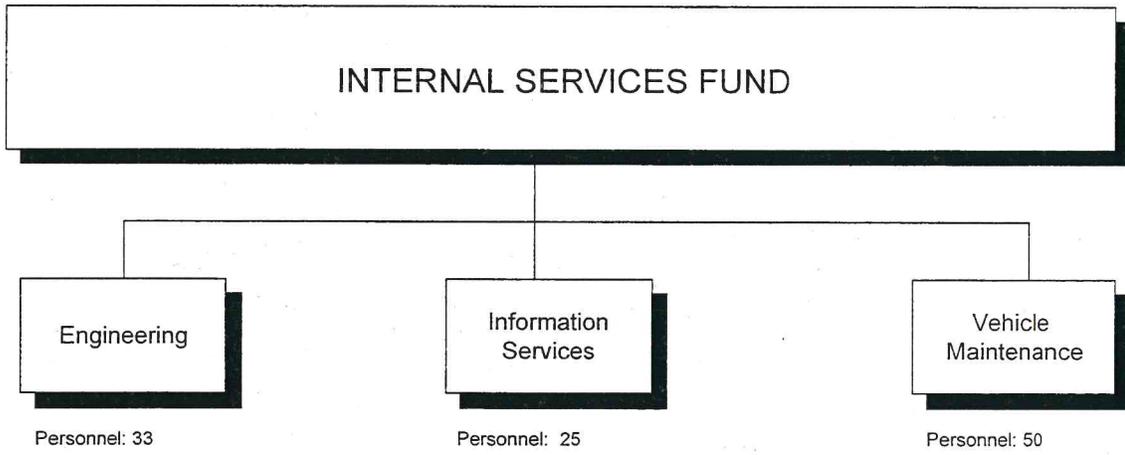
Trends and Issues

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

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Program Cost	\$ 4,115,442	\$ 5,030,766	\$ 3,793,227	-24.6
Carry Forward from Previous Years	13,198,403	9,975,596	9,225,000	-7.5
TOTAL	\$ 17,313,845	\$ 15,006,362	\$ 13,018,227	-13.2



INTERNAL SERVICES FUND

The Internal Services Fund includes the following activities: Vehicle Maintenance, Information Services, and Engineering. The majority of the activities are administered under the Management Services Bureau. Engineering is administered by the Public Development bureaus. Each activity "sells" support services to other City activities. Services range from Engineering support for drainage and

construction projects, computer services and Vehicle Maintenance services which are also provided to outside local agencies. These charges ensure a full accounting of the cost of City services. In 1997, the Research Library, Public Information, Human Resources, Purchasing, Service Desk and Central Services Departments were moved to the General Fund.

Revenues By Source

<u>Revenue Source</u>	<u>1997 Projected</u>	<u>1998 Budget</u>
General Fund	\$5,097,783	\$4,715,654
Community Development	84,725	73,997
Internal Services Fund	312,744	296,140
Civic Center Fund	13,381	15,971
Parking Services Fund	153,680	145,387
Sanitation Fund	1,862,811	1,536,653
Water & Sewer Funds	843,917	715,155
I & D Fund	47,324	44,301
CIP Fund	880,305	1,144,803
Other Outside Agencies	56,616	59,121
Grant	2,028	2,735
Youth Futures	6,002	5,800
TOTAL	\$9,361,316	\$8,755,717

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 6,624,279	\$ 4,237,006	\$ 4,552,104	7.4
Outside Services	1,914,190	1,112,965	1,084,832	-2.5
Commodities	2,378,411	2,324,246	1,431,124	-38.4
Interfund Services	1,616,490	951,797	961,649	1.0
Capital Outlay	260,283	24,550	25,750	4.9
Debt Related Charges	506,810	491,675	0	-100.0
Interfund Transfers	160,270	0	42,000	--
Other Expenses	218,955	219,077	658,258	200.5
TOTAL	\$ 13,679,688	\$ 9,361,316	\$ 8,755,717	-6.5

Activity Summary

<u>Activity</u>	1996	1997	1998	Difference
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>Percent</u>
Vehicle Maintenance	\$ 5,078,909	\$ 4,997,787	\$ 4,112,357	-17.7
Information Services	2,448,011	2,648,957	2,631,128	-0.7
Engineering	1,443,875	1,714,572	2,012,232	17.4
Central Services	2,241,312	0	0	--
Research Library	212,544	0	0	--
Public Information	327,919	0	0	--
Human Resources	1,104,379	0	0	--
Purchasing	417,444	0	0	--
Service Desk	405,295	0	0	--
TOTAL	\$ 13,679,688	\$ 9,361,316	\$ 8,755,717	-6.5

Budget Highlights

- Decrease is due to fuel costs being placed in activities budgets.

INFORMATION SERVICES

Mission

To seek out and provide computer system solutions which meet the goals of operating departments; provide usable, reliable platforms

on which to run those systems; and train and support our clients in the use of those systems.

Trends and Issues

The Information Services Department (ISD) provides computer related services to all City bureaus and departments. These services include: Application, Network, and Technical Services.

Application services involves development and support of computer systems for the operations and reporting needs of departments. Application solutions may be provided by personal computer software as well as packaged or developed software running on one of the City's Unix computers. Network services is the installation and support of all the devices (pc's, printers, terminals, computers) connected to the City-wide network. Technical services supports all the software which controls, measures, and tunes the computer and network environments; it also provides training and the help desk.

Information Services completed the installation of the City-wide network of computers, called COSMOS (City Of Savannah Municipal Operations System), in 1994. 1997 was characterized by reductions in operating costs while providing 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. A new Parking Citations System was installed in 1997 and the Utility Billing System saw significant improvements. Major work included installations of GIS applications for several bureaus and the roll out of Windows 95 with Lotus Notes. 1998 will provide further reductions in operating costs and better access to information with improvements in the tools to communicate and collaborate between departments and the citizens of Savannah.

Goals and Objectives

Goal: A computer network that is free of any unscheduled down time and provides customers with quick response time.

Objectives:

- To measure and reduce the number of unscheduled outages.
- To continually improve and upgrade components of the network.

Goal: Computer applications that effectively

support all City departments' goals and objectives.

Objectives:

- To recommend, develop, and install applications which improve City services.
- To recommend, develop, and install applications which reduce the costs of providing services.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- PC's & printers supported	800	912	900	938	950
- Customers supported	950	950	950	960	975
- Major applications supported	86	87	94	94	110
- PC software packages supported	97	159	180	435	450
-- Help Desk calls recorded	5,700	6,201	7,000	6,800	7,000
- Customers attending ISD classes	n/a	554	600	500	600
- Training classes held	72	66	72	60	72
Efficiency Measures					
- Chargeback cost per pc and printer	\$1,385	n/a	\$1,294	\$1,344	\$1,259
- Cost per student day of training	\$83	n/a	\$82	\$82	\$87
- Average time to repair pc/printer	n/a	n/a	n/a	n/a	4 hours
- Percent of budget spent	100%	96.67%	100%	100%	100%
Effectiveness Measures					
- Total unscheduled server hours down	n/a	n/a	n/a	n/a	200
- % calls resolved by Help Desk	50%	43%	50%	45%	50%
- New systems that reduce costs	3	2	3	3	4
- New systems that improve service	3	5	3	3	4

Expenditures By Type

Expenditure Area	1996	1997	1998	% Change 97-98
	Actual	Projected	Budget	
Personal Services	\$ 1,130,523	\$ 1,147,695	\$ 1,210,231	5.4
Outside Services	363,143	447,427	444,567	-0.6
Commodities	104,855	289,150	313,047	8.3
Interfund Services	209,562	215,550	216,181	0.3
Capital Outlay	5,790	1,050	0	-100.0
Debt Related Charges	506,810	491,675	0	-100.0
Other Expenses	127,328	56,410	447,102	692.6
TOTAL	\$ 2,448,011	\$ 2,648,957	\$ 2,631,128	-0.7

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
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 Coordinator	2.00	0.00	0.00	--
Information Svcs Technician, Senior	1.00	1.00	1.00	20
System Analyst	3.00	5.00	5.00	21
Information Svcs Tech Coordinator	3.00	3.00	3.00	24
System Analyst, Senior	7.00	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	

Budget Highlights

- The Transfer to GMA account decreases by \$491,675 due to the final debt service payment for the COSMOS network.
- The Computer Capital Charge increases by \$390,000 for the contribution to the Computer Purchase Fund to maintain and replace such items as pc's and printers, file servers, and software.

ENGINEERING

Mission

Engineering's mission is to ensure a community free of defective public and private infrastructure construction, through the efficient and effective

management of City construction and through the oversight of privately-constructed improvements.

Trends and Issues

The focus of the Engineering Department's efforts continues to be to be the planning and construction the City's infrastructure to standard specifications in the most efficient method possible. The department also seeks to ensure construction of private infrastructure to compliance with City standards. The largest current issues facing the department are the completion the \$37 million in improvements to the Casey and Springfield Canals, the \$12 million Westside drainage project, the City-wide street paving program, and a number of major Water & Sewer projects. Until these projects are through the "pipeline," they will consume most of the department's resources. During mid-1997, a number of productivity improvements were instituted, including

reorganization of the entire department into "cells", upgrading the department's computers and in-house design capacity, and adding several positions.

Since Engineering is a support service to the City's operating departments, the most important objective for 1998 is to raise its performance rating on the annual user survey. An unusually high turnover rate during 1997 and a dramatic increase in workload, caused a number of service problems that will hopefully be eliminated in 1998. Once the cell concept has been fully implemented, there will be further reviews of options to increase the department's effectiveness and efficiency.

Goals and Objectives

Goal: A City with all of its public and private infrastructure free of defects and substandard construction.

Objectives:

- To ensure 100% of all public and private infrastructure projects are completed and maintained in compliance with stated specifications.

- To respond to all operating departments' requests for technical assistance according to established standards.
- 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.

Service Levels

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Implement Capital Projects:					
In House	25	14	27	14	12
Contract	41	32	38	33	35

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
- Provide Services to City Departments:					
Technical	1,400	1,525	1,430	1,450	1,450
Geo-Data Requests	700	645	675	675	685
- Provide Services to Private Developers:					
Developments Inspected	85	90	93	93	95
- Provide Services to General Public:					
Petitions Processed	45	36	50	40	42
General Requests	1,600	1,675	1,575	1,600	1,700
Efficiency Measure					
- % of budget spent	100%	99%	100%	103%	100%

Effectiveness Measures

- Projects Completed In Compliance With Specifications	100%	100%	100%	100%	100%
- Projects Initiated on Schedule	100%	96%	100%	85%	100%
- Projects Completed on Schedule	85%	84%	85%	82%	85%
- Projects Completed Within Budget	85%	84%	85%	81%	85%
- Surveying Reqs Comp in 10 Work Days	100%	97%	100%	99%	100%
- Cost Estimates Provided in 10 Work Days	100%	99%	100%	99%	100%
- Geo-Data maps Provided in 5 Work Days	100%	99%	100%	98%	100%
- Design Sketches Provided in 10 Work Days	100%	98%	100%	95%	100%
- General Mapping Info Provided in 5 Working Days	100%	100%	100%	100%	100%
- Field & Office Consultations provided in 7.5 Working Days	100%	99%	100%	95%	100%

Expenditures By Type

Expenditure Area	1996	1997	1998	% Change 97-98
	Actual	Projected	Budget	
Personal Services	\$ 1,141,418	\$ 1,185,402	\$ 1,373,193	15.8
Outside Services	87,840	81,477	92,260	13.2
Commodities	15,513	23,732	28,063	18.3
Interfund Services	153,342	313,225	319,241	1.9
Capital Outlay	0	1,500	3,750	150.0
Interfund Transfers	0	0	42,000	--
Other Expenses	45,762	109,236	153,725	40.7
TOTAL	\$ 1,443,875	\$ 1,714,572	\$ 2,012,232	17.4

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Engineering Aide	1.00	4.00	4.00	9
Secretary	1.00	1.00	1.00	10
Administrative Assistant	2.00	2.00	2.00	13
Survey Technician	1.00	1.00	1.00	16
Construction Inspector	6.00	7.00	7.00	18
Contract Compliance Coordinator	1.00	2.00	2.00	19
Land Surveyor	1.00	1.00	1.00	19
GIS Analyst	2.00	2.00	2.00	20
CIP COORDINATOR	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	0.00	0.00	24
Real Property Coordinator	1.00	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	29.00	33.00	33.00	

Budget Highlights

- In mid-1997 five new positions were added to improve project management. The 1998 budget reflects the full year cost of these positions.
- Interfund Transfers increase due to vehicle purchases for the new positions.

VEHICLE MAINTENANCE

Mission

Vehicle's Maintenance mission is to maintain reliable condition. vehicles and related equipment in a safe and

Trends and Issues

The Vehicle Maintenance Department is required to provide vehicle operation and management services for all City departments. To accomplish these tasks, Vehicle Maintenance operates two maintenance facilities, three fuel sites, and a vehicle replacement program. Vehicle Maintenance also provides fleet services for several federal, state and local agencies.

During the 1996 and 1997 budget years fleet services provided to outside agencies have increased significantly. These costs were designated as a separate budget activity (1132); however, due to the current accounting system

repair labor and fuel purchases cannot be easily separated from Vehicle Operations (1130). Beginning in 1998, Outside Agencies will no longer be a separate activity; costs and revenue for these services are identified in the activity's budget

Environmental issues continue to provide an ongoing challenge. Vehicle Maintenance must meet federal, state and local mandates in the areas of waste disposal including used motor oil and petroleum products, batteries, tires, antifreeze governing underground fuel storage tanks and in ground vehicle lifts.

Goals and Objectives

Goal: To provide a safe and reliable fleet for the customers in the most cost effective manner.

Objectives:

- To provide maximum fleet availability to customers.
- To provide timely preventive maintenance on all vehicles.

Service Levels

	FY 96		FY 97		FY 98 Base
	Adopted	Actual	Adopted	Projected	
Workload Measures					
- Number of repair orders	12,000	11,341	11,800	10,392	11,560
- Number of Pms performed	n/a	n/a	n/a	n/a	2,831
Efficiency Measures					
- Avg. Cost per PM repair	n/a	n/a	n/a	n/a	\$110
- Avg. Hour of downtime per PM	n/a	n/a	n/a	n/a	14
- Percent of budget spent	100%	91%	100%	100%	100%
Effectiveness Measures					
- Percent of fleet availability	95%	96%	96%	96%	97%

	FY 96		FY 97		FY 98
	Adopted	Actual	Adopted	Projected	Base
- Percent of Scheduled vs. · Non-schedule repairs	20%	21%	25%	24%	26%

Revenues By Source

Vehicle Maintenance collects revenue for providing services to non city activities as shown

in the table below. These revenues are used to offset vehicle maintenance expenditures.

Revenues By Source

<u>Revenue Source</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
- Senior Citizens	n/a	\$ 26,652	\$ 28,000	5.1
- MPC	n/a	3,435	3,500	1.9
- U.S. Marshall	n/a	4,195	4,000	-4.6
- Ga Bur of Investigation	n/a	2,200	2,422	10.1
- City of Thunderbolt	n/a	4,500	4,540	0.9
- Econ Opportunity Auth	n/a	5,200	5,900	13.5
- Savannah Transit Auth	n/a	5,500	5,000	-9.1
- Armstrong State College	n/a	0	500	
- Ford Motor Company	n/a	3,590	4,000	11.4
Subtotal	n/a	\$ 55,272	\$ 57,862	4.7
- Services to City Activities	\$ 5,078,909	\$ 4,942,515	\$ 4,054,495	-18.0
TOTAL	\$ 5,078,909	\$ 4,997,787	\$ 4,112,357	-17.7

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 1,947,025	\$ 1,903,909	\$ 1,968,680	3.4
Outside Services	535,561	584,061	548,005	-6.2
Commodities	1,982,399	2,011,364	1,090,014	-45.8
Interfund Services	295,582	423,022	426,227	0.8
Capital Outlay	187,319	22,000	22,000	0.0
Interfund Transfers	153,760	0	0	--
Other Expenses	-22,737	53,431	57,431	7.5
TOTAL	\$ 5,078,909	\$ 4,997,787	\$ 4,112,357	-17.7

Activity Summary

Activity	1996 Actual	1997 Projected	1998 Budget	% Change 97-98
Vehicle Operations	\$ 4,711,822	\$ 4,613,956	\$ 3,708,740	-19.6
Fleet Management	367,087	383,831	403,617	5.2
TOTAL	\$ 5,078,909	\$ 4,997,787	\$ 4,112,357	-17.7

**Vehicle Operations
Expenditures By Type**

Expenditure Area	1996 Actual	1997 Projected	1998 Budget	% Change 97-98
Personal Services	\$ 1,690,027	\$ 1,640,069	\$ 1,693,383	3.3
Outside Services	511,500	551,927	515,871	-6.5
Commodities	1,980,363	2,008,326	1,080,306	-46.2
Interfund Services	230,664	373,771	379,317	1.5
Capital Outlay	183,017	22,000	22,000	0.0
Interfund Transfers	153,760	0	0	--
Other Expenses	-37,509	17,863	17,863	0.0
TOTAL	\$ 4,711,822	\$ 4,613,956	\$ 3,708,740	-19.6

Positions

Class Title	1996	1997	1998	Grade
Equipment Service Attendant	1.00	1.00	1.00	7
Storekeeper	1.00	1.00	1.00	8
Office Assistant, Senior	1.00	1.00	1.00	8
Storekeeper, Senior	1.00	1.00	1.00	10
Equipment Mechanic	7.00	7.00	7.00	13
Equipment Mechanic, Senior	4.00	4.00	4.00	15
Auto Parts Buyer	2.00	2.00	2.00	16
Equipment Specialist, Principal	12.00	12.00	12.00	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**

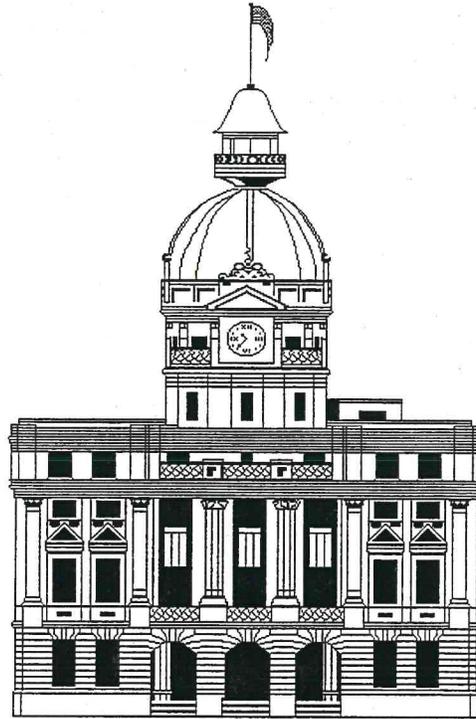
<u>Expenditure Area</u>		<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>% Change</u>
		<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>97-98</u>
Personal Services	\$	256,998	\$ 263,840	\$ 275,297	4.3
Outside Services		24,061	32,134	32,134	0.0
Commodities		2,036	3,038	9,708	219.6
Interfund Services		64,918	49,251	46,910	-4.8
Capital Outlay		4,302	0	0	--
Interfund Transfers		0	0	0	--
Other Expenses		14,772	35,568	\$ 39,568	11.2
TOTAL	\$	367,087	\$ 383,831	\$ 403,617	5.2

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
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
Vehicle Maintenance 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	

Budget Highlights

- Budget decreases due to fuel costs being placed in the departments' operating budgets.



CAPITAL IMPROVEMENT PROGRAM

Annually, the City of Savannah prepares a Five Year Capital Improvement Program (CIP). The 1998 - 2002 Capital Improvement Program totals \$177,933,000 for all five years and \$61,576,989 in 1998.

Process. Building on the previous year CIP, departments were asked to submit project requests for 2002 and any necessary revisions to projects already scheduled in 1998 through 2001. The CIP Review Team ranked all projects based on the following criteria.

- Public Health or Safety

- Maintenance of City/Public Asset
- Legal Mandate
- Operating Budget Impact
- Service Improvement
- Geographic Equity

The tables below provide 1998 summaries by funding source and category. Individual projects funded in 1998 are then listed with brief summaries. A complete list of all capital projects in the five year CIP is available from the City of Savannah Research & Budget Department.

PROJECTS BY FUNDING SOURCE

<u>SOURCE</u>	<u>AMOUNT</u>
1995 Civic Center Bonds	\$ 275,296
Civic Center Fund	168,905
1998 DSA Bond Issue	2,214,163
Cemetery Lot Sales	75,000
General Fund	1,154,325
Parking Fund	730,000
Preservation Fee	85,500
SPLOST - Post 1998	39,758,000
Sanitation Fund	150,000
Sewer Fund	15,686,500
Water Fund	1,279,300
TOTAL	\$ 61,576,989

PROJECTS BY CATEGORY

<u>CATEGORY</u>	<u>AMOUNT</u>
Cemetery Improvements	\$ 75,000
Civic Center Improvements	444,201
Drainage Improvements	39,980,450
Park and Recreation Improvements	117,900
Public Building Improvements	3,475,638
Sanitation Improvements	150,000
Sewer Improvements	15,686,500
Street/Traffic Improvements	368,000
Water Improvements	1,279,300
TOTAL	\$ 61,576,989

Cemetery Improvements**Bonaventure Cemetery Section N. Drainage Improvement**

Upgrade 1,200 feet of storm drain from 14" to 24" from inlet in section N of Bonaventure Cemetery to outflow at Placentia Canal. Existing storm drain has been damaged.

1998 Cost:	\$50,000
Total 5 Year Cost:	\$210,000
Operating Budget Impact:	\$0
Funding Source:	Cemetery Lot Sales

Cemetery Roadway Improvements

Install paving and drainage to 6.3 miles of major arterial roadways in Bonaventure, Greenwich, and Laurel Grove North & South cemeteries.

1998 Cost:	\$25,000
Total 5 Year Cost:	\$120,000
Operating Budget Impact:	\$0
Funding Source:	Cemetery Lot Sales

Civic Center Improvements**Arena ADA**

Additional funds necessary to complete Arena ADA/Life Safety Compliance - \$1,000,000 available in existing bond project, but an additional \$400,000 is necessary to complete the project.

1998 Cost:	\$384,201
Total 5 Year Cost:	\$384,201
Operating Budget Impact:	\$0
Funding Sources:	1995 Civic Center Bonds, Civic Center Fund

Replacement Arena Seats/Riser- Phase I & II

Replace approximately 5,000 existing arena seats and risers in the MLK, Jr. Arena.

1998 Cost:	\$60,000
Total 5 Year Cost:	\$1,060,000
Operating Budget Impact:	\$0
Funding Source:	Civic Center Fund

Drainage Improvements**Casey North Drainage Improvements**

Modification and addition of pumps to existing Kayton Pump Station, modifications to President St. and railroad crossing of Kayton Canal, property purchase of detention pond, and miscellaneous pipe work.

1998 Cost:	\$3,219,000
Total 5 Year Cost:	\$3,219,000
Operating Budget Impact:	\$50,000
Funding Source:	SPLOST- Post 1998

Fell Street Box Rehabilitation

A section of the Fell Street Box approximately 700 feet long is failing. The project is designed to make structural repairs to the box to prevent failure.

1998 Cost:	\$247,950
Total 5 Year Cost:	\$247,950
Operating Budget Impact:	\$0
Funding Source:	General Fund

Montgomery Crossroads Pump Station

Construct second phase of pump station at Montgomery Crossroads. Phase II consists of pumps, generators, gates, channel improvements, and bridge replacement of east bound lane of Montgomery Crossroads.

1998 Cost:	\$11,984,000
Total 5 Year Cost:	\$11,984,000
Operating Budget Impact:	\$90,000
Funding Source:	SPLOST- Post 1998

Springfield Canal Phase I

Construction of Springfield Canal Pump Station and related improvements

1998 Cost:	\$2,268,000
Total 5 Year Cost:	\$2,268,000
Operating Budget Impact:	\$102,000
Funding Source:	SPLOST- Post 1998

Springfield Canal Phase II

Add 3 pumps to the pump station currently under construction, widen and restore canal, detention basin construction, and miscellaneous road improvements.

1998 Cost: \$11,124,000
Total 5 Year Cost: \$11,124,000

Operating Budget Impact: \$50,00
Funding Source: SPLOST- Post 1998

Storm Sewer Rehabilitation

Rehabilitation of structural defects in storm water lines.

1998 Cost: \$24,500
Total 5 Year Cost: \$1,614,500
Operating Budget Impact: \$0
Funding Source: General Fund

West Savannah Flood Elimination

Construction of pump station, detention basins, and outfall for West Savannah.

1998 Cost: \$11,113,000
Total 5 Year Cost: \$11,113,000
Operating Budget Impact: \$115,000
Funding Source: SPLOST- Post 1998

Park and Recreation Improvements**Bacon Park Athletic Field Rehabilitation**

Rehabilitate 4 fields at Bacon Park. Phase I- grading, drainage, backstop replacement, bleachers, landscaping. Phase II- fencing, irrigation, benches, water fountains, etc.

1998 Cost: \$32,400
Total 5 Year Cost: \$176,400
Operating Budget Impact: \$0
Funding Source: General Fund

Colonial Cemetery Conservation

Continued repair and cleaning of cemetery stones and tombs, repair of vandalism, conservation and repair of antique ironwork.

1998 Cost: \$50,500
Total 5 Year Cost: \$252,500
Operating Budget Impact: \$0

Funding Sources: General Fund
Preservation Fee

Rousakis Plaza Repairs

Catch-up and keep-up repairs to plaza. Includes repairs to dock facilities, brick and slate decking, electrical, plumbing, irrigation, metalwork, arbor, and fountains.

1998 Cost: \$35,000
Total 5 Year Cost: \$175,000
Operating Budget Impact: \$0
Funding Sources: General Fund,
Preservation Fee

Public Building Improvements**City Hall Electrical Upgrade**

Replace original wiring in City Hall.

1998 Cost: \$85,875
Total 5 Year Cost: \$251,750
Operating Budget Impact: \$0
Funding Source: General Fund

City Hall Roof Replacement/Dome Repair

Current roof has more than five layers of roofing from past repairs and dome is deteriorating and in need of repair.

1998 Cost: \$250,000
Total 5 Year Cost: \$250,000
Operating Budget Impact: \$0
Funding Source: General Fund

City Hall Window Rebuilding Project

Rebuild lower sashes, replace glass and paint/stain interior and interior of windows.

1998 Cost: \$33,600
Total 5 Year Cost: \$168,000
Operating Budget Impact: \$0
Funding Source: General Fund

Fire Service Expansion

Implement Council approved expansion of SFD fire services North of Eisenhower. A total of four stations will either be bought or built.

1998 Cost: \$1,831,663
Total 5 Year Cost: \$1,831,663
Operating Budget Impact: \$95,233
Funding Source: 1998 DSA Bond Issue

New Consolidated Golden Age Center

Construct Consolidated Golden Age Center to replace Cunningham, Cuyler, and Wimberly Centers.

1998 Cost:	\$382,500
Total 5 Year Cost:	\$765,000
Operating Budget Impact:	\$90,000
Funding Source:	1998 DSA Bond Issue

Old City Lot Building Improvements

Remove penthouse structures from Old Garage; Sign shop building & repairs; Traffic Engineering roof; Office remodeling in central warehouse; Additional office and storage space.

1998 Cost:	\$162,000
Total 5 Year Cost:	\$882,000
Operating Budget Impact:	\$0
Funding Source:	General Fund

Remote Parking Lots

Purchase land and construct fringe parking lots near downtown Savannah.

1998 Cost:	\$730,000
Total 5 Year Cost:	\$730,000
Operating Budget Impact:	\$0
Funding Source:	Parking Fund

Sanitation Improvements**Permitting of Phase 1C**

Excavation of waste and construct subtitle D facility.

1998 Cost:	\$50,000
Total 5 Year Cost:	\$50,000
Operating Budget Impact:	\$0
Funding Source:	Sanitation Fund

S/W Quadrant Waste Relocation (in lieu of closure)

Remove waste from Southwest quadrant and prepare sub-grade for subtitle D construction.

1998 Cost:	\$100,000
Total 5 Year Cost:	\$500,000
Operating Budget Impact:	\$150,000
Funding Source:	Sanitation Fund

Sewer Improvements**Developer Oversizing**

The City may require a developer to enlarge the sewer system or upgrade lift station to meet future system demands.

1998 Cost:	\$100,000
Total 5 Year Cost:	\$500,000
Operating Budget Impact:	\$0
Funding Source:	Sewer Fund

Effluent Disposal Line - Hutchinson Island

Installation of effluent water reuse line under the Savannah River to Hutchinson Island.

1998 Cost:	\$600,000
Total 5 Year Cost:	\$600,000
Operating Budget Impact:	\$0
Funding Source:	Sewer Fund

Effluent Irrigation System

The addition of a 2 MGD tertiary sand filter, ultraviolet disinfection and pumping facility.

1998 Cost:	\$1,123,500
Total 5 Year Cost:	\$1,123,500
Operating Budget Impact:	\$30,000
Funding Source:	Sewer Fund

Lift Station Rehabilitation

Rehabilitation or replacement of pump stations which are obsolete and are reaching capacity.

1998 Cost:	\$800,000
Total 5 Year Cost:	\$5,900,000
Operating Budget Impact:	\$0
Funding Source:	Sewer Fund

Lift Station/Small Plants Monitoring

Placement of remote terminal units at Lift Stations for the SCADA system.

1998 Cost:	\$75,000
Total 5 Year Cost:	\$375,000
Operating Budget Impact:	\$0
Funding Source:	Sewer Fund

Northwest Quadrant WPCP

Phase 1 construction of a 2.0 MGD treatment plant serving Crossroads and surrounding area.

1998 Cost: \$10,738,000
 Total 5 Year Cost: \$10,738,000
 Operating Budget Impact: \$500,000
 Funding Source: Sewer Fund

Sewer Extensions

The installation of sanitary sewers in areas where the City will provide future service.

1998 Cost: \$100,000
 Total 5 Year Cost: \$500,000
 Operating Budget Impact: \$0
 Funding Source: Sewer Fund

Sewer Line Rehabilitation

Rehabilitation and/or replacement of deteriorated or damaged sewer lines.

1998 Cost: \$1,400,000
 Total 5 Year Cost: \$8,800,000
 Operating Budget Impact: \$0
 Funding Source: Sewer Fund

Sewer Share of Paving

Replacement of damaged or deteriorated sewer lines prior to continued street paving projects.

1998 Cost: \$150,000
 Total 5 Year Cost: \$650,000
 Operating Budget Impact: \$0
 Funding Source: Sewer Fund

Storm Water Separation

This project will direct storm water out of the sanitary sewer system.

1998 Cost: \$200,000
 Total 5 Year Cost: \$850,000
 Operating Budget Impact: \$0
 Funding Source: Sewer Fund

Treatment Plant Capital Maintenance

To replacement equipment, correct design deficiencies, and other needs to meet permit to discharge limits.

1998 Cost: \$400,000
 Total 5 Year Cost: \$2,000,000
 Operating Budget Impact: \$0
 Funding Source: Sewer Fund

Street/Traffic Improvements

1% Sidewalk Construction

Construct sidewalks along following streets: Sunset Blvd-Skidaway to City Limits, Gwinnett Street-Wheaton to Pennsylvania, Largo-Tibet to Wilshire, etc.

1998 Cost: \$50,000
 Total 5 Year Cost: \$500,000

Operating Budget Impact: \$0
 Funding Source: SPLOST-Post 1998

Bridge Maintenance

Painting, deck repairs, approach slab repairs, and joint sealing on City bridges.

1998 Cost: \$15,000
 Total 5 Year Cost: \$290,000
 Operating Budget Impact: \$0
 Funding Source: General Fund

Signal Install/W.Bluff/Holland

Signalize the intersection for the eastbound approach.

1998 Cost: \$40,000
 Total 5 Year Cost: \$40,000
 Operating Budget Impact: \$2,500
 Funding Source: General Fund

Hazardous Sidewalk Repairs

Remove and replace hazardous sidewalk segments.

1998 Cost: \$70,000
 Total 5 Year Cost: \$350,000
 Operating Budget Impact: \$0
 Funding Source: General Fund

LARP Manhole Adjustment

Adjust manhole covers and frames to grade in conjunction with resurfacing by GA Dot (LARP).

1998 Cost: \$70,000
 Total 5 Year Cost: \$401,180
 Operating Budget Impact: \$0
 Funding Source: General Fund

Repair Defective Curbs

Remove and replace curbing broken by tree roots or normal wear and tear.

1998 Cost:	\$15,000
Total 5 Year Cost:	\$135,000
Operating Budget Impact:	\$0
Funding Source:	General Fund

Roadway Widening - Hodgson Memorial

Construct a two way left turn lane on Hodgson Memorial Blvd. from Oglethorpe Professional Blvd. to Commercial Drive.

1998 Cost:	\$108,000
Total 5 Year Cost:	\$228,000
Operating Budget Impact:	\$0
Funding Source:	General Fund

Water Improvements**Developer Oversizing**

Oversizing of water lines in new developments to insure infrastructure is adequate to serve future needs.

1998 Cost:	\$120,000
Total 5 Year Cost:	\$634,000
Operating Budget Impact:	\$0
Funding Source:	Water Fund

Extension to Unserved Areas

Extension of water mains to sparsely populated areas within the distribution system that are presently served by private well, or are potential growth areas.

1998 Cost:	\$125,000
Total 5 Year Cost:	\$648,000
Operating Budget Impact:	\$0
Funding Source:	Water Fund

Improvements for Paving Projects

Replacement of water lines in proposed paving project areas.

1998 Cost:	\$210,000
Total 5 Year Cost:	\$1,087,000
Operating Budget Impact:	\$0
Funding Source:	Water Fund

Miscellaneous Water Line Improvements

Replace certain deteriorated and/or undersized water lines.

1998 Cost:	\$465,000
Total 5 Year Cost:	\$2,480,000
Operating Budget Impact:	0
Funding Source:	Water Fund

Water Sample Station Purchase

Purchase of 300 water sample stations for installation in the distribution system for compliance sampling/monitoring.

1998 Cost:	\$129,300
Total 5 Year Cost:	\$129,300
Operating Budget Impact:	\$0
Funding Source:	Water Fund

Well Preventive Maintenance Program

Perform preventive maintenance of 5 wells in order to insure reliable operation 24 hours a day, 7 days a week.

1998 Cost:	\$230,000
Total 5 Year Cost:	\$1,227,000
Operating Budget Impact:	\$0
Funding Source:	Water Fund

SPECIAL SUMMARIES/FUNDS

EMPLOYEE BENEFITS FUND

The Employee Benefits Fund provides for 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 1998, employer contributions to employee benefits total \$14,583,044 while employee contributions total \$8,811,742. The following summary identifies specific benefits according to employer contributions and employee contributions.

Employer Contributions

	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>
Social Security	\$4,402,360	\$4,494,541
Pension (New Plan)	1,955,299	2,869,600
Pension (Old Plan)	92,000	90,000
Group Medical Insurance	4,874,985	6,149,012
Group Life Insurance	187,757	426,526
Disability Insurance	0	30,000
Unemployment Insurance	18,814	18,796
Worker's Compensation	960,193	504,569
TOTAL	\$12,491,408	\$14,583,044

Employee Contributions

Social Security	\$4,402,360	\$4,494,541
Pension (New Plan)	2,543,310	2,666,763
Group Medical Insurance	1,228,086	1,509,302
Group Life Insurance	137,026	141,136
TOTAL	\$8,310,782	\$8,811,742

Social Security: In 1998, the City will contribute \$4,494,541 to Social Security. This represents an increase of \$92,181 over 1997 expenditures. Playing a role in the increase is 1998 wage increase. City employees will contribute the other half of the Social Security contribution for a total of \$8,989,082 in 1998.

Pension: Contributions to the Pension Fund total \$5,626,363 in 1998. The employer contribution of \$2,959,600 is an increase of \$912,301 above the 1997 contribution. In 1995,

the City made a planned excess contribution to the pension fund. The City took credit for this excess contribution in 1997. This credit does not occur in 1998. The employee contribution will be \$2,666,763. The employees' contribution is 4.6% of salary. A contribution of \$90,000 to the old pension plan (before 1972) is also included for 1998. The annual pension contributions by the City are based on the recommendations of the Actuarial Report prepared for the City of Savannah Employee's Retirement Plan.

PENSION SUMMARY
SUMMARY STATEMENT OF INCOME AND EXPENSES
FOR YEAR ENDED DECEMBER 31, 1996

Employee and Employer Contributions	\$ 5,848,444	
Less: Administration Expenses	-80,909.00	
NET CONTRIBUTION INCOME		\$ 5,767,535
 <u>Investment Income:</u>		
Dividends	\$ 1,423,438	
Interest	2,779,275	
Real Estate Investment	833,152	
Gain on Sale of Investments	7,196,293	
Less Investment Services	-536,018	
NET INVESTMENT INCOME		11,696,140
 TOTAL INCOME AVAILABLE FOR BENEFIT PAYMENTS		 \$ 17,463,675
 <u>Benefit Payments:</u>		
Pension Payments	\$ 4,243,959	
Refunds	418,280	
Interest on Refunds	59,477	
TOTAL BENEFIT PAYMENTS		\$ 4,721,716
 NET OF INCOME OVER EXPENSES		 \$ 12,741,959

Group Medical Insurance: The 1998 City contribution to the Group Medical Insurance Fund will be \$6,149,012. Other significant contributions include those active employees of the City, \$1,509,302; Savannah Airport Commission, \$295,671; Metropolitan Planning Commission, \$96,054; and Youth Futures,

\$168,631. Also, former and retired employees make contributions of \$23,031 and \$527,252 respectively to the Group Medical Insurance Fund. The table which follows shows the breakdown of the contributions, as well as expenditures, to the fund.

MEDICAL INSURANCE

<u>Contributions</u>	1997 <u>Projected</u>	1998 <u>Budget</u>
City	\$4,874,985	\$6,149,012
Employee-Medical	1,228,086	1,509,302
Retiree-Medical	443,069	527,252
Airport Commission	248,463	295,671
COBRA-Terminated Employees	19,354	23,031
Metropolitan Planning Commission	80,718	96,054
Youth Futures	141,707	168,631
Homeless Authority	16,646	19,809
Interest	75,000	50,000
Draw (Contribution) on Reserves	1,593,046	57,651
 TOTAL	 \$8,721,074	 \$8,896,413

	1997 <u>Projected</u>	1998 <u>Budget</u>
<u>Expenditures</u>		
Claims Payment/Drug Card	\$8,001,166	\$8,001,166
Administrative Charge	386,376	515,643
Specific Stop-Loss Coverage	340,814	357,854
Aggregate Stop-Loss	-7,282	21,750
Savannah Business Group		
 TOTAL	 \$8,721,074	 \$8,896,413

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 \$426,526 in 1998.

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 \$141,136 in 1998.

In order to continue life insurance coverage after retirement, costs are incurred by retirees. Retirees' cost will total \$45,393 in 1998. The City has increased the minimum amount of life insurance for retirees from \$2,500 to \$5,000. The cost for this will be \$1,230 in 1997 and \$2,952 in 1998.

LIFE INSURANCE

	1997 <u>Projected</u>	1998 <u>Budget</u>
<u>Contributions</u>		
City Contribution	\$187,757	\$426,526
Employee	137,026	141,136
Retiree	45,393	45,393
Metropolitan Planning Commission	7,326	7,531
Airport Commission	19,755	20,308
Youth Futures	9,778	9,823
Homeless Authority	1,485	1,526
Draw (Contribution) on Reserves	174,564	-49,909
 TOTAL	 \$583,084	 \$602,334
 <u>Expenditures</u>		
Premium Payments	\$583,084	602,334

Disability Insurance: Disability Insurance contributions will be \$30,000 in 1998. All

contributions to Disability Insurance are made by the employer.

LONG TERM DISABILITY

	1997 <u>Projected</u>	1998 <u>Budget</u>
<u>Contributions</u>		
City Contribution	\$ 0	\$ 30,000
Draw (Contribution) on Reserves	55,495	25,495
TOTAL	\$ 55,495	\$ 55,495
<u>Expenditures</u>		
LTD Premiums	\$55,495	\$55,495

Unemployment Insurance: Unemployment Insurance contributions will be \$18,796 in 1998.

All contributions to Unemployment Insurance are made by the employer.

UNEMPLOYMENT COMPENSATION

	1997 <u>Projected</u>	1998 <u>Budget</u>
<u>Contributions</u>		
City Contribution	\$18,814	\$18,796
Draw (Contribution) on Reserves	46,692	48,611
TOTAL	\$65,506	\$67,407
<u>Expenditures</u>	\$65,506	\$67,407

Worker's Compensation: Worker's Compensation contributions will total \$504,569

in 1998, down \$455,624 from 1997. The employer makes this total contribution.

WORKER'S COMPENSATION

	1997 <u>Projected</u>	1998 <u>Budget</u>
<u>Contributions</u>		
City Contribution	\$960,193	\$504,569
Interest	113,782	94,030
SITF Reimbursement	10,000	10,000
Hospital Reimbursement	0	0
Draw (Contribution) on Reserves	-123,426	408,345
TOTAL	\$960,549	\$1,016,944
<u>Expenditures</u>	\$960,549	\$1,016,944

OTHER RISK MANAGEMENT

In addition to the risk management account for worker's compensation, there are accounts for property, and judgments and losses. These two accounts are grouped together under one minor code, Risk Management Insurance. The Risk Management Umbrella provides reserves against large losses.

which includes a purchased insurance, is designed to cover major equipment losses occurring from accidents such as storm damage or explosions and major losses due to fire damage. Also covered are such things as, money and securities, blanket and fidelity bonds, and computers. Contributions for this risk management account will be \$50,000 in 1998.

Property: This risk management account,

PROPERTY

		1997 <u>Projected</u>		1998 <u>Budget</u>
Contributions				
City Contribution	\$	50,000	\$	50,000
Interest		58,989		43,555
Insurance Reimbursement		0		0
Draw (Contribution) on Reserves		140,630		143,364
Total	\$	249,619	\$	236,919
<u>Expenditures</u>	\$	249,619	\$	236,919

Judgments & Losses: Damages awarded resulting from civil suits filed against the City are paid from the Judgments and Losses account. These suits typically involve such issues as

vehicular accidents and injuries as well as sewer line back-up problems. Judgements and Losses contributions will total \$739,491 in 1998 up from \$500,000 in 1997.

JUDGMENTS & LOSSES

		1997 <u>Projected</u>		1998 <u>Budget</u>
Contributions				
City Contribution	\$	500,000	\$	739,491
Interest		5,380		6,715
Draw (Contribution) on Reserves		19,620		-271,206
Total	\$	525,000	\$	475,000
<u>Expenditures</u>	\$	525,000	\$	475,000

DEBT SERVICE SUMMARY

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; 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.

1998 BUDGET HIGHLIGHTS

- In 1998, \$1,500,000 in Downtown Savannah Authority bonds will be issued to finance land acquisition and building costs related to expansion of Savannah Fire Department services to the southside of the City.
- For the first time in many years, \$2,000,000 in general obligation bonds will not be issued.

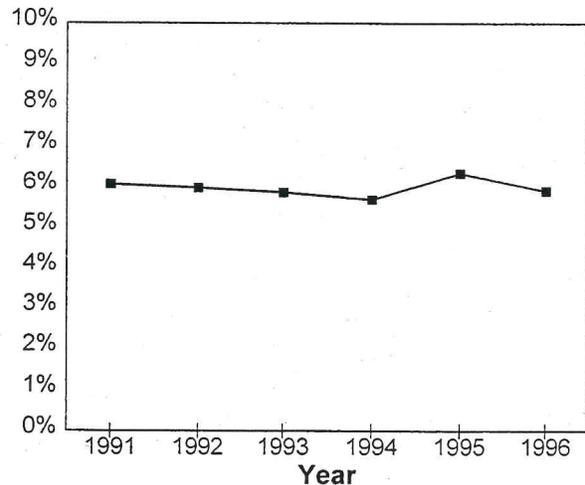
GUIDELINES AND TRENDS

The City's six year debt information and indicator chart are based on the International City Managers Association financial assessment criteria.

Legal Debt Margin. The City of Savannah is 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.



■ Long Term Debt as % of Valuation

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 projected debt service and major contractual obligations stood at 16.45% of net operating revenues at the end of 1996, well within the credit industry's guidelines; however given the 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.

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.

1998 DEBT SERVICE SUMMARY

Fund/Security	Projected Principal 12/31/97	Total 1998 Debt Service	Planned 1998 Issuance	Projected Principal 12/31/98
General Fund				
General Obligation Bonds	\$ 13,040,000	\$ 3,538,585	\$ 0	\$ 10,175,000
Downtown Sav'h Authority	28,875,000	3,877,764	1,500,000	28,335,000
Total	41,915,000	7,416,349	1,500,000	38,510,000
Civic Center Fund				
Downtown Sav'h Authority	5,025,000	428,563	0	4,850,000
Water Fund				
Water & Sewer Revenue	13,926,800	1,505,010	0	13,153,500
GEFA Loan	3,832,482	513,612	0	3,640,212
Discount Amortization	(223,490)	18,771	0	(204,719)
Total	17,535,792	2,037,393	0	16,588,993
Sewer Fund				
Water & Sewer Revenue	23,713,200	2,562,584	0	22,396,500
GEFA Loan	8,544,977	887,753	0	8,151,639
SRF Loans	13,634,874	1,140,828	0	12,994,102
Discount Amortization	(221,590)	31,962	0	(189,628)
Total	45,671,461	4,623,127	0	43,352,613
I&D Fund				
Water & Sewer Revenue	21,685,000	1,799,162	0	21,040,000
GEFA Loan	7,070,304	790,678	0	6,731,038
Discount Amortization	(260,961)	37,420	0	(223,541)
Total	28,494,343	2,627,260	0	27,547,497
Golf Course Fund				
Interfund Advance	559,133	159,258	0	455,788
Parking Services Fund				
Downtown Sav'h Authority	7,945,000	405,830	0	7,945,000
DSA Variable Rate Bonds	8,300,000	603,000	0	7,300,000
Total	16,245,000	1,008,830	0	15,245,000
Sanitation Fund				
Interfund Advance	1,283,903	229,992	0	1,130,945
Res Rec Dev Auth	26,200,000	1,608,247	0	25,765,000
Discount Amortization	(73,653)	7,697	0	(65,956)
Total	27,410,250	1,845,936	0	26,829,989
Internal Service Fund				
GMA Lease	0	0	0	0
Total	\$ 182,855,979	\$ 20,146,716	\$ 1,500,000	\$ 173,379,880

COMPUTER PURCHASE FUND

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.

interest and contributions to this fund by City departments. Expenditures are projected to be \$638,400.

A breakdown of the projected 1997 and 1998 revenues and expenditures is shown below.

For 1998, revenue of \$648,400 is projected from

1997 REVENUE/EXPENDITURES

Beginning Balance 1997	\$	759,105
Computer Outlay Contributions	\$	183,523
GIS		37,500
Interest Earned		20,000
1997 Total Revenue	\$	241,023
1996 Open Purchase Orders	\$	144,001
PC's & Printers		210,000
File Servers		40,000
Unix Computers		23,000
GIS		37,500
Communications		47,000
Connections		30,000
Software		48,000
Computer Outlay Items		183,523
1997 Total Expenditures	\$	763,024
Ending 1997/ Beginning 1998 Fund Balance	\$	237,104

1998 REVENUE/EXPENDITURES

Computer Outlay Contributions	\$	638,400
Interest Earned		10,000
1998 Total Revenue	\$	648,400
PC's and Printers	\$	240,000
File Servers		40,000
Connections		40,000
Software		70,000
Computer Outlay Items		248,400
1998 Total Expenditures	\$	638,400
1998 Beginning Fund Balance	\$	237,104
1998 Ending Fund Balance	\$	247,104

1998 VEHICLE PURCHASE FUND**1997 REVENUE/EXPENDITURES**

BEGINNING BALANCE 1997	\$	2,705,814
Vehicle Use		4,144,036
Fleet Addition Contribution		440,197
Sales Revenue		600,000
Interest Revenue		140,000
Miscellaneous Revenue		700
1997 TOTAL REVENUE	\$	5,324,933
Vehicle Replacements	\$	6,381,310
Fleet Additions		440,197
Sales Expense		0
1997 TOTAL EXPENDITURES	\$	6,821,507
ENDING 97 BEGINNING 98 FUND BALANCE	\$	1,209,240

1998 REVENUE/EXPENDITURES

Vehicle Use	\$	4,427,191
Fleet Addition Contribution		67,000
Sales Revenue		600,000
Interest Revenue		100,000
1998 TOTAL REVENUE	\$	5,194,191
Vehicle Replacements	\$	3,625,500
Fleet Additions		67,000
Sales Expense		500
1998 TOTAL EXPENDITURES	\$	3,693,000
1998 ENDING FUND BALANCE	\$	2,710,431

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 1998 budget reflects the continuation of a contractual agreement with revenue equal to the current amount received.

Revenues By Source

<u>Revenue</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Lease Revenue	\$ 200,000	\$ 200,000	\$ 200,000	0.0
Interest Earned	5,826	4,000	4,000	0.0
TOTAL	\$ 205,826	\$ 204,000	\$ 204,000	0.0

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Bond Redemption	\$ 76,749	\$ 93,950	\$ 103,345	10.0
Bond Interest	78,083	65,308	55,913	-14.4
Additional Debt Redemption ¹	50,994	44,742	44,742	0.0
TOTAL	\$ 205,826	\$ 204,000	\$ 204,000	0.0

¹ Represents loan repayment to Water & Sewer for capital improvements

SEACOAST WORKFORCE DEVELOPMENT BOARD (SWDB)

The primary responsibilities of the SeaCoast Workforce Development Board (SWDB) are to assess the educational and job training needs of citizens who are economically disadvantaged, long term unemployed, displaced from jobs or in need of job readiness preparation. A full array of services including long and short term training, on-the-job training, counseling and support services are offered. The 1998

administrative budget is summarized below.

Revenues By Source

The major revenue source is the Job Training Partnership Act (JTPA) and Welfare-to-Work from the U.S. Department of Labor through the Georgia Department of Labor.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996 Actual</u>	<u>1997 Projected</u>	<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$ 668,559	\$ 568,559	\$ 578,423	1.7
Outside Services	72,518	122,244	155,661	27.3
Commodities	12,020	34,508	38,505	11.6
Interfund Services	108,593	88,314	88,850	0.6
Capital Outlay	9,446	7,024	5,024	-28.5
Other Expenses	200	0	1,932	--
TOTAL	\$ 871,336	\$ 820,649	\$ 868,395	5.8

Budget Highlights

- Increase in Outside Services due to rent for new location.
- Increase advertising for recruitment.

WEED AND SEED

Revenues By Source

<u>Revenue Source</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97-98</u>
DOJ Grant	\$ 435,601	\$ 540,000	\$ 175,000	-67.6
FBI Reimbursements	97,586	125,000	39,500	-68.4
General Fund Millage	257,343	264,707	265,000	0.1
Carryforward	212,584	35,006	0	-100.0
TOTAL	\$ 1,003,114	\$ 964,713	\$ 479,500	-50.3

The Weed and Seed revenues are received from two sources: a Department of Justice Grant and a General Fund contributions to the program. The City was awarded \$214,500 from the federal

government for 1998. This is a significant reduction from \$665,000 in 1997. This award is available for the next three years. The General Fund contribution for each year is \$265,000. Also, COPS Ahead will be fully funded by Weed and Seed in 1998.

Expenditures By Type

<u>Expenditure Area</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97-98</u>
Personal Services	\$ 331,547	\$ 197,491	\$ 113,427	-42.6
Outside Services	252,820	444,009	178,332	-59.8
Commodities	19,296	4,691	1,590	-66.1
Interfund Services	28,283	11,801	11,384	-3.5
Capital Outlay	28,509	98,410	0	-94.9
Interfund Transfers	73,372	0	0	--
Other Expenses	25,517	5,643	5,643	0.0
SUBTOTAL	\$ 759,344	\$ 762,045	\$ 310,376	-59.3
Transfer to COPS AHEAD	\$ 208,674	\$ 202,668	\$ 169,124	-16.6
TOTAL	\$ 968,018	\$ 964,713	\$ 479,500	-50.3

Budget Highlights

- Budget decreases due to a change in program and funding.

COPS AHEAD GRANT

Trends and Issues

For the last three years, the COPS AHEAD grant has allowed ten officers to be assigned to the Weed and Seed area who were free from responding to calls for service. These officers worked proactively to solve problems in the community and conducted special operations such as Operation Shutdown which focused on 18 drug hot spots in the Weed and Seed area. During the three-year period, the members of this unit met with residents to discuss crime problems, and were given considerable autonomy in developing solutions to these

problems. Activities included: surveillance and intelligence gathering; targeted arrests using stings and reverse sings; field interviews; on-scene arrests; traffic stops, random road safety check-points and sobriety check-points; saturation and suppression; and problem-oriented policing responses. The three-year COPS AHEAD grant expired at the close of 1997. Because of the loss of grant funding, the number of officers will be reduced from ten to four in 1998.

Revenues By Source

<u>Revenue Source</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97-98</u>
DOJ Grant	\$ 244,169	\$ 184,638	\$ 0	-100.0
Weed & Seed Reserve Fund	208,764	202,668	169,124	-16.6
TOTAL	\$ 452,933	\$ 387,306	\$ 169,124	-56.3

Expenditures By Type

<u>Expenditure Area</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97-98</u>
Personal Services	\$ 411,406	\$ 347,159	\$ 130,965	-62.3
Outside Services	10	0	0	--
Commodities	2,885	2,692	5,286	96.4
Interfund Services	20,469	12,617	9,902	-21.5
Other Expenses	18,163	24,838	22,971	-7.5
TOTAL	\$ 452,933	\$ 387,306	\$ 169,124	-56.3

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Police Officer	10.00	10.00	4.00	15
TOTAL	10.00	10.00	4.00	

DOMESTIC VIOLENCE GRANT

Trends and Issues

In 1996, SPD received a grant of \$199,056 from the U. S. Department of Justice entitled *Community Policing to Combat Domestic Violence*. This one-year grant funded a partnership between SPD and SAFE Shelter, the local non-profit victim advocacy center. SAFE Shelter provided counseling, shelter, and legal advocacy for female victims of domestic violence and their children. Funds covered the cost of a project coordinator and two advocates at SAFE Shelter, and two SPD detectives devoted to domestic violence cases.

SAFE Shelter advocates played a significant role in encouraging victims to prosecute. They contact all victims of domestic violence to provide immediate counseling, including

information about how to prosecute for arrest. If victims chose to prosecute, advocates from SAFE Shelter provided guidance and continuous support throughout the legal process. The two detectives in SPD created a Domestic Violence Unit which was responsible for increasing the number of misdemeanor cases for domestic violence, and improving the prosecution of felony cases.

The grant expired at the end of 1997, and SPD and SAFE Shelter are both seeking replacement funding through grants from the State of Georgia. If these grants are successful, the program will continue. If grant funding cannot be secured, the program will be discontinued and SPD's Domestic Violence Unit disbanded.

Revenues By Source

<u>Revenue Source</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97-98</u>
DOJ Grant	\$ 19,885	\$ 179,171	\$ 0	-100.0
TOTAL	\$ 19,885	\$ 179,171	\$ 0	-100.0

Expenditures By Type

<u>Expenditure Area</u>	<u>1996</u> <u>Actual</u>	<u>1997</u> <u>Projected</u>	<u>1998</u> <u>Budget</u>	<u>% Change</u> <u>97-98</u>
Personal Services	\$ 0	\$ 79,353	\$ 0	-100.0
Outside Services	18,070	98,314	0	-100.0
Commodities	0	3,111	0	-100.0
Interfund Services	1,815	7,091	0	-100.0
TOTAL	\$ 19,885	\$ 187,869	\$ 0	-100.0

Positions

<u>Class Title</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Grade</u>
Police Corporal	0.00	2.00	0.00	18
TOTAL	0.00	2.00	0.00	

SCRAP TIRE GRANT PROGRAM

In 1994, the City of Savannah received a grant through the Georgia Department of Natural Resources to address the City's scrap tire dumping problems. The City contributed the required 25% and other in-kind services. This

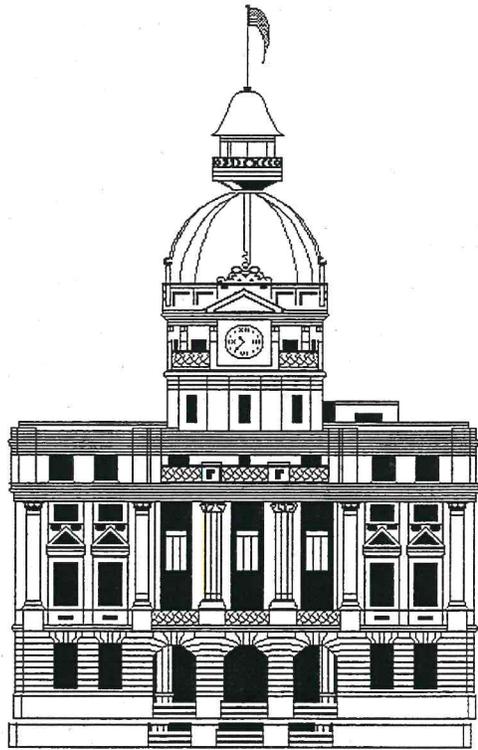
program was placed in Property Maintenance Division due to the nature of its responsibilities. Property Maintenance Division is part of the Public Development bureau.

Expenditures By Type

<u>Expenditure Area</u>		<u>1996 Actual</u>		<u>1997 Projected</u>		<u>1998 Budget</u>	<u>% Change 97-98</u>
Personal Services	\$	27,762	\$	3,200	\$	0	-100.0
Outside Services		6,202		15,033		0	-100.0
Commodities		1,559		1,006		0	-100.0
Interfund Services		4,531		0		0	--
Capital Outlay		11,724		0		0	--
Other Expenses		0		1,800		0	-100.0
TOTAL	\$	51,778	\$	21,039	\$	0	-100.0

Budget Highlights

- Scrap Tire Grant Program ended in 1997.



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 1998, January 1, 1998 to December 31, 1998.

WHEREAS, the City Manager submitted the Recommended 1998 Service Program and Budget to the Mayor and Aldermen on October 14, 1997.

WHEREAS, the 1998 City Manager's Recommended Service Program and Budget has been reviewed by the Mayor and Aldermen in a series of workshops and the following revisions have been incorporated into the Budget Ordinance.

- Reduce General Fund Contingency by \$20,000 to provide:
 - an additional \$10,000 to the Film Commission; and,
 - \$10,000 to the Chatham Association of Retarded Citizens, Inc.

WHEREAS, the Mayor and Aldermen conducted two public hearings on November 20 and December 9, 1997 to receive citizen input on the 1998 Service Program and Budget.

WHEREAS, the 1997 appropriations shall be reduced by the total of open encumbrances as of December 31, 1997, and the 1998 appropriations shall be increased by the same amount.

WHEREAS, the Mayor and Aldermen further authorize appropriations for Capital Projects in the amount of the 1997 revenue over expenditures.

THEREFORE, BE IT ORDAINED by the Mayor and Aldermen of the City of Savannah in Council assembled, that the appropriations to the 1998 Budget be made as follows.

REVENUES / APPROPRIATIONS -- ALL FUNDS

	1997 <u>Projected</u>	1998 <u>Budget</u>
General Fund	\$ 88,062,913	\$ 94,339,943
Sanitation Fund	16,248,136	18,108,001
Civic Center Fund	2,233,500	2,079,000
Water & Sewer Fund	30,745,945	32,064,416
I & D Fund	7,523,295	7,864,889
Parking Fund	4,131,250	3,918,250
Community Development Fund	16,563,929	14,800,000
Internal Services Fund	9,361,316	8,755,717
Golf Course Fund	204,000	204,000
Vehicle Purchase Fund	6,381,310	3,625,500
Computer Purchase Fund	763,024	638,400
Grant Fund	2,179,771	1,347,895
GMA Lease Fund	2,600,000	2,000,000

SOCIAL SERVICES CONTRIBUTIONS

For 1998, 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 list of agencies which receive support from the General Fund. Council approved Community Development Block Grant (CDBG) funding for other agencies in separate action.

Citizen Advocacy \$ 11,000

To aid individuals with developmental disabilities.

- To provide relationships between Savannah residents in need 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 \$ 4,000

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 \$10,300

To provide mediation services and other conflict resolution methods 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.

Marshlands Foundation \$12,500

To provide support for the Savannah Runaway Home.

Chatham Association for Retarded**Citizens \$10,000**

To provide facilities, direct services and recreational and educational programs for the mentally retarded, parents and professionals.

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

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 \$61,500

To develop and implement a comprehensive plan to deal with problems of the homeless in the community.

Youth Futures Authority \$500,000

To ensure that every child will be born healthy, grow up healthy, be secure from abuse and neglect, and become a literate, productive, economically self-sustaining citizen.

Youth Service Corps \$87,500

To provide job training, education, and employment to out of school at-risk youth.

GRAND TOTAL \$907,200

**CULTURAL CONTRIBUTIONS
1998 RECOMMENDATIONS
(Alphabetical Order)**

CITY LIGHTS THEATRE COMPANY

\$50,000

**Creative Theatre for the Mentally
and Physically Challenged**

2,000

The Company will conduct specially designed classes using creative dramatics to involve mentally and physically challenged children and adults at the camp .

Date: July - August 1998

Location: Camp Full of Fun

Number of Services: 6

Outreach Touring Program for the Elderly

4,000

The Company will present a series of short enjoyable plays for the elderly population at twelve locations through the city.

Date: January - December 1998

Location: Golden Age Centers

Number of Services: 12

Savannah Shakespeare Festival

44,000

The festival will include pre-show entertainment and feature a full length production of a Shakespearean revival each night. Youth will be highlighted by a statewide high school acting competition.

Date: May 1998

Location: Forsyth Park

Number of Services: 3

COASTAL HERITAGE SOCIETY

\$31,976

Build a Summer Memory

5,000

Children registered at the City's parks, playgrounds and neighborhood Centers will take trips to Fort Jackson. Hands-on activities relating to the fort's construction history will include the blacksmiths shop, levers and pulleys, fire hazards and bucket brigade, wood working and bricklaying. Children will have the opportunity to work at an individual craft project and see the popular cannon firing.

Date: June 15 - August 8, 1998

Location: Fort Jackson

Number of Services: 35

Emancipation Day 1963

3,000

This presentation will be performed by the Eastside Players and Coastal Heritage staff. A cast of 18 actors and musicians will assume the role of soldiers of the 1st South Carolina Infantry, the first regiment of Black troops recruited into the US Army. The dramatization is based on diary references made of their experiences on January 1, 1863, in their camp in Beaufort, SC.

Dates: January 1,16, February 6, 1999

Locations: Downtown Sites, Savannah Vo-Tech

Number of Services: 3

Heritage Days

23,976

A series of programs, including Super Museum Sunday, Confederate Memorial Day Celebration, and Christmas 1864, are designed to inform the public of issues concerning local heritage. A variety of teams consisting of historical interpreters, musicians, and other artists will conduct the session.

Dates: February 7 - December 5, 1998

Locations: Historical Sites and Forsyth Park, Laurel Grove Cemetery

Number of Services: 7

COASTAL JAZZ ASSOCIATION

\$64,200

Arts on the River Concert

1,500

The Savannah Jazz Orchestra will be presented in concert as part of the 1998 Arts on the River Festival.

Date: May 1998

Location: Morrell Park- River Street

Number of Services: 1

15th Annual Savannah Jazz Festival

56,700

Jazz week will kick off with our annual All-Star Jam Session on Sunday September 20th. During the week Jazz lectures and workshops will be presented for area students. The main festival, featuring some of the greatest names in Jazz, will begin on Friday evening and continue through Saturday culminating with the annual Children's Jazz Festival on Sunday, September 27th.

Dates: September 25 - 27, 1998

Location: Forsyth Park

Number of Services: 5

Sights and Sounds of Savannah Jazz Orchestra

6,000

Savannah Jazz Orchestra will be featured in four concerts. The band will play music written by some of Americas' great composers. This year the program will incorporate band workshops with the concert series.

Dates: TBA

Locations: Forsyth Park, Armstrong Atlantic University, Savannah High School, City Market

Number of Services: 4

COMPANY AND CLARK MODERN DANCERS

\$ 8,000

Generations '98

4,000

Generations is a unique modern dance performance presented primarily to educate and expose the community to professional and tasteful modern dance with live accompaniment. The audience will be guided through a walking tour and then enjoy the outdoor seating under The Roundhouse. A total cast of 30 performers or more, including guest artist, will be involved.

Date: May 1998

Location: Historic Roundhouse

Number of Services: 3

Shakespeare Festival Pre-show Performances

4,000

The Modern Dancers will perform at the Shakespeare Festival during the pre-show entertainment.

Date: May 1998

Location: Forsyth Park

Number of Services: 3

DÉPARTMENT OF CULTURAL AFFAIRS

\$169,533

Artists-Initiated Projects

10,000

The projects will provide additional support for individual artists producing or presenting work in all artistic disciplines. A 50% cash match must be provided by the artists. Presentations to the Savannah community will be made throughout the year.

Number of Services: 5 (\$2,000 max.)

**Arts on the River Festival
(Visual Arts Component and
Entertainment)**

29,000

The three-day festival showcases the visual arts through a fine arts exhibition, a street market, an open studio celebration, lectures and public discussion panels centered around the visual arts. The performing

arts are also showcased during this festival. Local and regional visual and performing artists are brought together producing a fantastic Mother's day weekend.

Dates: May 7 - 10, 1998

Locations: Downtown Sites, Rousakis Plaza, Morrell Park- River Street

Number of Services: 1 3-day event

Black Heritage Festival

60,000

The four-day festival will highlight the multifaceted heritage of African Americans through lectures, a street market, an arts exhibition and performing arts presentations.

Date: October 1998

Locations: Downtown, Rousakis Plaza

Number of Services: 1 4-day event

CityArts Weave-A-Dream

25,000

This program "weaves a dream" by providing hands-on arts experiences, increasing the number and kinds of arts activities making them accessible both economically and geographically. Examples of programs include experimental theatre programs, visual arts programs, oral history programs, dance programs and creative writing programs. The programs requested by local organizations are designed to impact underserved populations such as at-risk youth, disabled populations, institutionalized populations and senior citizens.

Dates: January - December 1998

Locations: Various

Number of Services: 15 - 20

Free Community Concerts

11,000

Concerts are performed throughout the community, many by request, in Golden Age Centers, local institutions and in City downtown squares. Additional funding is provided by US Recording Companies as arranged through the American Federation of Musicians Local Chapter 447-704.

Dates: January - December 1998

Locations: Various

Number of Services: 35 - 40

Savannah Asian Festival**8,033**

The Savannah Asian Committee, which is comprised of representatives from the various Asian communities, will present the third annual family-oriented festival. Asian cultural booths, food booths, and entertainment will give insight into the social, spiritual, and historical ideologies that these societies display through their specific cultural offerings.

Date: June 20, 1998**Location: Savannah Civic Center****Number of Services: 1 1-day event****Tara Feis: St. Patrick's Family Festival****10,000**

The Festival provides cultural entertainment, education, hands-on projects and demonstrations suitable for all ages. Irish traditions, presented through Irish music, dance, poetry and crafts add a cultural element to the established St. Patrick's Day celebrations.

Date: March 1998**Location: Emmett Park****Number of Services: 1 1-day event****Technical Assistance****16,500**

Technical assistance provides support for organizations and special events. The Director of Cultural Affairs administers and approves requests for technical assistance. Workshops, lectures and board development sessions are often funded through technical assistance.

Number of Services: 30 - 50**Eastside Players****\$11,000****Black History Neighborhood Center Tour****4,000**

Plays that stimulate Black awareness will be performed at locations that attract children throughout the city.

Dates: May - June 1998**Locations: Various locations****Number of Services: 10****City Wide Musical Tour****5,000**

Musical tours will be performed at a several locations, including neighborhood centers, during the summer.

Dates: July - August 1998**Locations: Various****Number of Services: 5**

Golden Age Musical Tour

2,000

Musical tours will be performed at Golden Age Centers.

Dates: February or March 1998

Location: Golden Age Centers

Number of Services: 5

King-Tisdell Cottage Foundation**\$39,278****A Historic Guide and Map to Laurel Grove South**

The guide will be researched, written and presented by Dr. Charles Elmore to the Savannah community in a special multi-media program. The program will feature a video and narrative of the project, oral histories of the noted African Americans buried in the cemetery. Copies will be distributed.

Date: Public Presentation - May 3, 1997

Location: Beach Institute African American Cultural Center

Number of Services: 2.

Look Back, Ponder and Move On (Part I)

The exhibition will feature a graphics and photographs exploration of the history of African Americans in Savannah and Chatham County.

Dates: February 1 - March 31, 1998

Location: Beach Institute African American Cultural Center

Number of Services: 1 Exhibition

Cultural Connections

The artist, Kenneth Calvert, will exhibit original oil paintings in the show "Cultural Connections." Calvert's work is an exploratory journey through a range of perceptual challenges.

Dates: April 1 - May 30, 1998

Location: Beach Institute African American Cultural Center

Number of Services: 1 Exhibition

Fibre Art of Judith Olsen

The exhibition will feature original fiber art designs intermixed with pewter, rare minerals, jewels and beads. Ms. Olsen, a native of Savannah, draws inspiration from so-called primitive cultures and states. Her art work includes both art objects and functional pieces for use in the home.

Dates: November 1 - December 15, 1998

**Location: Beach Institute African
American Cultural Center**

Number of Services: 1 Exhibition

'98 Lecture Series

The lecture series will feature four persons who will share their research on aspects of African American culture. The lecturers are Warren Robbins, Founder and Director Emeritus-National Museum of African Art, Smithsonian Institution; Otis S. Johnson, Ph.D.; Launey F. Roberts, Jr., Professor of Educational Leadership and Director of Doctoral Center For Urban Educational Leadership Policy and Practices at Texas Southern University, Houston Texas; Steve Crump, Newscaster in Charlotte, NC.

**Dates: January 4, March 8,
June 21, October 25**

**Location: Beach Institute African
American Cultural Center**

Number of Services: 4

Weaving Magic

The projects has two components: an exhibition of 35 premiere African textiles and an illustrated slide lecture titled "African Art: What It Is and How It Differs From Modern Art. The lecturer by Warren Robbins is included in the 1998 Lecture Series.

Dates: January 4 - 30, 1998

**Location: Beach Institute African
American Cultural Center**

Number of Services: 1

Household Chores

Artist Laurie Jean Jackson will exhibit her recent works. Her show celebrates her personal experiences and viewpoints as an African-American female (mother, artist, wife, care taker, etc.).

Dates: June 2 - July 4, 1998

**Location: Beach Institute African
American Cultural Center**

Number of Services: 1

MARTIN LUTHER KING OBSERVANCE ASSOCIATION

\$22,970

Montage for Martin

22,970

Montage For Martin is a world premiere concert performance consisting of twenty-five songs and narrations, and three instrumental interludes, accompanied by a chamber

ensemble. The work portrays the themes of love (agape) and struggle that resonated in the life of the Rev. Dr. Martin Luther King as he ascended to a position of moral leadership in America. It blends classical music with traditional African American music.

Date: April 16, 1998

Location: First African Baptist Church

Number of Services: 1

NEO FUSION DANCE COMPANY

\$ 2,000

Shakespeare Festival Pre-show Performances

2,000

In keeping with the theme and time frame of the Shakespeare Festival, Neo Fusion will present a suite of dances to music by contemporaries of the Bard, including John Dowland and William Byrd, during the pre-show entertainment.

Date: May 1998

Location: Forsyth Park

Number of Services: 3

POETRY SOCIETY OF GEORGIA

\$ 2,875

Birthday Bash: "Threescore & Fifteen"

2,875

The Poetry Society will celebrate its 75th birthday in February in conjunction with the Georgia Historical Society. Gerald Chan Sieg, the oldest living member of the society will comment on the history of the organization since its founding in 1923. Copies of a booklet edited by Kathleen Thompson will be presented to the audience. The booklet contains a history written by Mr. Sieg, along with selected poems by five founding Prosodists. The booklet will be available at the local libraries, including the Georgia Historical Society.

Date: February 19, 1998

Location: Hodgson Hall

Number of Services: 2

RALPH MARK GILBERT CIVIL RIGHTS MUSEUM

\$22,200

We Shall Overcome

10,850

The Smithsonian Institution Traveling Exhibition, *We Shall Over: Photographs from America's Civil Rights Era* offers viewers an opportunity to see the Civil Rights Movement through the eyes of those intimately acquainted with the period. The exhibition presents 80 black-and-white images drawn from the private collections of seven internationally recognized photographers,

including *LIFE* photographers Gordon Parks and Charles Moore.

Date: August 1 - September 28, 1998

Location: Civil Rights Museum

Number of Services: 1 Exhibition

Before Freedom Came

6,750

The Smithsonian Institution Traveling Exhibition includes 15 freestanding, easy to install sections, an auction block, and a display case that serves as an educator's trunk. African American's personal remembrances of slavery, both written and dramatized, are the heart of this exhibition, along with manuscripts, artifacts, engravings and photos.

May through July, 1998

Location: Civil Rights Museum

Number of Services: 1 Exhibition

Youth Summer History Tour

4,600

This program will provide tours for youth who will be transported to the Museum from City playgrounds, parks and neighborhood centers and other youth centers. The tours will include video presentations, discussions, role playing, and a Freedom Song Rap and music contests. The program was created to meet the needs of young people identified in studies conducted by the Crime Collaborative and the Savannah Police Department. Awareness of Savannah's civil rights history and the development of community spirit will be emphasized during the summer recreational season.

Summer 1998

Location: Civil Rights Museum

Number of Services: 50

REVELATIONS REPERATORY DANCE COMPANY

\$ 5,000

Dance Performance

5,000

The Reperatory dance company will produced performance at a location(s) agreed upon by the Company and the Department of Cultural Affairs.

Date: TBA

Location: TBA

Number of Services: 1

SAVANNAH FOLK MUSIC SOCIETY

\$ 9,280

Savannah Folk Music Festival

9,280

The 9th Annual Folk Music Festival will celebrate the rich diversity of the styles and origins of Folk Music. Friday will feature local musicians in a free concert.

Saturday will feature an old-time country dance. Sunday's event will feature internationally known artists, national heritage award-winning performers and regionally recognized musicians performing a mix of Blues, Appalachian, Gospel, Celtic, Cajun, Contemporary and other Folk Music styles.

Date: September 18 - 20, 1998

Locations: City Market, Oatland Island, Daffin Park

Number of Services: 1 3-day event

SAVANNAH ONSTAGE

\$51,700

Savannah Onstage Festival

51,700

This festival will feature the ninth annual World Class Concert Series and the fifth annual American Traditions Competition, in addition to community outreach activities and a free concert from a national Gospel group.

Date: March 1 - 8, 1998

Locations: Downtown sites and Armstrong Atlantic State University

Number of Services: 59

SAVANNAH SYMPHONY SOCIETY

\$171,700

Arts on the River Concerts

51,500

In 1999, the Symphony Orchestra will present two outdoor concerts (and two open rehearsals) during this festival. The Sunday evening concert's grand finale features a spectacular fireworks display.

Date: May 1999

Location: Morrell Park - River Street

Number of Services: 2 (and 2 rehearsals)

Picnic in the Park

40,000

The Symphony Orchestra will perform an afternoon concert designed especially for families and children, and usually includes puppets, mimes, and/or of the strings students, and/or the Civic Orchestra. The evening concert features light classics and familiar favorites designed around a theme which attracts thousands of residents and tourists who bring picnic dinners to enjoy during the concert.

Date: October 11, 1998

Location: Forsyth Park

Number of Services: 2

**Savannah Symphony Concert
& Education Program**

38,700

The programs (free to the public) will present the contributions made by diverse and ethnic individuals and groups to the field of classical and symphonic music. Educational programs disseminated throughout the public school system will be included to strengthen efforts toward music education.

Southside Music Festival

21,500

The Symphony Orchestra will perform four core orchestra concerts and five ensemble performances on the south side of town. The performance sites include St. Joseph's Hospital lawn, Oglethorpe Mall, Windsor Forest Elementary, Savannah Civic Center, etc. All concerts are free and open to the public.

Date: October 1998 - March 1999

Locations: Mostly Southside

Number of Services: 9

Symphony Outreach Program

20,000

The Outreach Program provides the experience of live symphonic music to those who cannot and/or do not attend conventional performances. The Symphony designed these programs for City residents who are physically and mentally challenged, and youth. The project includes 17 ensemble performances, 1 core orchestra performance for senior citizens and 1 core orchestra performance for children. Performance locations include Golden Age Centers, Forsyth Park, Johnson Square and Bull Street Baptist Church.

Dates: October 1998 - May 1999

Locations: Various

Number of Services: 19

SAVANNAH THEATRE COMPANY

\$50,500

Super Saturday

31,500

The Super Saturday Theatre Program is a joint program of Savannah Theatre Company and the Department of Cultural Affairs' Performing Program Youth Theatre. The productions feature live plays and musicals performed by kids for kids. It is held four Saturdays in the Spring, Summer and Fall, with performances at 10 a.m. and at 3 p.m. on the final Saturday of each quarter.

Admission is free.

Dates: Spring, Summer & Fall 1998

Location: Savannah Theatre

Number of Services: 15

Spring/Fall Traveling Theatre Program

19,000

Savannah Theatre's Mini Rep Troupe will present a play for children during the Spring and in the fall, perform a musical review for adults and senior citizens.

Dates: March - May and

September - November 1998

Locations: Institutions, Neighborhood Centers, Golden Age Centers

Number of Services: 28

SAVANNAH WRITERS' WORKSHOP

\$10,200

Savannah Literary Festival

10,200

During the first Literary Arts Festival, artists and audiences will come together for the express purpose of sharing their love of words with others. The festival includes performances of a theatre piece which showcases four of the most powerful voices in readings throughout the Historic District, a Book Fair and Meet-the-Author autographing session. Most of the events will showcase Savannah's rich literary heritage, with inclusions of artists offerings from outside the city.

Dates: April 10, 11, 17 & 18, 1998

Locations: Savannah History Museum Theatre, bookstores and coffeehouses

Number of Services: 1 4-day event

SAVANNAH YAMACRAW ASSOCIATION FOR AFRICAN STUDIES/ASALH

\$10,000

March to Freedom

10,000

This is the premier of a well researched documentary re-enactment performance. The history of this time period in Savannah is detailed through historically accurate depictions of a time many citizens have no knowledge of.

Date: October 3, 1998

Location: Johnny Mercer Theatre, Savannah Civic Center

Number of Services: 1

TÉLFAIR MUSEUM OF ART**\$50,563****African Art from the Harn Museum****29,000**

Organized by the Samuel P. Harn Museum of Art, *African Art at the Harn Museum: Spirit Eyes, Human Hands* features 19th and 20th century West African artists. This exhibition will coincide with the first two weeks of February, Black History Month. During the month of December, the public will be able to view the exhibition free of charge. In addition to the opening lecture by guest curator Dr. Robin Poyner, University of Florida Associate Professor of Art, other program will be held in conjunction with this exhibition, including the December Holiday Family Sunday.

Dates: November 17, 1998 - February 14, 1999

Location: Telfair

Number of Services: 1 Exhibition

Art for Seniors & Special Audiences**2,500**

The program includes an expanded program of outreach visits and in-museum programs for seniors at centers, as well as adults and teens in the City's Therapeutic program, Tidelands and Georgia Regional Hospital. One set of visits will include presentations by local quilters in conjunction with Telfair's current exhibition, *Crossing Boundaries: Contemporary Art Quilts*. New specialized programs will also be offered for the visually and hearing impaired. The Telfair will also present its annual exhibition of art from Therapeutics Program classes

Dates: January - December 1998

Locations: Telfair, Golden Age Centers, Adult Day Care, etc

Number of Services: 40

Art Ventures**1,600**

The Telfair provides engaging and informative activities for approximately 1000 children at sites throughout the city. "Contemporary Art Quilts" is the theme of this outreach program. Two artists will bring examples of contemporary and traditional quilts to the parks, and will lead a relative hands-on activity. Through observation, discussion, and art making, the children will learn about materials, methods, and meaning in art. Following the park and playground program, the children will have the opportunity to visit Telfair and view the *Crossing Bound-*

aries: *Contemporary Art Quilts* exhibition. Hands-on activities will provide additional educational opportunities at the museum.

Dates: June - July 1998

Locations: Parks, Playgrounds and Centers

Number of Services: 34

Family Sundays & Holiday Concerts

5,000

Telfair will offer four unique events that allow participants to interact with contemporary artists in a museum setting. The hands-on activities, tours and performances will all take place on site. Living artists will connect with the great art of the past highlighting the work of diverse cultures. The 1998 Family Sunday schedule includes "The Art of Nature" on April 19th; the "Quiltfest Family Sunday" on June 14th; the "Preservation Family Sunday" on October 11th; and the "Holiday Family Sunday /Sea Island Christmas" on December 13th.

Dates: April - December 1998

Location: Telfair

Number of Services: 4

Museum Visits

1,600

A follow-up to Art Ventures, children from the City's supervised park, playgrounds and neighborhood centers will visit the museum for tours of the *Crossing Boundaries: Contemporary Art Quilts* exhibition. These tours are designed to promote the children's "visual literacy" through direct observation and discussion of the art. Children will get an opportunity to create a square to contribute to a communal quilt inspired by the exhibition.

Dates: July 1998

Location: Telfair

Number of Services: 34

Sunday Lectures & Art History

6,803

Audiences and visitors will enjoy Sunday afternoon lectures and gain a greater appreciation for art and exhibitions through talks by regionally and nationally renowned artists and scholars. The Sunday series will expand with the offering of a free Art History survey course, which will consist of several lectures in 1998 open to the public.

Dates: January - December 1998

Location: Telfair

Number of Services: 8

Youth Art Workshops

4,060

The Telfair's Youth Art Workshops program is a direct response to numerous requests for art programming for the City's youth, particularly in Area C. Six, four-session workshops will be offered by professional artists of diverse backgrounds at sites including: the West Broad YMCA, the Family Resource Center, Blackshear Community Center, City Market Art Center, and the Telfair. Following the sessions, the participants will attend a related printmaking class offered at the Cultural Affairs Department's arts studio at City Market.

Dates: January - December 1998

Location: Various

Number of Services: 6

TOM TURPIN RAGTIME FESTIVAL

\$4,800

Ragtime Concerts for Senior Centers

4,800

During the annual Ragtime Festival in Savannah, October 21 - 25, the world's best ragtime performers will bring the joy of the "happiest music in the world" to Savannah's seniors. The audience's favorite event, "Pianos in the Parlors," is unique to the Tom Turpin Ragtime Festival. The parlor concerts will be held at the centers during the morning hours.

Date: October 23, 1998

Locations: Senior Citizens Residencies and Activities Centers

Number of Services: 8

TOTAL AMOUNT RECOMMENDED

\$788,000

CLASSIFICATIONS AND PAY GRADES

JOB TITLE	GRADE	JOB TITLE	GRADE
Account Clerk	10	Building & Electrical Maint. Supervisor	19
Account Clerk, Senior	11	Building & Grounds Director	36
Account Technician	14	Building & Grounds Maint. Administrator	27
Accountant	19	Building Inspector	18
Accountant, Senior	23	Building Inspector, Principal	20
Acquisition/Relocation Specialist	16	Building Maintenance Technician	17
Administrative Assistant	13	Bus Driver	9
Administrative Assistant to City Mgr.	18	Buyer	19
After School Program Coordinator	17	Buyer Assistant	11
After School Program Coordinator, Asst	14	Cable Access Coordinator	20
After School Asst Program Tutor	15	Carpenter	13
Alderman	--	Carpenter, Senior	15
Apprentice Mechanic	10	Case Disposition Clerk	11
Architectural Coordinator	24	Case Management Supervisor	15
Arts Coordinator	17	Case Manager	12
Assistant City Engineer	35	Cashier	9
Assistant City Manager - Mgt. Services	52	Cataloging Librarian	15
Assistant City Manager - Public Dev.	52	Cemetery Director	36
Assistant Civic Center Director	26	Cemetery Rehabilitation Specialist	16
Assistant Director-Recorder's Court	27	Central Services Administrator	26
Assistant Finance Director	31	Central Services Director	36
Assistant Fire Chief	36	Chemist	24
Assistant Housing Director	28	Chief Fire Investigator	23
Assistant Streets & Stormwater Director	27	Chief Revenue Investigator	18
Assistant to Clerk of Council	13	CIP Coordinator	23
Assistant to the City Manager	28	City Attorney	--
Athletics Administrator	27	City Engineer	40
Audit Administrator	29	City Engineer, Assistant	35
Auto Parts Buyer	16	City Manager	--
Bailiff	11	Civic Center Director	36
Box Office Clerk	10	Civic Center Finance Officer	21
Box Office Supervisor	13	Civic Center Marketing Coordinator	20
Budget Technician	14	Civil Engineer	25
Building & Electrical Maint. Administrator	26	Civil Engineer, Senior	32
		Clerk of Council	--
		Clubhouse Attendant	7
		Code Enforcement Officer	14
		Commercial Refuse Collection Administrator	26

JOB TITLE	GRADE	JOB TITLE	GRADE
Communications Center Coordinator	20	Equipment Mechanic	13
Communications Specialist	11	Equipment Mechanic, Master	22
Communications Specialist, Senior	12	Equipment Mechanic, Principal	18
Community Programs Coordinator	20	Equipment Mechanic, Senior	15
Community Projects Coordinator	16	Equipment Service Attendant	7
Community Services Assistant	12	Executive Secretary	14
Community Services Director	35	Facilities Maintenance Director	43
Computer Services Clerk	11	Facilities Management Projects Coordinator	25
Computer Services Coordinator	20	Film Services Coordinator	21
Computer Services Specialist	16	Finance Director	43
Computer Services Technician	14	Fire Battalion Chief	30
Concessions Supervisor	17	Fire Captain	22
Construction Inspector	18	Fire Chief	46
Construction Site Safety Monitor	10	Fire Investigator	18
Contract Compliance Coordinator	19	Fire Prevention Inspector	18
Court Services Specialist	16	Fire Prevention Inspector, Principal	20
Crime Prevention Specialist	13	Fire Training Chief	27
Cultural Affairs Coordinator	19	Firefighter	14
Cultural Affairs Director	36	Firefighter Trainee	13
Cultural Arts Coordinator	20	Forester	25
Custodian	6	GIS Analyst	20
Customer Service Representative	11	GIS Coordinator	23
Customer Service Supervisor	13	Graduate Student Intern	9
Development Services Administrator	30	Grounds Maintenance Equip. Specialist	16
Downtown Programs Coordinator	21	Hazardous Materials Coordinator	25
Driver Training Coordinator	20	Heavy Construction Equipment Operator	13
Electrical Inspector	18	Heavy Equipment Operator	12
Electrician Inspector, Principal	20	Horticulturist	25
Electrician	15	Housing Director	36
Electronics & Telecomm. Equipment Supt.	24	Housing Project Coordinator	24
Electronic Control Technician	18	Human Resources Administrator	30
Employee Assistant Coordinator	23	Human Resources Analyst	20
Employee Health Coordinator	21	Human Resources Analyst, Senior	22
Employee Health Coordinator, Asst.	18	Human Resources Assistant	11
Engineering Aide	9	Human Resources Director	36
Engineering Aide, Senior	13	Human Resources Technician	14
Engineering Technician	19	ISD Business Coordinator	17
Environmental Compliance Coordinator	20	Industrial Pretreatment Technician	18
		Information Services Administrator	31
		Information Services Director	40

JOB TITLE	GRADE	JOB TITLE	GRADE
Information Services Tech Coordinator	25	Management Analyst, Principal	25
Information Services Technician	17	Management Analyst, Senior	23
Information Services Technician, Senior	20	Management Projects Coordinator	25
Inspections Director	36	Master Firefighter	17
Internal Auditor	21	Mayor	--
Internal Auditor, Principal	25	Medium Equipment Operator	10
Internal Auditor, Senior	23	Meter Technician	10
Inventory Coordinator	24	Meter Technician, Senior	11
Job Search Asst Spec	16	Neighborhood Plng.&Com. Dev. Admin	26
Judge Recorder's Court	--	Neighborhood Plng.&Com. Dev. Director	36
Lab Supervisor	18	Neighborhood Services Coordinator	20
Lab Technician	12	Neighborhood Services Coordinator, Senior	22
Lab Technician, Senior	13	Office Assistant	7
Land Surveyor	19	Office Assistant, Principal	11
Landfill Administrator	25	Office Assistant, Senior	8
Landscape Specialist	11	Painter	12
Leisure Services Center Supervisor	14	Painter, Senior	14
Leisure Services Director	43	Park and Tree Director	36
Leisure Services Leader	9	Parking Attendant	7
Leisure Services Specialist	13	Parking Attendant, Senior	9
Leisure Services Supervisor	17	Parking Coordinator	20
Library Director	34	Parking Facilities Supervisor	19
Lifeguard	5	Parking Services Officer	8
Lifeguard, Senior	6	Parking Services Officer, Senior	10
Light Equipment Operator	8	Parking Services Supervisor	18
Loan Officer	16	Permit Specialist	10
Loan Specialist	14	Personnel Coordinator	20
Loss Control Coordinator	19	Planner	22
MLK Revolving Loan Fund Director	33	Planner, Senior	24
Mail Clerk	9	Planning and Research Coordinator	26
Mail Services Supervisor	14	Plans Examiner	22
Maintenance Assistant		Plans Examiner, Assistant	19
Maintenance Crew Chief	13	Plant Operator	12
Maintenance Mechanic	12	Plumber	15
Maintenance Mechanic, Senior	14	Plumbing/Mechanical Inspector	18
Maintenance Superintendent	24	Plumbing/Mechanical Inspector, Principal	20
Maintenance Supervisor	18	Police Budget Administrator	24
Maintenance Supervisor, Principal	19	Police Captain	30
Maintenance Worker	7	Police Chief	48
Maintenance Worker, Principal	11	Police Corporal	18
Maintenance Worker, Senior	9	Police Lieutenant	26
Management and Auditing Director	36	Police Major	36
Management Analyst	21		

JOB TITLE	GRADE	JOB TITLE	GRADE
Police Officer Trainee	13	Sanitation Worker	7
Police Officer/Advanced Police Officer	15	School Crossing Guard	4
Police Public Information Officer	20	Secretary	10
Police Sergeant	22	Security Guard	7
Police Training Coordinator	27	Social Services Specialist	13
Preventive Maintenance Coordinator	16	Special Assistant to the Mayor	--
Private Development Coordinator	23	Stage Manager	14
Program Analyst	20	Storekeeper	8
Program Analyst, Senior	22	Storekeeper, Senior	10
Program Coordinator	22	Stormwater Management Director	36
Property Inspector	14	Stormwater Mgt. Project Coordinator	22
Property Inspector, Principal	18	Street Cleaning Administrator	26
Property Maintenance Administrator	27	Street Maintenance Director	36
Property Maintenance Administrator, Asst.	24	Surveying Technician	16
Property Maintenance Monitor	13	SWD Case Manager	15
Property Maintenance Specialist	20	SWD Case Manager, Trainee	11
Public Information Assistant	15	SWD Director	37
Public Information Director	34	SWD Paint Project Supervisor	18
Purchasing Administrator	31	SWD Planning/Marketing Coordinator	17
Purchasing Administrator, Assistant	23	SWD Program Coordinator	25
Purchasing Clerk	10	SWD Program Monitor	20
Real Property Coordinator	24	SWD Program Monitor, Trainee	11
Recorder's Court Director	36	SWD Project Coordinator	21
Recreation Services Director	36	Swimming Pool Manager	10
Refuse Disposal Director	36	Systems Analyst	21
Rehabilitation Technician	16	Systems Analyst, Senior	24
Research and Budget Director	36	Tele-Electronics Technician	18
Residential Refuse Collections Director	36	Tennis Coordinator	21
Residential Refuse Truck Operator	11	Traffic Engineering Administrator	30
Revenue Administrator	27	Traffic Engineering Coordinator	22
Revenue Director	36	Traffic Engineering Director	37
Revenue Investigator	13	Traffic Engineering Superintendent	24
Revenue Supervisor	19	Traffic Engineering Technician	18
Risk Management Administrator	29	Traffic Maintenance Specialist	12
Risk Management Technician	16	Traffic Planner	16
Roofer	14	Traffic Signal System Specialist	12
SCADA Coordinator	22	Tree Trimmer	9
Sanitation Director	43	Tree Trimmer, Senior	10
Sanitation Superintendent	24	Undergraduate Student Intern	8
Sanitation Supervisor	19	Utilities Maintenance Worker	8
		Vehicle Maintenance Equipment Specialist	18
		Vehicle Maintenance Administrator	28

JOB TITLE	GRADE	JOB TITLE	GRADE
Vehicle Maintenance Coordinator	14	Water Meter Reader	10
Vehicle Maintenance Director	36	Water Meter Reading Supervisor	14
Water & Sewer Administrator	29	Water Operations Director	36
Water & Sewer Director	43	Water Plant Operations Coordinator	26
Water & Sewer Engineer	34	Water Quality Control Director	36
Water & Sewer Engineering Director	36	Water Service Representative	10
Water & Sewer Project Coordinator	27	Weed & Seed Director	34
Water & Sewer Superintendent	24	Welder	15
Water & Sewer Supervisor	19	Youth Futures Authority	24
Water & Sewer Utilities Coordinator	19	Financial Coordinator	
Water & Sewer Utilities Plans Technician	14	Youth Outreach Specialist	13
		Zoning Inspector	18
		Zoning Inspector, Principal	20

1998 SALARY GRADE TABLE

Grade	Minimum	Maximum	Grade	Minimum	Maximum
1	8,328	\$11,667	32	\$44,312	62,074
2	9,489	13,292	33	45,472	63,700
3	10,650	14,919	34	46,633	65,326
4	11,810	16,545	35	47,794	66,953
5	12,971	18,171	36	48,955	68,579
6	14,131	19,796	37	50,116	70,205
7	15,292	21,422	38	51,277	71,831
8	16,453	23,048	39	52,438	73,456
9	17,614	24,675	40	53,598	75,084
10	18,775	26,300	41	54,759	76,709
11	19,935	27,927	42	55,920	78,336
12	21,096	29,553	43	57,080	79,961
13	22,257	31,179	44	58,242	81,588
14	23,418	32,805	45	59,402	83,215
15	24,578	34,431	46	60,563	84,840
16	25,739	36,057	47	61,724	86,466
17	26,900	37,683	48	62,884	88,092
18	28,061	39,309	49	64,045	89,718
19	29,222	40,935	50	65,206	91,344
20	30,382	42,561	51	66,367	92,970
21	31,543	44,187	52	67,527	94,596
22	32,704	45,813	53	68,689	96,222
23	33,865	47,440	54	69,849	97,848
24	35,025	49,065	55	71,010	99,474
25	36,187	50,692	56	72,171	101,101
26	37,347	52,318	57	73,332	102,727
27	38,508	53,943	58	74,493	104,352
28	39,669	55,570	59	75,653	105,978
29	40,829	57,197	60	76,814	107,606
30	41,990	58,822			
31	43,151	60,448			

GLOSSARY OF KEY TERMS

ACCOUNTING SYSTEM - The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity or fund.

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

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.

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, Interfund Services, Capital Outlay, Debt Related Charges, Interfund Transfers, and Other Expenses. Each group consists of a series of minor codes which have related functional characteristics.

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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