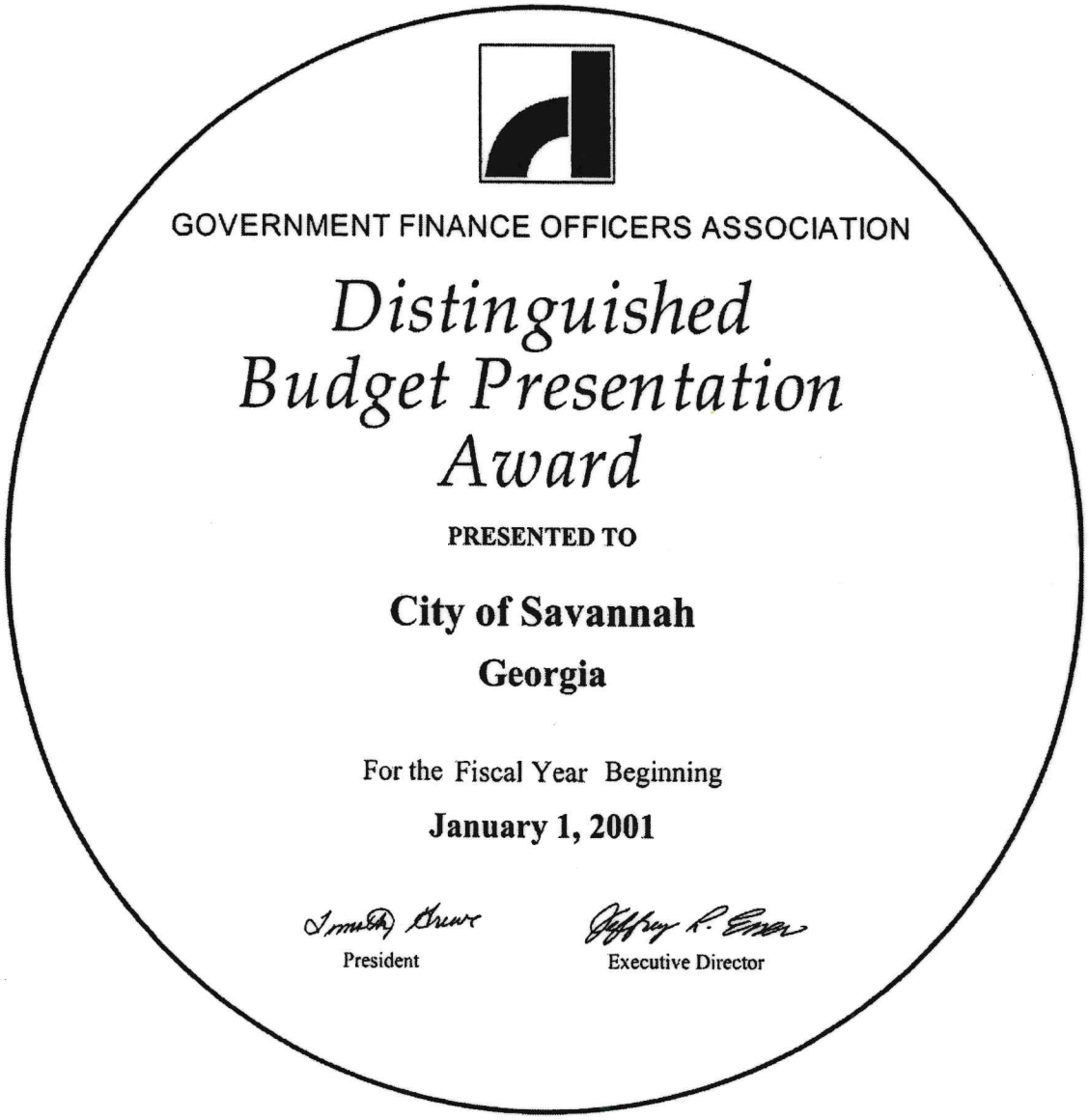
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01-2002

2002 SERVICE PROGRAM AND BUDGET



SAVANNAH, GEORGIA



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the City of Savannah for its annual budget for the fiscal year beginning January 1, 2001.

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

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

SAV.BB.01-2002

CITY OF SAVANNAH, GEORGIA
2002 SERVICE PROGRAM & BUDGET

January 1 - December 31, 2002



Mayor Floyd Adams



David Jones
District 1



Gwen Goodman
District 2



Ellis Cook
District 3



Courtney Flexon
District 4



Clifton Jones
District 5



Tony Thomas
District 6



Edna Branch Jackson
At Large Post 1



Pete Liakakis
At Large Post 2

City Council Members

THE CITY OF SAVANNAH

"Quality Services for Quality Living"

MISSION STATEMENT

The Government of the City of Savannah recognizes that we exist to serve our citizens and customers. In order to meet their needs and expectations in a cost-effective manner, we are committed to continuous improvement of the systems through which we provide quality services.

CITY OF SAVANNAH ORGANIZATION CHART

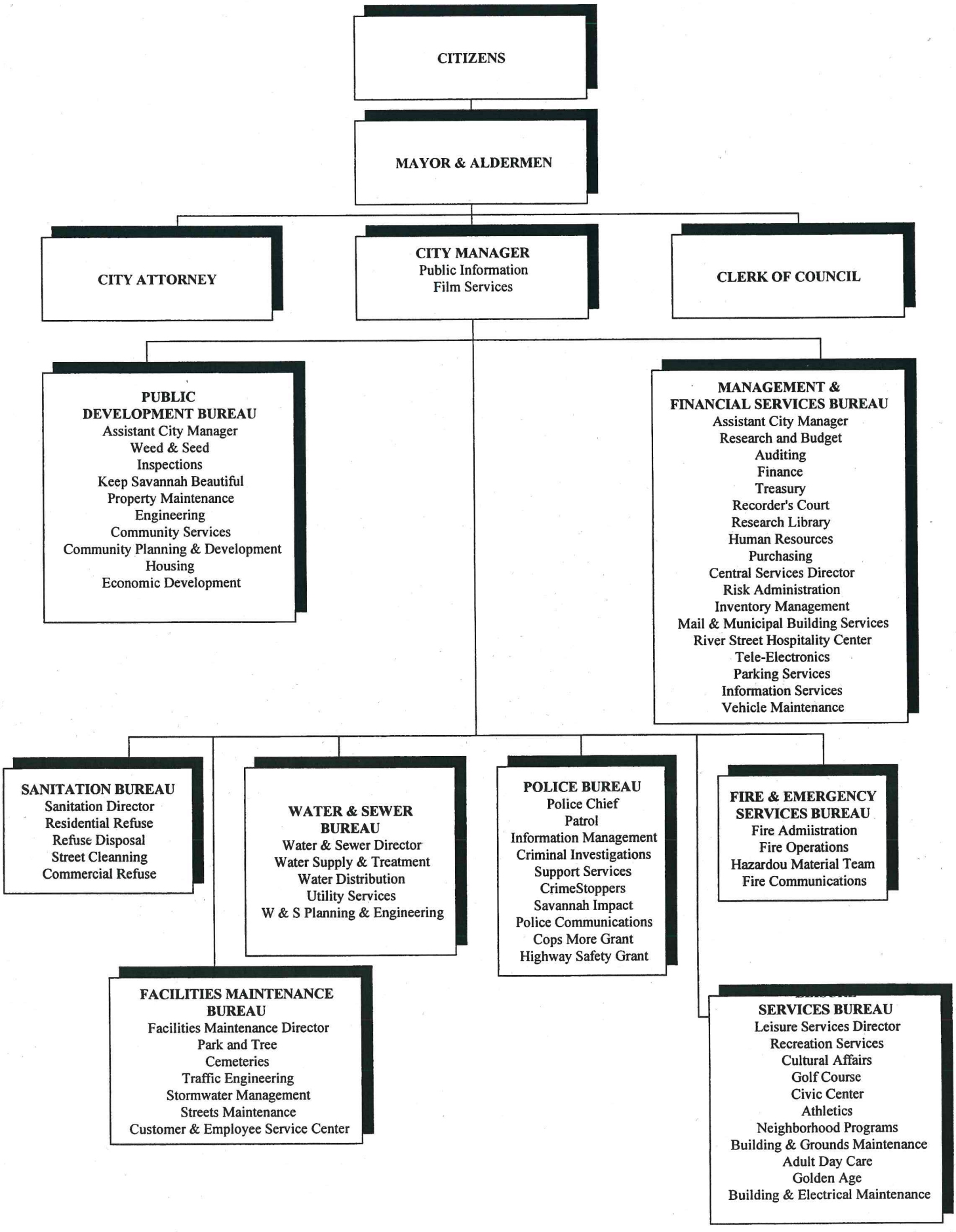


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INTRODUCTION

The ***2002 Service Program and Budget*** presents the annual operating revenues, expenditures, and services provided by the City of Savannah. In addition to financial information, each department section includes service delivery goals, objectives and service levels. These summaries provide the outcomes to which City resources are targeted.

The **City Manager's Message** provides an overview of the 2002 financial and operating plan. This section describes major policy considerations used to determine budget appropriations and describes 2001 accomplishments and the 2002 action agenda.

The **Policies** section describes the budget process, budgetary policies, and the financial structure of the City of Savannah.

The **Summaries** section provides a financial trend analysis and five year financial plan projections, a debt service summary, and total city-wide revenues and expenditures. Fund balances are located within this section as well as position changes by department.

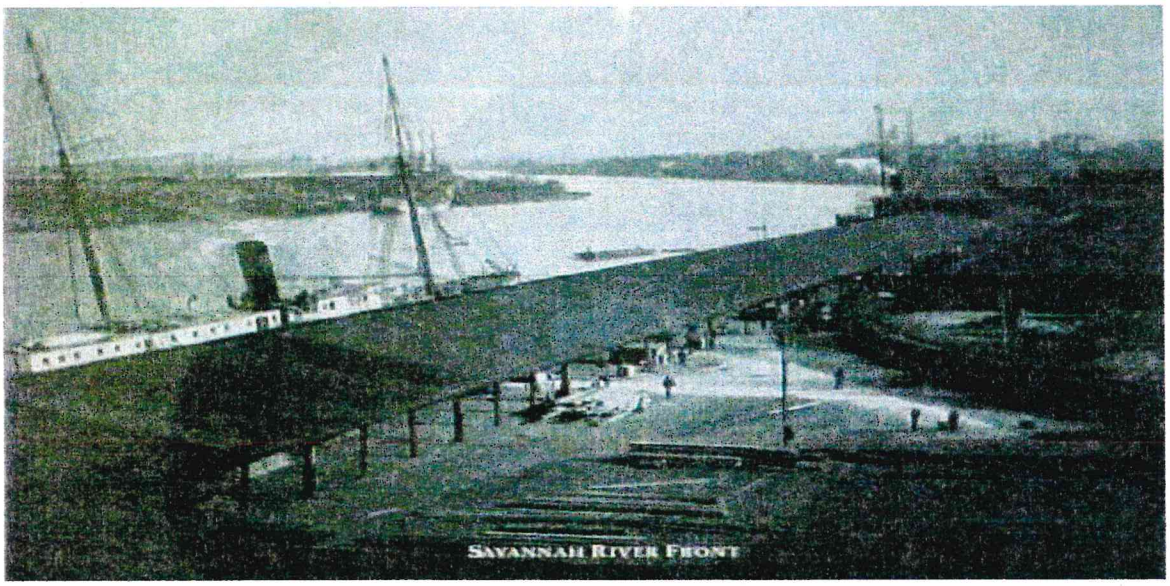
The body of this Budget document is organized and presented by fund. Each fund section begins with a summary of all revenues and expenditures followed by a mission statement, trends and issues, goals, objectives and service levels, departmental budget, staffing, and highlights.

In addition to the operating budget, the *2002 Service Program and Budget* also provides a list of projects included in the **Capital Improvement Program**. Projects are summarized by funding source and category. Brief project descriptions and operating budget impacts are provided.

The **Special Summaries/Funds** section describes the Employee Benefits and Risk Management Funds, Debt Service, Computer Purchase Fund, Vehicle Purchase Fund, and Golf Course Fund.

The **Appendix** includes the Budget Ordinance, Social Services Contributions, Cultural Contributions, 2002 Position Classification and Salary Grade Tables, a Glossary of Key Terms, a List of Acronyms, and an Index.

This document was prepared by the City of Savannah's Research and Budget Department. If you need further information please contact: Research and Budget Department, P.O. Box 1027, Savannah, GA 31402. Highlights of the 2001budget are included on the City's website: www.ci.savannah.ga.us.



SAVANNAH AT A GLANCE [1]

Population: [2]

City	131,339
Chatham County	232,048

Climate:

Semi-tropical location - Average Seasonal

Spring 66	Summer 81
Autumn 68	Winter 51

Precipitation:

49" rain per year

Geography

The City of Savannah is situated at the mouth of the Savannah River, which forms the border between Georgia and South Carolina. Twelve miles inland from the Atlantic Ocean, the City encompasses an area of 79.4 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

Georgia, the final of the original thirteen colonies, was founded by General James Oglethorpe in 1733. Georgia owes its origins to a combination of motives: England's desire to protect her colonies in South Carolina from the Spanish settlements in Florida, England's hope that Georgia would become a silk and wine exporting colony, and Oglethorpe's desire to provide opportunities for families in England who were victimized by the Debtor's law. The general's creativity brought about a unique design based on a grid of broad thoroughfares, braided at regular intervals with spacious public squares.

Georgia was unique in its method of colonization in that the project was turned over to a board of trustees in England, headed by General Oglethorpe. The trustees were given the power to control the new colony and choose its settlers. The colony was granted the land that lay between the Savannah and Altamaha Rivers. A bronze statue of General James Edward Oglethorpe is in Chippewa Square located in the Historic District of Savannah.

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 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. The city was such a treasure that in 1864, Union General William Tecumseh Sherman, spellbound by its beauty, deemed it a fitting Christmas present for

---

[1] Much of the information in this "Savannah Facts" summary was provided courtesy of the Savannah Area Chamber of Commerce. Additional information was obtained from the Savannah Economic Development Authority.

[2] Local estimate by Chatham County - Savannah Metropolitan Planning Commission, 2000 census population.

President Abraham Lincoln.

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 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. Since 1955, the Historic Savannah Foundation has been a catalyst for the restoration of Savannah's architectural heritage and 19th century town plan. Recognized as a National Historic Landmark, Savannah's Historic District includes 1 ½ square miles containing 2,358 historically significant buildings.



Historic District Homes

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 diverse incorporating manufacturing, tourism, service industries, medical centers, a military component and banking/financial institutions which serve the southeast Georgia region. Thirteen Fortune 500 companies and 28 international companies are located in Chatham county.

The labor force totaled 108,100 in 2000. The manufacturing sector employed 18,100 and includes major employers such as Gulfstream Aerospace, International Paper Corporation, Fort James Corporation, Great Dane Trailers and Kerr-McGee Chemical and more than 25 other plants which employ 100 or more people.

Although all parts of the economy are vital to the continued prosperity of Savannah and the surrounding region, the services and tourism sectors are the engines which drive the local economy. They provide almost half of the total payroll in the county. These sectors continue strong, growing 1.7% from 1999 to 2000.

In 2000, five million visitors spent more than $1 billion in Chatham county. Most came to experience the architectural and historic delights of the Downtown Landmark Historic District, the largest in the nation. The opening of the Savannah International Trade & Convention Center in May 2000 has been a major stimulus to growth and to continued growth in tourism.

Utilities

Savannah Electric & Power, Various Gas Service Providers, Bell South Telephone Company, Various Cellular Phone Service Providers, City of Savannah Water, Sewer and Refuse Collection

Banks

14 Banks & 33+ Branch locations

Economic Development Agencies

Savannah Area Chamber of Commerce
Savannah Economic Development Authority
Savannah Downtown Renewal Authority

Tourism

7,775 Rooms in 102 properties, 105 Restaurants
Annual Visitors: 2.62 million
Nation's Largest Urban Historic District

Air & Ground Transportation

Savannah International Airport has 56 flights daily, CSX & Norfolk Southern Railroads, Amtrak, Greyhound, Airport/Amtrak Shuttle Service, Taxis, Local Bus Systems

Port

Georgia Ports Authority handled more than 9.6 million tons of container cargo, general cargo and bulk cargo during fiscal 2000, and services more than 100 countries and more than 300 ports.

Highways

U.S. 17, 17A, 80, GA. 21, I-16, I-95, I-516
Driving distance to: Atlanta 250 miles - Charleston 110 miles - Jacksonville 140 miles

Employment Gains

Total employment in the Savannah MSA in 1993 was 117,015. In 1999, the total employment was 130,285, for a six-year gain of 13,270 jobs. Georgia is a right-to-work state..

Government

City of Savannah:
Mayor, 8 Aldermen & City Manager
Chatham County:
Chairman, 8 Commissioners & County Manager
There are 7 other small municipalities in Chatham County: Bloomingdale, Garden City, Pooler, Port Wentworth, Thunderbolt, Tybee Island and Vernonburg.

Culture

Art Galleries, Telfair Museum of Art, Ballet Company, City Market Art Center, Georgia Historical Society, Historic Forts, Historic Savannah Foundation, Jazz Society, Museums (16), Theater Companies, Savannah Symphony Orchestra

Schools & Churches

Public Schools: 29 elementary; 8 middle schools; 7 high schools
Private: 27
2 Universities; 3 Colleges
250+ Churches

Hospitals & Doctors

2 major Hospitals, 1,170 beds, 500+ doctors, Over 20 Assisted Living & Nursing Facilities

Media

Print:

Business Report and Journal	bi-weekly
Bryan County	weekly
Cash Magazine	quarterly
Coastal Senior	monthly
Connect Savannah	weekly
Effingham Herald	weekly
Freedoms Journal	bi-monthly
Richmond Hall/Bryan County Times	weekly
Savannah Magazine	bi-monthly
Savannah Morning News	daily
Savannah PennySaver	weekly
Savannah Tribune	weekly
The Herald	weekly
The Island Packet	daily

Television Stations

ABC, CBS, NBC, PBS, Fox, UPN, Cable TV

Radio Stations

12 FM Stations, 6 AM Stations

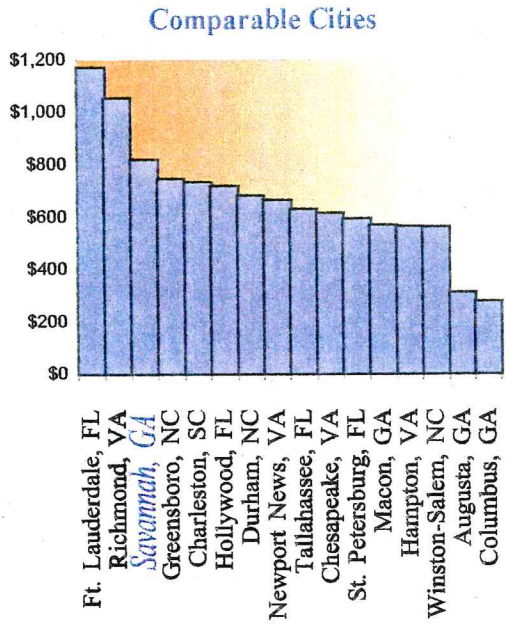
Recreation

Tybee Island Beaches and Pavilion, Boating, Marinas, Boat Ramps, Fishing and Hunting, Tennis Courts, Golf Courses, Camping, Wildlife Parks, Nightlife, Live Music, Civic Center Entertainment

Comparable Cities Survey

The City of Savannah is continually trying to improve its ability to deliver quality services to citizens in the most efficient manner possible. To that end, the city compares itself against similar cities in the southeast. In many cases, General Fund figures from other cities have been adjusted so that a valid comparison can take place. This is necessary due to the diverse organization of city government functions.

Savannah's Per Person Cost of Government (PPCG) is $819. The following chart and graph present a visual representation of Savannah's per person cost of government. To calculate the PPCG, the General Fund budget was divided into the city's population. It should be noted that the 2000 Census numbers were used to determine each city's population.



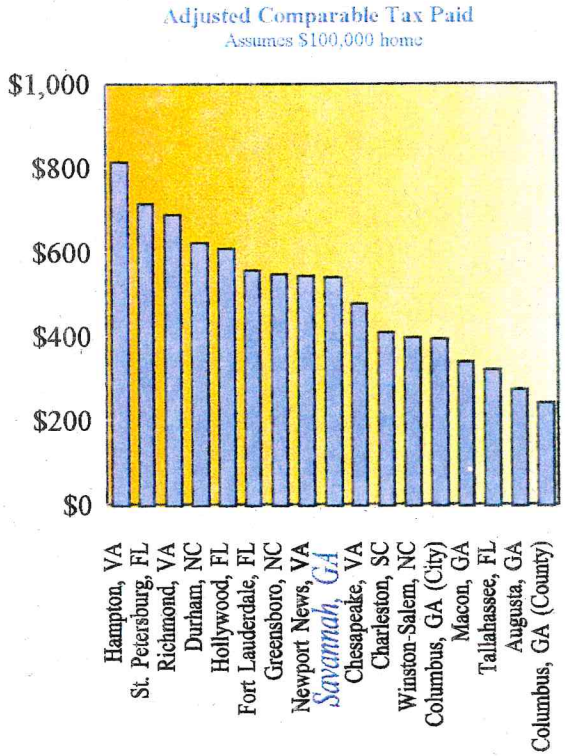
RANKING OF PER PERSON COST OF GOVERNMENT (PPCG)

Rank	City	Adjusted Budget	Population	PPCG
1	Fort Lauderdale, FL	178,741,386	152,397	$1,173
2	Richmond, VA	208,688,418	197,790	$1,055
3	Savannah, GA	107,683,703	131,510	$819
4	Greensboro, NC	167,099,380	223,891	$746
5	Charleston, SC	76,629,431	104,500	$733
6	Hollywood, FL	100,081,481	139,357	$718
7	Durham, NC	127,405,301	187,035	$681
8	Newport News, VA	119,853,826	180,150	$665
9	Tallahassee, FL	95,233,500	150,624	$632
10	Chesapeake, VA	122,793,884	199,184	$616
11	St. Petersburg, FL	147,428,600	248,232	$594
12	Macon, GA	64,640,648	113,352	$570
13	Hampton, VA	82,681,600	146,437	$565
14	Winston-Salem, NC	104,303,608	185,776	$561
15	Augusta, GA	62,561,552	199,775	$313
16	Columbus, GA	51,724,931	186,291	$278
	AVERAGE	**117,721,755**	**170,667**	**$696**

Adjusted Property Tax Amount

The major reason for Savannah's higher than average PPCG is that as the regional commercial, industrial, and entertainment center, it must meet service demands greater than its official census population. Moreover, as a major tourist destination with 2.6 million tourists annually, the City must size its infrastructure at a much higher level than its local needs.

As a more accurate measure of the cost of government to Savannah residents, the amount a property owner would pay on a house with a $100,000 market value was compared. In some cases, amounts have been adjusted to assure comparability of services. This survey does not reflect other government tax amounts (i.e. county, school board, etc.).



The amount of adjustment was determined by comparing each City's level of service to that of Savannah's. If a City provided a service that Savannah doesn't, then that City's budget was adjusted to reflect what their taxes would be without that service being provided.

In this comparison of property taxes, Savannah is closer to the median of the cities surveyed. Therefore, although Savannah has one of the highest per person cost of government rankings, the amount paid by residents to support this high level of service are competitive with similar municipalities.

Rank	City	Amount
1	Hampton, VA	$813.75
2	St. Petersburg, FL	$715.16
3	Richmond, VA	$689.26
4	Durham, NC	$621.69
5	Hollywood, FL	$608.58
6	Fort Lauderdale, FL	$556.00
7	Greensboro, NC	$547.02
8	Newport News, VA	$543.12
9	Savannah, GA (2000)	$540.00
10	Chesapeake, VA	$477.54
11	Charleston, SC	$408.83
12	Winston-Salem, NC	$396.52
13	Columbus, GA (City)	$393.66
14	Macon, GA	$339.61
15	Tallahassee, FL	$320.00
16	Augusta, GA	$272.54
17	Columbus, GA (County)	$241.00
	AVERAGE	**$338.88**



Michael Brown

The proposed *2002 Service Program and Budget* is hereby submitted for your review. It presents our plan for providing services to the community, businesses, and visitors -- and the resources needed to deliver those services. This budget continues our pro-active agenda to improve the quality of life throughout our community while maintaining a strong financial position. However, achieving our goals while maintaining our fiscal position will be a challenge due to uncertainties about the economy.

Budget appropriations were made in consideration of:

- ✓ recommendations noted during Council work sessions and the annual Council Retreat
- ✓ service delivery improvement needs
- ✓ the demographic and financial trends highlighted in the annual Financial Trend Indicators Report
- ✓ the City's projected financial future outlined in the 2002 - 2006 Five Year Financial Plan
- ✓ the 2002 - 2006 Five Year Capital Plan which addresses a variety of infrastructure needs.

The key areas emphasized in this budget include blight eradication, customer service, housing opportunities, public safety, workforce development, downtown transportation, and infrastructure maintenance.

BUDGET IN BRIEF

As presented, the budget for all funds totals $200,077,031. This is a $4,548,949 or 2.3% increase over 2001. The budget is balanced with expenditure reductions in some areas, increases in several existing revenue sources, and new revenue sources such as the E911 Cellular Telephone Fee and False Alarm Fees.

Since 1996, the City's millage rate has been reduced by more than 20% from a high of 17.46 mills to 13.50 mills in 2001. This downward adjustment was achieved at a faster rate than planned due to growth and the return on cost savings initiatives that have been implemented. Eligible homeowners have also benefitted from a Senior Citizens/Low Income Homestead Exemption which provides a special $30,000 homestead exemption on the assessed value of their home. Qualifying senior citizen's owning homes with market values up to $75,000 incur no City property taxes.

Due to uncertainty of the local economy, a reduction in the millage rate would not be prudent at this time and is not recommended in this budget. Nevertheless, reduction in the millage rate should continue to be a major goal for the City. If the economy recovers sufficiently by the second quarter of 2002, it may be possible to reduce the millage rate at adoption of the tax digest in July 2002.

Major expenditure changes include:

- a 2.5% general wage increase for all employees
- up to a 2.5% pay increase for employees who enhance their performance and develop their skills based on their respective department's plan criteria
- service delivery improvements
- preparation by the Savannah Fire & Emergency Services Bureau for the Insurance Services Office, Inc. fire rating assessment
- funds to address neighborhood infrastructure needs
- capital projects
- an additional eight officers and three communications specialists in Police.

2002 BUDGET HIGHLIGHTS

A brief description of the major changes in the budget from a year ago are described on the following page.

Employee Pay. An allocation of $2,712,456 has been

included for 2002. These additional funds for salaries build on the 2001 pay adjustment that was necessary for the City to maintain a competitive edge in recruitment of qualified personnel and to retain skilled and valued employees. The additional funds allocated in 2002 are for a 2.5% general wage increase for all employees and up to 2.5% for a pay increase to enhance and reward employee performance and skills development based on each department's plan. All employees are eligible to participate.

The recommended general wage increase is based on the annual pay survey, conducted by the City's Human Resources Department, of municipalities and businesses in the southeast region as well as a review of southeastern and Georgia survey data. The increase will allow the City to keep pay rates competitive with the market, attract and retain skilled employees, and allow employees to maintain their buying power. The performance skill pay allocation is based on the City's pay policy. A cost savings incentive increase may be granted depending upon savings achieved by City employees during the 2001 fiscal year.

Employee Benefits. City Council enacted improvements to the City employee retirement plan last year which increased the pension benefit accrual rate by 15% (from 2.0% of final average salary per year of service to 2.3%), and reduced the normal retirement age by three years (to age 55 for uniformed employees and age 57 for general employees). These improvements place the Savannah retirement program among the very best offered by any public employer in the state. The cost of the improvements is paid in part by a slight increase in the net after tax employee contribution to the pension fund, plus increased employer contributions. This proposed budget includes a $678,300 increase in the City's contribution to the Pension fund as recommended by the plan actuary to remain in compliance with state law municipal pension funding requirements.

In addition to the improvement in the City's defined benefit retirement program just described, last year, the Council also appropriated funds for paying the cost of participation in the voluntary state annuity deferred compensation accounts for general employees who choose to participate in the voluntary program. This proposed budget recommends that appropriations for these purposes be continued in 2002.

The City offers a comprehensive medical benefits plan to its employees and their dependents. The costs of such plans for all employers including the City are continuing to rise. The City seeks to control the increase in medical plan costs through wellness programs such as Intervent, and through the use of a preferred provider network under which service and pharmacy providers agree to provide quality services at discounted rates. In spite of these strategies, medical plan costs are anticipated to increase. This proposed budget recommends an increase in the employer's contribution to the medical plan fund of $167,250 and that employee contributions to the plan increase by an average of 2%.

Service Delivery Improvements. In 2002, $839,071 is recommended to fund service delivery improvements that will provide a safer environment for citizens, businesses, and tourists, maintain City assets, improve customer service, and improve efficiency of operations. A description of service improvements begins on Page xvi.

Contribution to Sanitation. A General Fund contribution of $2,145,825 is included to support the Sanitation Fund. This contribution is a $451,915 increase above the projected 2001 contribution that will help manage operating costs as well as debt service requirements for planned capital improvements, such as excavation and construction of a new cell at the Sanitation Landfill.

Savannah Fire & Emergency Services Bureau. The Bureau is scheduled for an on-site inspection of their fire suppression facilities in 2002 by the Insurance Services Office, Inc. for insurance rating purposes. A plan of action has been developed to retain the City's Class 2 rating. An allocation of $568,414 has been included in the budget to support 18 additional firefighters and operating costs for the new fire station scheduled to be completed in early 2002 on the west side of the City.

Neighborhood Infrastructure. An increased General Fund allocation of $250,000 has been included in the budget to increase funding for housing. This additional funding brings the total contribution by the General Fund for housing to $750,000.

Capital Improvement Program. The capital plan has been updated for 2002 - 2006. A planned increase for General Fund projects is included to continue efforts that will address infrastructure needs. The 2002 allocation is $3,387,945.

Public Safety Initiatives. Matching funds of $60,803 are provided for the COPS MORE Grant. This grant provides six civilian community services specialists that will increase availability of sworn officers to address more serious public safety needs. Funding has also been included for five additional officers to replace those transferred to the Savannah Impact Program, three additional officers to increase services to the area annexed in west Chatham County, and three communications specialists to address the increased calls for service workload in the E911 dispatch center.

2001 SERVICE ACCOMPLISHMENTS

Since the future is built on past experience, it is worthwhile to look at what has been accomplished or will largely be accomplished in the current year. Highlights of some of our accomplishments are provided below.

- Progress has been made in reducing violent crime using several new programs. The Career Offender Tracking Unit is expected to bring 130 arrests of repeat offenders and Project CeaseFire has been used in approximately 80 indictments under federal firearms statutes.
- A number of drainage system improvements have been completed that include: the Nicholson Woods improvements, Williams Ward detention basin, Cranman Drive culvert replacement and enlargement, the extension of the Kayton Stormwater Pump Station, the President Street railroad culvert, the Bilbo Basin drainage improvement conceptual plan, construction of the Cleland Street detention box culvert, and construction of the Clearview detention basin. The City has also started construction of two phases of the Wilshire Canal improvements, completed design for two phases of the Windsor Basin improvements, and completed design of the first phase of the Casey South Collector System improvements.
- A number of drainage system improvements were completed in-house. The improvements include replacing the outlet culverts for the Parkwood neighborhood and for Laurel Grove South Cemetery with larger culverts, and installing 600 feet of liner inside the Broughton Street drainage conduit. The liner reinforces the brick and mortar construction that should prevent cave-ins and eliminate repairs that would close the street for extended periods.
- Improved internet access to City services. For example, parking citations can now be paid on-line and Recorder's Court hearing information is provided through the City's web page. The City will continue to look for new ways to use technology for improving services.
- Continued community-based initiatives that focused on increasing family incomes and business development opportunities through the Savannah Entrepreneurial Center who's permanent facility will include a small business incubator.
- Installed 102 computers at 17 Leisure Services centers that improved the availability of services to students and other users through computer labs that assisted the after-school programs, homework projects, exploring the internet, and computer training classes.
- Implemented a local ordinance citation which will reduce the number of people booked into the jail and reduce the time police officers spend writing incident reports.
- Enhanced entranceway corridors citywide with the seasonal color program by adding plants in 16

locations.

- Made significant progress in the redevelopment of Cuyler-Brownsville neighborhood with the assistance of a $500,000 grant from the State of Georgia.

- Increased tree planting citywide that will result in 1,072 trees being planted in 2001.

REVENUE CONSIDERATIONS

The *2002 Service Program and Budget* is balanced with the following revenue changes. They are outlined below by fund.

General Fund. *Police - False Alarm Fees*

1. An annual licensing fee of $50.00 will be implemented for all independently owned alarm users and alarm system businesses desiring Police and Fire Bureau responses to their customers.
2. False alarms for registered alarm users will be billed as follows. The sixth thru tenth false alarms at a single location within the 12 month billing cycle will be billed at a rate of $75.00 per false alarm. The eleventh and all subsequent false alarms will be billed at a rate of $100.00 each.
3. All false alarm responses to unregistered locations will be billed as follows. The first through fifth false alarms within the 12 month billing cycle will be billed at a rate of $100.00 each. The sixth thru tenth false alarms at a single location within the 12 month billing cycle will be billed at a rate of $150.00 per false alarm. The eleventh and all subsequent false alarms will be billed at a rate of $200.00 each.

Cemeteries

The following fee changes are proposed for cemetery services:

Sunday/Holiday Interment Fees	Current	Proposed
Standard Adult	$700	$715
Child (2 to 10 years)	465	530
Infant (Up to 2 years)	465	475
Amputated Limb	400	450
Ashes	400	410

Standard Rate Interment Fees	Current	Proposed
Standard Adult	$495	$510
Child (2 to 10 years)	305	350
Infant (Up to 2 years)	305	315
Amputated Limb	265	300
Ashes	265	275

Prime Rate Interment Fees	Current	Proposed
Standard Adult	$375	$390
Child (2 to 10 years)	210	240
Infant (Up to 2 years)	210	220
Amputated Limb	185	210
Ashes	185	190

Cemetery Lots/Niches Price Per Space	Current	Proposed
Sec. 1, Greenwich (Standard) 2 space lots	$910	$915
Sec. 1, Greenwich (Intermediate) 2 space lots	940	965
Sec. 1, Greenwich (Prime) 2 space lots	970	1,015
Sec. 8, Greenwich 4 space lots	615	630
Sec. 9, Greenwich 6 space lots	615	630
Sec. 12, Greenwich 1 space lot	570	585
Sec. 12, Greenwich 1 Cremation Space	n/a	400
Sec. S, Bonaventure 6 space lots	615	630
Sec. S, Bonaventure 1 space lot	570	585
Sec. U, Bonaventure 8 space lots	615	630

Cemetery Lots/Niches Price Per Lot/Niche	Current	Proposed
Sec. 1, Greenwich (Standard) 2 space lots	$1,830	$1,840
Sec. 1, Greenwich (Intermediate)	1,890	1,940

2 space lots		
Sec. 1, Greenwich (Prime)	1,950	2,040
2 space lots		
Sec. 8, Greenwich	2,470	2,530
4 space lots		
Sec. 9, Greenwich	3,700	3,790
6 space lots		
Sec. 12, Greenwich	580	595
1 space lot		
Sec. 12, Greenwich	n/a	410
1 Cremation Space		
Sec. S, Bonaventure	3,700	3,790
6 space lots		
Sec. S, Bonaventure	580	595
1 space lot		
Sec. U, Bonaventure	4,930	5,050
8 space lots		

Cemetery Services	Current	Proposed
Perpetual Care (Per Square Foot)	$ 6	$ 8
Annual Care (Per Lot)	65	80
Work Permits:		
Small Structure	6	7
Medium Structure	24	25
Large Structure	67	69
Columbarium (Per Niche)	20	25
Mausoleum (Per Tomb)	60	69
Water Supplied to Lot Owner (Per Year)	12	13
Columbarium Memorialization	n/a	210

These fee changes will provide an additional $30,000 in revenue.

Leisure Services. The following changes are proposed in Leisure Services fees in the 2002 budget to cover a portion of the cost for services.

Athletics		
Softball (Spring)	$460	$470
Softball (Fall)	370	380
Basketball (Adult)	360	370
Swimming (Instructional)	10	20
Cheerleading Camp	35	45
Cheerleading Camp (Team)	40	50
Tennis (Junior)	0	20

Business Tax Bracket Expansion

The current business tax schedule will be expanded to reflect the addition of five gross receipts brackets. The addition of these brackets will elevate the business tax bracket cap from $25 million to $50 million. Fee changes in these brackets will impact a small number of businesses.

Sanitation Fund. Proposed revenue changes are identified below to cover the increased cost of solid waste disposal.

Residential Refuse	$20.00/month	$21.00/month
Commercial Disposal	$2.80/cy	$3.00/cy
Commercial Collection	$2.13/cy	$2.23/cy
Downtown Collection Zone	$3.40/cy	$3.60/cy
River Street Collection Zone	$3.65/cy	$3.85/cy

Note: The average commercial collection fee increases 5%. The fees shown are weighted averages of several different rates in the actual rate structure.

Parking Fund. The revenue generated from the fee change below will be used to continue improving parking availability in the downtown area.

The daily maximum rate for parking in the garages will increase from $6.00 to $7.00. The projected revenue from this fee change is $42,000.

Water & Sewer Fund. In 2002, no increase in the rates is required for water services. Water rates have not changed since 1998. The base rate for sewer services is unchanged. Only the consumption charge is proposed to increase. The impact of the proposed 2002 increase on the combined monthly water and sewer bill over 2001 for the median inside City customer, who uses about 15CCFs, is as follows:

Monthly Increase in Combined Water & Sewer Bill	$0.45
Percentage Increase	2.09%

The rates proposed for year 2002 compared to 2001 rates are as follows:

Water & Sewer Monthly Rates

Water	Inside - 2001	Outside - 2002
Base Charge (bi-monthly)	$11.06	$16.59
0 to 15 CCFs	.46	.69
Over 15 CCFs	.64	.96

Sewer	Inside - 2001	Inside - 2002
Base Charge (Bi-Monthly)	$8.80	$8.80
0 to 15 CCFs	1.08	1.14
Over 15 CCFs	1.46	1.52

Sewer	Outside - 2001	Outside - 2002
Base	$13.20	$13.20
0 to 15 CCFs	1.62	1.71
Over 15 CCFs	2.19	2.28

Public Safety Communications Fund. As authorized by state legislation, a $1.00 per month fee will be implemented on January 1, 2002 on wireless telephones in the City of Savannah. This fee is expected to produce $312,000 to be used to support the operations of the communications center and to purchase enhancements to the system which benefit wireless users.

2002 SERVICE IMPROVEMENTS

We continue to strive to improve the vital services we supply to our citizens. A summary of 2002 improvements by fund is shown as well as a description of each.

General	$553,763
Public Safety Communications	74,243
Sanitation	54,513
Water	80,250
Sewer	76,302
Total	$839,071

General Fund

Public Safety - $175,579. Five sworn officers will be hired to replace the five officers transferred to the Savannah Impact Program in 2001.

Improve Public Safety for Annexed Area - $132,299. Three sworn officers and equipment will be added to address expanding needs in the newly annexed areas in west Chatham County.

Improve Court Security - $90,000. The additional funds will be used to enhance court security due to an increased caseload. Responsibility for providing security and clerical support has increased by approximately 20,000 cases since the 1980's.

Improve Payment Processing of Utility Bills and Property Tax Bills - $26,750. This purchase of remittance processing equipment will increase effectiveness and efficiency of processing payments for utility bills and property tax bills. Based on workload data, *the Water Fund will contribute $80,250 for this improvement.*

Develop Neighborhood Physical Conditions Baseline Data - $78,960. A four member team will be used to survey and collect data on housing and other physical property conditions in 37 target neighborhoods. The survey results will provide baseline data on physical conditions within non-CDBG neighborhoods. The completed survey will provide current data on land use, building structures, lane cleanliness, lot conditions, address verification, and verification of structures which will aid in updating the building layer in the SAGIS system.

Stormwater Pump Station Maintenance Improvement - $51,135. Maintenance needs of the five stormwater pump stations now in service and the sixth station expected to come on line in 2002 will be improved with the addition of an electrician.

Public Safety Communications Fund

Improve Customer Service - $74,243. Customer service will be improved in the Police Communications Center and officer safety will be enhanced with the addition of three communications specialists. The number of calls received in the center has increased from 274,633 in 1993 to 502,927 in 2000.

Sanitation Fund

Efficient Use of Equipment - $54,513. Two vehicles will be added for personnel who write citations for code violators who illegally park on streets that have been scheduled for sweeping as well as an additional vehicle for the Street Cleaning Program Administrator.

The purchase of these vehicles will allow a more efficient use of resources. The program does not currently have dedicated vehicles.

Sewer Fund

Efficient Laboratory Testing - $24,748. The minimum number of additional analyses needed for federal and state compliance totals 5,372. To manage the increased workload for required testing, a laboratory technician will be added to the staff. If this testing was contracted out, it is estimated to cost $94,000. Implementation of this improvement results in a savings of approximately $69,000.

Stoppage and Spill Reduction Efforts - $51,554. The Grease Abatement and Control Program is designed to eliminate the amount of waste grease in the sanitary sewer system. A construction inspector will be added to manage this program. This program will help to reduce the number of sewer stoppages.

2002 ACTION AGENDA

Major initiatives in the City's 2002 action agenda are highlighted below.

- **Blight Eradication.** During 2001, efforts continued to increase the overall quality of life in Savannah's neighborhoods. Special emphasis was placed on a street-by-street survey of buildings and property conditions within approximately 38 low-to-moderate income neighborhoods.

  Graffiti abatement efforts shifted from volunteer-based abatement activities to graffiti removal by a City contractor. This shift in strategy has effectively reduced the time between the creation and subsequent removal of graffiti from structures, an essential component in combating graffiti. The current abatement time line equates to approximately ten days from identification to removal. The overall objective of this process is to reduce this time frame to five days from beginning to end. Aiding in this process is the acceptance of owner consent as it relates to abatement on previously defaced property. After an initial consent form is completed for a property, no additional release is required for additional abatement within a one-year period.

  The blight eradication program was also expanded to include targeted neighborhood enhancement projects as well as negotiation of neighborhood-based lot maintenance agreements with several neighborhood organizations.

  In 2002, surveying of buildings and property conditions will be expanded to assess the pockets of deterioration occurring in non-CDBG neighborhoods of Savannah. The results of this analysis will be used to address specific neighborhood problems and support allocation of resources to problem areas.

  The City will pilot the neighborhood lot maintenance program throughout 2002 and assess the feasibility of expanding this neighborhood-based approach to blight eradication in other neighborhoods.

- **Customer Service.** Citizen satisfaction with most municipal services, as measured by the Citizen Satisfaction Survey, has been steady over the last several years. However, satisfaction levels have modestly decreased in some areas. Renewed emphasis will be placed on customer service in 2002. Staff will be exploring in greater detail why satisfaction levels have declined and will determine ways of incorporating the survey findings into service delivery strategies.

- **Housing Opportunities.** In 2001, emphasis continued to be placed on initiatives that increase partnerships, private investment and home ownerships that result in planned revitalization efforts and improve the quality of housing and life within neighborhoods.

  In 2002, the majority of resources will be used to focus on neighborhoods, block and/or street revitalization initiatives. The two pilot neighborhoods will continue to be Cuyler-Brownsville to the west and Benjamin Van Clark Park to the east. The nearly $8 million redevelopment of Charity Hospital and Florance Street School into 88 units of affordable rental housing and the $16 million HOPE 6 Grant for the redevelopment of the Garden Homes public

housing site into 243 units of mixed income, affordable housing are underway. These two projects will be complemented by the development and repair of other private housing in the two neighborhoods over the next several years.

The Home Buyer program helped 19 households in 2000 and anticipates an additional 40 households using the program in 2001 and 60 in 2002. This program continues to provide up to $2,500 in down payment assistance to low income households purchasing homes outside of the CDBG target neighborhoods and up to $5,000 to households purchasing homes in CDBG target neighborhoods.

The volunteer home repair program continues to be the best source of leveraged private investment for the repair of housing owned by low income elderly persons. During the spring and summer of 2001, the City partnered with four groups to improve 126 homes with materials purchased by the City. Efforts will be made to develop a year-round volunteer paint program.

- **Public Safety.** Major progress has been made in our constant battle against crime. The 2001 Citizen Survey showed an increase in both the satisfaction with police services and the public's overall feeling of public safety. This reflects favorably on the efforts of the Savannah Police Bureau to focus on the reduction of violent crime in the community.

  Several initiatives were implemented in 2001 to reduce violent crime. The Career Offender Tracking Unit (COTU), which tracks known violent offenders and effects arrests when warranted, has been one of the most successful initiatives. By the end of 2001, the COTU is projected to have removed 130 violent offenders from the streets. Some of these offenders are prosecuted under Project CeaseFire which results in federal sentencing and prison time without parole. With 80 indictments, Savannah has the second highest number of CeaseFire cases in the nation.

  Another major initiative in 2001 was the Savannah Impact Program - a collaboration between SPD, the Probation Office, Parole Office, Juvenile Court, Gateway Community Service Board, and the Georgia Department of Labor. While parolees and probationers in the program will get a highly increased level of correctional supervision, they will also get direct access to remedial education, job training, job placement, substance abuse counseling, mental health assistance and any other services necessary to make them successful members of society. The initial caseload for the program includes 182 parolees and 118 probationers. The expected caseload for all components of the program is 340 clients. Savannah Impact is designed to prevent recidivism among the community's most chronic offenders.

  During 2001, the City received a $300,000 grant from the Governor's Office of Highway Safety to conduct a speed and aggressive driving campaign. The project resulted in the addition of a Sergeant and four officers to the Traffic Unit. Activities include increased enforcement and education to reduce speeding.

  In 2002, the City will continue to focus on the reduction of violent crime. A key element will be the full implementation of the Savannah Impact Program which will reduce recidivism by rehabilitating the lives of violent offenders. If successful, most of the probationers and parolees in Savannah Impact will become productive members of society and remain crime free. Repeat violent offenders will continue to be arrested and, if applicable, tried under Project CeaseFire.

  In 2002, Savannah will host the International Crime Free Housing Conference. The Crime Free Housing Program has produced significant results in reducing crime in apartment complexes using principles of crime prevention through environmental design (CPTED), criminal unfriendly lease agreements, and resident neighborhood watch programs. Out of 150 apartment complexes in Savannah, 20 have completed the three-phase certification process

and 20 more are in progress. The program is voluntary and has been very successful in reducing calls for service by 30 percent at most complexes - some have experienced 70 percent reductions.

- **Workforce Development.** The City of Savannah, along with nine counties, participates in a partnership with the Georgia Department of Labor to administer workforce development services. This approach provides one-stop service delivery that will generate skill levels to meet the needs of regional employers.

  A comprehensive five year strategic plan should be completed by the end of 2001 that will integrate workforce development with regional economic development efforts as well as pilot subsidized on-the-job training programs in industries with workforce needs.

  The City continues its efforts with Take Aim through the Savannah Chamber of Commerce which facilities a community workforce development initiative. The youth employment initiative will also continue through Youth Works, formerly Youth Services Corps.

  In 2002, a variety of services will be offered that will include long and short term training, on-the-job-training, counseling, and support services. Through our existing alliances, a continued commitment of resources and advocacy relevant to the needs of our citizens will take place.

- **Downtown Transportation and Mobility.** An effective transportation system in built-up areas such as the downtown historic district requires facilities to store parked vehicles and a road network to efficiently move vehicles. A new parking garage has been approved for the intersection west of East Liberty and Jefferson Streets. When completed, this structure will provide approximately 900 additional parking spaces in the historic district.

  We continue to identify land in the President Street Extension area to provide a parking facility to the eastern area of the historic district. This site, along with the Liberty Street parking garage, will be served by a shuttle to the core of the downtown area to encourage downtown workers to use these facilities.

  These initiatives will help significantly reduce parking scarcity problems in the historic district. We will continue to seek creative and effective ways to improve parking opportunities in the historic district for residents, workers, and visitors.

- **East/West Transportation.** The refined scope of work is being completed and should result in final alternatives to address east/west transportation needs. In 2002, a public information and education process will be undertaken to seek input in selecting the best alternatives and developing a final solution to east/west transportation problems.

- **Litter and Cleanliness.** City departments have collectively taken steps in 2001 to pro-actively address litter. Several departments have installed more durable and aesthetically pleasing litter receptacles throughout the City. City staff and the Waterfront Association have joined forces to remove cigarette butts and maintain sidewalk cleanliness.

- **Downtown Vitality.** Savannah's urban district continues to experience rapid commercial and residential growth. This is due in large part to the City's past strategic investments in redevelopment efforts, parking solutions, beautification programs, historic preservation, public safety, and partnerships with organizations such as the Savannah Development Renewal Authority (SDRA). In 2001, the bureau of Public Development and the SDRA continued the urban redevelopment planning process for Martin Luther King, Jr. Blvd., the update of the Urban Renewal Plan for Broughton Street, and street scape improvements for Martin Luther King, Jr. Blvd. Since January 2001, thirteen (13) new businesses have opened in the Broughton Street Urban Renewal Area and twenty-two (22) new

businesses have opened on the MLK/Montgomery Street Corridor, resulting in a net gain of 138 new jobs.

Currently, there are two hotels under construction that will provide over 300 new rooms.

- **Drainage Improvements.** The city's flood mitigation/drainage improvement program continues. The status of project improvements is highlighted below.

  - *Coffee Bluff Basin* - Construction of the first phase of the Nicholson Woods drainage improvements have been completed. The second phase of improvements will be constructed as part of the White Bluff Road widening project.
  - *Kayton Basin* - Railroad culvert replacement near President Street and Kayton Pump Station improvements have both been completed.
  - *Springfield Basin* - Bridges at the west end of Oglethorpe were completed. Construction of the Williams Ward detention basin was completed. The channel improvements are under construction and the final design for the Ogeechee culvert improvements was completed.
  - *Cleland Street Interceptor* - Construction of Phases 1 and 2 were completed along with the Clearview Detention facility.
  - *Harmon/Chippewa* - Construction of the detention basin on Hunter Army Airfield and the culvert replacement at Cranman Drive are under construction.
  - *Wilshire Basin* - Phases 1 and 3 of the Wilshire Canal improvements are under construction. Property acquisition of Phase 2 is also completed. Property acquisition of Holland Park outfall is underway.
  - *Westside Stormwater Pump Station* - Final design has been completed. Property acquisition for the pump station and outfall box culvert is nearly complete.
  - *Windsor Basin* - Basin-wide analysis was completed. The final design for Phase 1 of the Windsor Basin improvements has been completed. Final design for Phase 2 improvement is underway.
  - *Casey South Basin* - Montgomery Cross Roads Stormwater Pump station construction continues. Final design for Phase I of the Casey South Collector System improvements is underway.
  - *Bilbo Drainage Basin* - The conceptual design for the drainage improvements has been completed.

  The Cranman Drive Replacement is expected to be completed in 2001. Construction is underway in the following basins:

  - *Wilshire Basin*
  - *Harman/Chippewa*
  - *Springfield Basin*
  - *Casey South Basin*

- **Preservation Fee.** Preservation Fee revenue is generated from individuals taking tours in the City. Funds are used for such project categories as restoration and maintenance of the squares and monuments, for tourism drop-off points, for infrastructure in the historic and Riverfront areas, etc. Projects planned for 2002 can be found in the Capital Improvement Program section of the budget document.

  One of the major preservation fee funded projects is the Confederate Monument. This is the last of the "critical need" monuments. Work on this project began in 2001. The cleaning and minor repointing needed by most of the other monuments is funded in various years throughout the five-year plan.

ALL FUNDS SUMMARY

The chart below provides a summary of expenditures for all funds. After adjusting for transfers between funds, the total city-wide budget is $200,077,031 or 2.3% above 2001 projected expenditures.

All Funds Summary

Fund	2001 Projected	2002 Budget	Difference	% Change 01 - 02
General	$ 108,219,448	$ 110,807,589	$ 2,588,141	2.4
Sanitation	25,926,861	27,572,178	1,645,317	6.3
Civic Center	3,096,904	3,069,596	(27,308)	-0.9
Water	15,668,363	15,625,524	(42,839)	-0.3
Sewer	20,564,842	21,025,485	460,643	2.2
I & D Water Supply	7,096,920	7,207,774	110,854	1.6
Parking Services	5,777,875	6,098,564	320,689	5.6
Community Development	17,473,130	18,247,970	774,840	4.4
Hazardous Materials	279,728	301,994	22,266	8.0
Public Safety Communications	1,956,521	2,330,685	374,164	19.1
Grant	2,559,754	1,415,011	(1,144,743)	-44.7
Internal Services	7,905,729	7,977,510	71,781	0.9
Golf Course	119,800	132,800	13,000	10.9
Vehicle Purchase	4,770,399	3,998,640	(771,759)	-16.2
Computer Purchase	705,141	392,070	(313,071)	-44.4
Subtotal	$ 222,121,415	$ 226,203,390	$ 4,081,975	1.8
Less Interfund Transfers	**(26,593,333)**	**(26,126,359)**	**466,974**	**-1.8**
TOTAL	**$ 195,528,082**	**$ 200,077,031**	**$ 4,548,949**	**2.3**

FINANCIAL HEALTH

The critical programs and services provided by the City of Savannah are supported by a strong financial foundation. This foundation has been built through the years by maintaining an adequate fund balance, funding recurring costs only with recurring revenues, reducing long term debt, and by strategically investing in the community and the organization to increase revenues and reduce costs. Remaining financially healthy, although sometimes requiring tough decisions, has enabled the City to maintain and enhance services to our citizens, businesses and visitors while reducing the property tax millage rate by more than 20% over the last five years.

The City will face challenges in 2002 that could weaken its financial foundation. With 50% of General Fund revenues elastic (impacted by upturns and downturns in the economy), a continued recession next year will make it difficult to fully fund services and programs. Also, in 2002, state law requires the City of Savannah, Chatham County and other municipalities in the County to renegotiate allocation of the Local Option Sales Tax (LOST). Since Savannah is the economic engine of southeast Georgia, a reduction in the City's LOST allocation could impact the City's ability to provide those services that keep the local economy vibrant and growing.

As in past years, we will closely monitor the City's financial situation, and if necessary, take pro-active steps to maintain our financial health while preserving those programs and services most critical to our citizens and taxpayers.

CONCLUSION

This *2002 Service Program and Budget* provides the financial and operating plan to meet the highest priority expectations of the Mayor and Aldermen and the citizens of Savannah. I look forward to reviewing this recommended budget with you in more detail during the budget workshops.

Respectfully submitted,

Michael B. Brown

Michael B. Brown, City Manager

THE BUDGET PROCESS, POLICIES, AND FINANCIAL STRUCTURE

The City of Savannah's Council-Manager form of government was adopted in 1954. Under this organizational plan, the legislative responsibility for municipal government is entrusted in a city council. The Savannah City Council consists of the Mayor and eight Aldermen. Administrative or executive authority is vested in the City Manager. City Council levies taxes, enacts ordinances and adopts the annual budget, as well as performs many other legislative functions. The City Manager is appointed by the Mayor and Aldermen to manage the government through the development, implementation and execution of programs and policies established by the Council. 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 programs and services to be provided to the community and describes the resources needed to perform these activities. Key policies which guide this process are described in the following section.

Budget Preparation

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

1. The Research & Budget Department prepares the *Financial Trend Indicators Report* which identifies positive and negative financial trends impacting the City. A *Five Year Financial Plan* is also prepared. These reports are presented to the Council, then used as the financial framework for the budget preparation.

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

3. The Research & Budget Department, with directions and guidelines from the City Manager develops base budget expenditure levels for departments and city-wide revenue projections for the upcoming fiscal year. Departments prepare data on performance measures and service levels for inclusion in the budget document. Additionally, departments submit service improvement requests to enhance a current activity, establish an activity and/or obtain equipment associated with an activity. These detailed requests are reviewed and changes made to present a balanced budget to the City Manager.

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

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

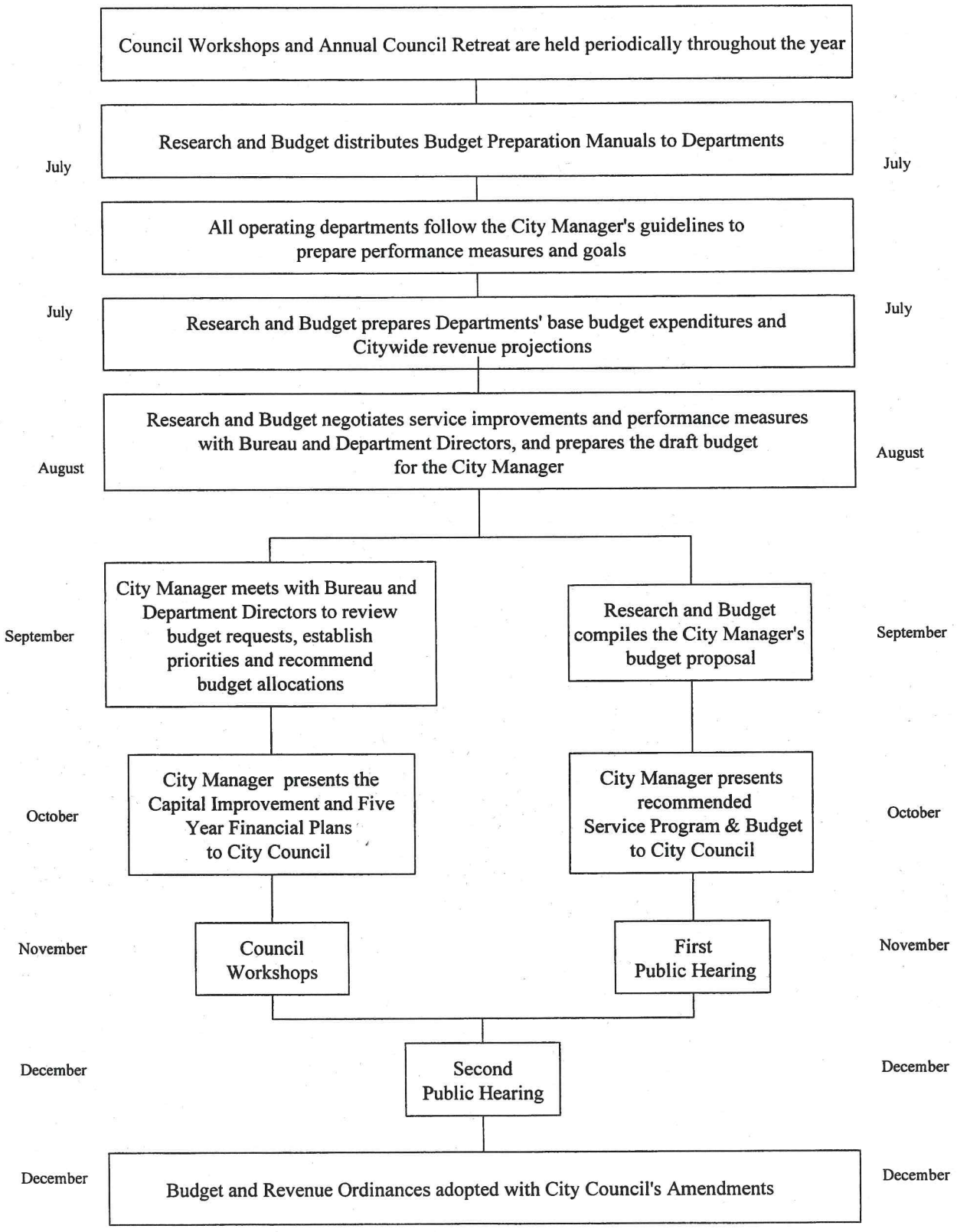
Budget Execution

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

Budget Amendment

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

BUDGET PREPARATION SCHEDULE



BUDGET POLICIES

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

Operating Budget Policies

Preparation of the City's operating budget is 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. Revenues are derived from four sources: current revenue charges; increases in existing revenue charges; new revenue sources and unallocated reserves carried forward from prior years.

- All requests for allocations are considered 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 plan consisting of workload, efficiency and effectiveness measures.

- Expenditure budgets for 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.

- Allocations from the General Fund are based on a long-range financial plan which includes an unallocated fund reserve. For 2000, the unallocated fund reserve totaled approximately $11 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.

- 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, services and expansions.

Capital Expenditure Policies

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

- A five-year program for infrastructure capital improvements is updated annually. The plan identifies anticipated funding sources.

- Capital projects financed through the issuance of bonds will be financed for a period not to exceed the useful "life" of the project.

- The City will coordinate the development of the capital budget with the development of the operating budget. Future operating costs associated with new capital projects will be forecast and included in operating budget forecasts.

- The City will preserve its assets at a level adequate to protect the capital investment and minimize future maintenance and replacement costs.

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

Revenue Policies

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

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

- In order to fulfill funding needs without excessive dependence on property taxes, the

City will attempt to enlarge the revenue base by seeking new revenue sources. Efforts will be made to work individually as well as with state-wide groups to encourage the State of Georgia to adopt legislation which will enhance local government revenues.

- The City will implement user fees in all areas where feasible and productive, as well as set fees at levels related to the costs of providing the services. Moreover, user fees will be reviewed annually as part of the budget process and will, accordingly, be adjusted to maintain or move incrementally closer to full coverage.

- As deemed appropriate, the City will establish self-supporting enterprise funds where the relationship between operating costs and revenues will be clearly identified.

- The City will limit the designation of General Fund revenues for specified purposes in order to maximize flexibility in budgeting and utilize revenues more efficiently.

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

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

Financial Accounting Policies

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

The internal audit function is the responsibility of the Auditing Department which is organized separately from, and operates independently of, the Finance Department. The Auditing Director is accountable to the Assistant City Manager of Management and Financial 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 to secure compliance with applicable laws and regulations related to those programs. This internal control structure is subject to periodic evaluation by the internal audit staff as well as by management.

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

Cash Management/Investment Policies

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

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

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

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

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

Collateralization: Collateralization is used to:

- Secure Certificates of Deposit

- Secure Repurchase Agreements
- Secure Demand Deposits.

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

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

Debt Policies

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

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

FINANCIAL STRUCTURE

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

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 such as 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 therefore is used to finance many more activities than any other fund.

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

Public Safety: Public Safety Communications Fund and Confiscated Assets Fund are considered special revenue funds.

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 and infrastructure. These projects may include the maintenance or renovation of an existing structure.

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 utilized by the City are:

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

The following Enterprise Funds are maintained by the City:

1. Water Fund and Sewer Fund
2. Industrial & Domestic Water Supply Fund
3. Golf Course Fund
4. Civic Center Fund
5. Parking Services Fund
6. Sanitation Fund

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, can supply services to outside agencies for a fee.

Accounting Basis

The Governmental Funds are accounted for using the current financial resources measurement focus incorporated in the Modified Accrual Basis of Accounting. Under this basis, revenues are recognized when they are susceptible to accrual or, in other words, when they become measurable and available. Likewise, expenditures are recorded as the liabilities are incurred, if measurable except for principal and interest on general long-term liabilities which are recognized when due. Revenues which are susceptible to accrual include grants from other governments and interest on investments. Revenue from property taxes is susceptible to accrual, but is not accrued because funds are not collected in an appropriate period of time after the year's end to pay liabilities of the current period. Revenues generated from sales taxes, fines, forfeitures, penalties, alcohol taxes, and franchise fees are not susceptible to accrual as they are neither measurable nor available prior to receipt.

The Proprietary Funds, including the Enterprise Funds and the Internal Services Fund, are accounted for on the Accrual Basis of Accounting on a flow of economic resources basis. Revenues are recognized when they are earned and become measurable. Expenses are recognized when incurred, if measurable.

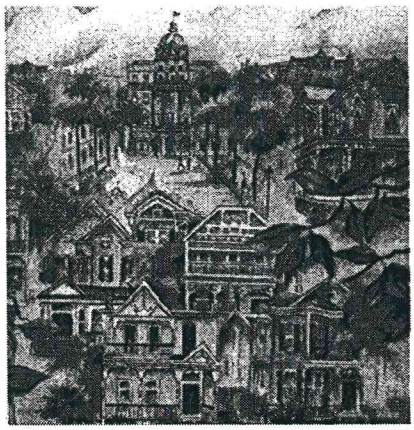
The City also reports various Fiduciary Funds which do not adopt budgets. These funds are accounted for on an accounting basis consistent with the fund's measurement focus. The Cemetery Perpetuity Fund, the Pension Trust Fund and the Old Pension Trust Fund are accounted for on the accrual basis. The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

Budgetary Basis

The City Council adopts annual budgets for the City's General Fund, Special Revenue Funds, and Debt Service Funds. Budgets for these funds are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). Budgets for capital projects funds are adopted based on project length.

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

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



TREND ANALYSIS AND FINANCIAL PROJECTIONS

In preparing the annual *Service Program and Budget*, the Research and Budget Department completes a financial trend analysis and five year financial projection at the beginning of each budget cycle. The analysis, based on an International City Management Association model, looks at the City's economic and financial trends over the previous five years. The financial plan starts with these trends and applies economic assumptions to project the City's General Fund revenues and expenditures forward five years.

This long term approach to budget preparation accomplishes two important goals. First, it allows identification of challenges early - before they become problems. Several years ago, the City's growth of debt was projected as a possible problem. To address this potential problem, the issuance of debt for a comprehensive drainage program was avoided by funding it with Special Purpose Local Option Sales Tax. Also, the general obligation bond issue for streets and roads was stopped.

A second goal of trend indicators and long term financial planning is to provide information to the Mayor and Aldermen for policy setting. For example, a negative trend of decreasing per capita income in the City was an important factor leading to the City's renewed emphasis on economic development and job creation, particularly in low income areas. Excerpts from the full analysis are presented in the remainder of this section.

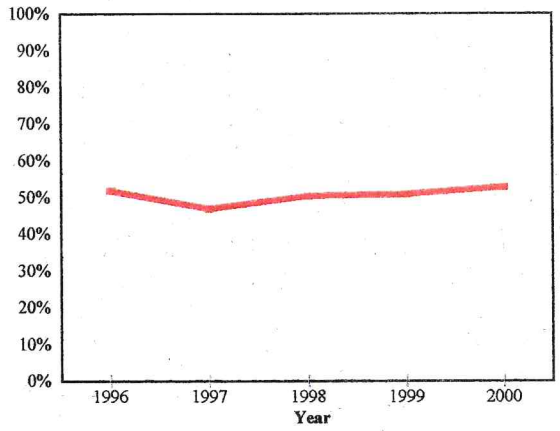
Economic/Demographic Trends

One area of concern identified by the Financial Trend Indicators Report is declining population within the city limits. The census released its new population estimates in 2001. It shows that Savannah's population has decreased from 141,000 in 1990 to 131,000 in 2000. To address the population growth problem, the City adopted policies to stimulate economic growth and to enhance the attractiveness of the city. For example, the emphasis on housing programs will enable people to build, buy, or rehabilitate houses in the city. The City also supports job training activities to provide all citizens with the skills needed to get and hold a good paying job. Further, quality of life issues ranging from a nationally recognized Community Oriented Policing philosophy to support for numerous cultural activities are promoted.

General Fund Revenue

An important indicator of the City's ability to weather economic downturns is its mix of elastic revenue - elastic revenue is revenue that is influenced by forces outside of the city's control such as sales tax and hotel/motel tax. Inelastic revenue would include sources such as property taxes. The City's elastic revenue as a percent of total General Fund revenue has remained relatively constant at 50%. The decline in 1997 is due to a one time reduction in sales tax revenue as shown in the chart below.

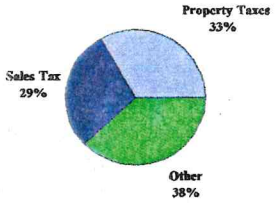
Elastic Revenues as % of Total



To further protect the City from economic slowdowns, a sales tax stabilization program was created to reserve sales tax revenue above the historical trend line in good years to be used in years when sales tax revenue comes in below the trend. This allows the city to avoid dipping into other major reserve funds.

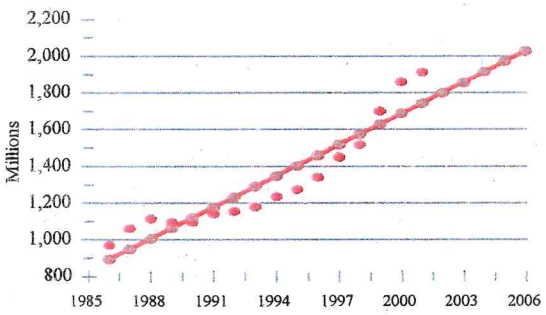
Property and sales taxes account for nearly two-thirds of the City's General Fund revenue as shown on the next page.

General Fund Revenue



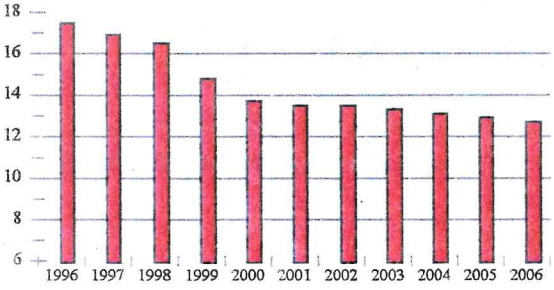
Property Taxes. Property taxes, which make up 33% of the city's General Fund revenue portfolio are relatively inelastic, and are growing at a steady rate. The chart below shows the past totals for the real property tax digest and future projections.

Property Tax Digest



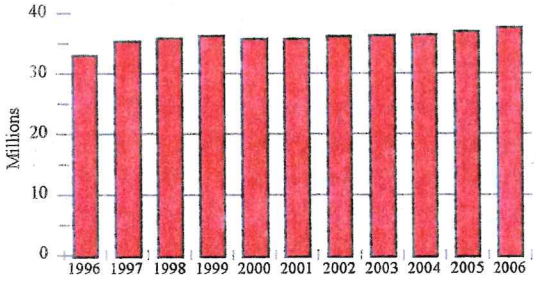
The City of Savannah's property tax millage rate is above the average of similar southeastern cities. To address this issue, the Mayor and Aldermen have set a goal to reduce the property tax millage rate over time until it is below the average. Previous and planned millage rates are highlighted below.

Millage Rate Projection



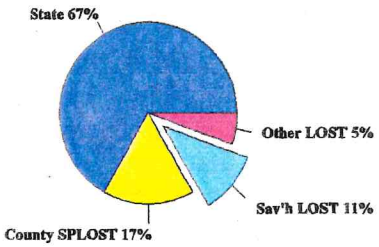
When the planned millage rate is applied to the projected property tax digest, the following revenue is projected. The millage rate reductions show property tax revenue level for the next five years. This loss of revenue growth will be addressed through projected growth in other revenues and expenditure reductions.

Property Tax Rate



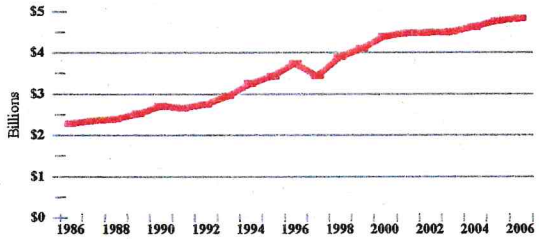
Sales Tax. The General Fund's other major source of revenue is sales tax. In Savannah, a 6% sales tax is levied, 4% goes directly to the state, 1% goes to Chatham County as the Special Purpose Local Option Sales Tax (SPLOST), and 1% is shared between Chatham County, Savannah and the seven other municipalities in the county as the Local Option Sales Tax (LOST). Savannah receives 11% of the total revenue generated by sales tax in Chatham County

Sales Tax Allocation



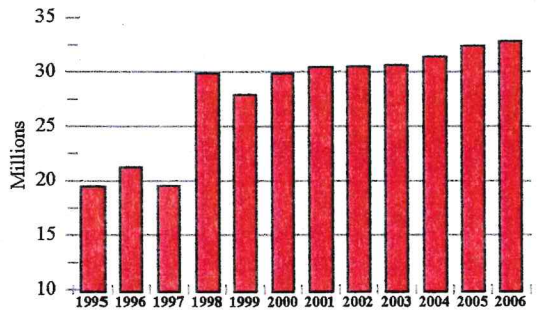
The chart below shows the county-wide taxable sales over a fifteen year period and projected five years into the future. The chart demonstrates the volatility of the sales tax, particularly the impact of economic downturns as evident in the decrease from 1990 to 1992. We believe the major movement from the trend line in 1996 and 1997 is due in large part to problems with the tax collection system in the Georgia Department of Revenue, not major changes in the local economy. We projected sales tax to grow at a modest 1.5% to 2.5% a year with most of the increase occurring in 2003 and beyond when the economy should be stronger.

County Wide Taxable Sales



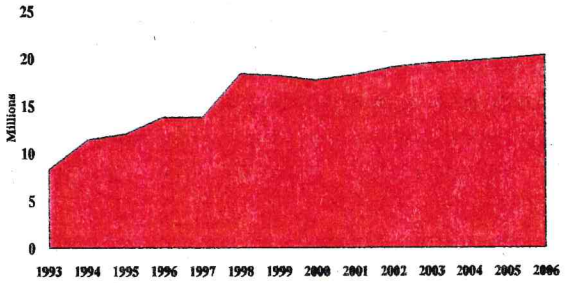
The 1% Local Option Sales Tax is collected county-wide and allocated to the county and municipalities based on an agreement which must be re-negotiated after every decennial census. From 1992 through 1996, Savannah's share of the LOST was 70.71%. In 1997, the City experienced a one time reduction to 57.41%. From 1999 through 2002, the City's LOST share is 68.73%. Applying these percentage allocations to the county-wide sales tax base - which we project to grow steadily for the next five years - results in revenue to the General Fund shown in the Sales Tax Revenue chart below.

Sales Tax Revenue



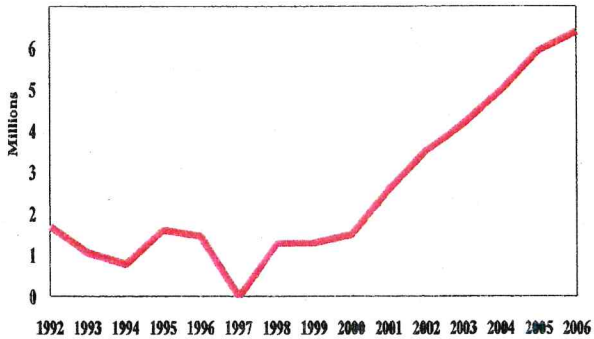
General Fund Expenditures

Debt Service/Resource Recovery. From 1993 through 1999, the City increased its level of debt to fund major drainage projects and install federally mandated air pollution control equipment at the Resource Recovery Facility. As evident in the chart below, actions have been taken to reduce the rate of growth of debt service.



Sanitation Contribution. For many years, elimination of the General Fund contribution to the Sanitation Fund has been a goal. With the increased costs due to installation of federally mandated pollution control equipment at the Resource Recovery Facility, this goal cannot be met without prohibitive increases in refuse collection and disposal fees. Therefore, an increase in the General Fund contribution to Sanitation is planned each year through 2006. Savings generated by refinancing of General Fund supported debt will offset a large part of this increasing expenditure.

Sanitation Contribution



DEBT SERVICE SUMMARY

The City of Savannah continues to be pro-active in its fiscal management practices to avoid major service cuts as well as providing the means to weather an economic downturn in the economy.

Fund Balance

As in prior years, this budget meets the mandate to maintain a General Fund reserve for unforseen emergencies. Bond rating agencies advise that this reserve be kept between 5% and 10% of total General Fund revenues.

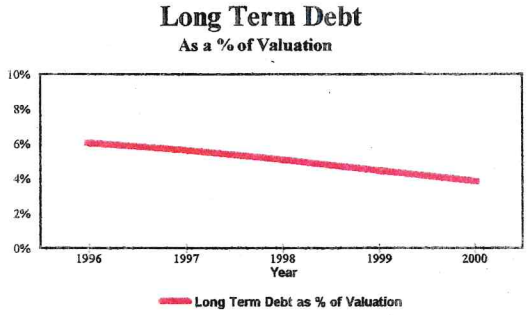
Legal Debt Margin. The City of Savannah is authorized to issue general obligation bonds equivalent to 10% of assessed taxable values within the City. The 2000 unused legal bonded debt margin is $260,342,177.

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 6.76% of net operating revenues at the end of 2000, well within the credit industry's guidelines, and has been decreasing since 1995.

Debt as a Percent of Valuation

Total long-term debt and major contractual obligations shall not exceed 8% of assessed valuation. The chart below tracks long-term debt and major contractual obligations as a percentage of total assessed valuation. Excluded are parking related debt and water/sewer debt as these are fully self-supporting enterprise activities. The amount of long-term debt and major contractual obligations as a percentage of valuation for 2000 was 3.86%.



Bond Rating

The City's bond rating is the primary factor in deciding what interest rate will be paid on debt. It is also considered a measure of the City's overall financial strength. This year the City's resource recovery facility bond rating was upgraded by Standard and Poors which also reiterated the City's strong general obligation bond rating. Good financial management and stability were cited as primary reasons for the upgrading. The City's general obligation bonds ratings are further evidence of its financial strength. Such rankings mean the City's bonds are considered to be of good investment quality. Our bond ratings are shown in the chart below.

Standard and Poor's	AA
Moody's Investor's Service	Aa3

Good communication with bond rating agencies will be maintained and full disclosure on every financial report, as well as bond prospectus, will continue.

Debt service expenditures include the City's general obligation debt; major contractual obligations for drainage; Civic Center and municipal improvement projects; Water, Sewer, and I & D bonds and loans; Parking related debt; Resource Recovery Authority debt; Community Development Section 108 HUD Notes, and an interfund advance for golf course improvements.

Fund revenues provide the resources to pay the debt service expenditures for each fund.

2002 DEBT SERVICE SUMMARY

Fund/Security	Projected Principal 12/31/01	Total 2002 Debt Service	Planned 2002 Issuance	Projected Principal 12/31/02
General Fund				
General Obligation Bonds	$ 2,650,000	$ 455,500	$ 0	$ 2,325,000
Downtown Sav'h Authority	27,525,000	4,509,660	0	24,325,000
Total	30,175,000	4,965,160	0	26,650,000
Civic Center Fund				
Downtown Sav'h Authority	4,280,000	427,803	0	4,070,000
Community Development Fund				
HUD Section 108 Note	2,000,000	177,115	1,000,000	2,955,000
Water Fund				
Water & Sewer Revenue	10,526,500	1,485,117	0	9,570,050
GEFA Loan	5,381,788	513,613	0	5,161,413
SRF Loans	8,205,660	578,928	0	7,916,392
Discount Amortization	(66,026)	12,372	0	(53,654)
Total	24,047,922	2,590,030	0	22,594,201
Sewer Fund				
Water & Sewer Revenue	17,923,500	2,528,712	0	16,294,950
GEFA Loan	6,996,964	909,363	0	6,503,930
SRF Loans	13,054,081	1,159,414	0	12,311,674
Discount Amortization	(377,755)	49,225	0	(328,530)
Total	37,596,790	4,646,714	0	34,782,024
I&D Fund				
Water & Sewer Revenue	18,915,000	1,710,445	0	18,130,000
GEFA Loan	5,571,545	790,677	0	5,132,459
Discount Amortization	(256,026)	38,954	0	(256,026)
Total	24,230,519	2,540,076	0	23,006,433
Golf Course Fund				
Interfund Advance	343,768	132,800	0	279,768
Parking Services Fund				
Downtown Sav'h Authority	7,945,000	812,940	8,450,000	16,395,000
DSA Variable Rate Bonds	4,400,000	475,200	0	3,425,000
Total	12,345,000	1,288,140	8,450,000	19,820,000
Sanitation Fund				
Res Rec Dev Authority	24,195,000	2,085,895	9,120,000	32,755,000
Discount Amortization	(172,094)	18,606	0	(153,488)
Total	24,022,906	2,104,501	9,120,000	32,601,512
Total	$ 159,041,905	$ 18,872,339	$ 18,570,000	$ 166,758,938

ANNUAL BOND MATURITY AND INTEREST REQUIREMENTS [1], [2]

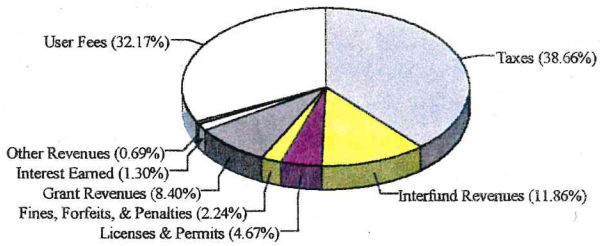
	General Obligation Bonds		Revenue Bonds [3]		Contractual Obligations		
Year	Principal	Interest	Principal	Interest	Principal	Interest	Total
2002	325,000	130,500	3,370,000	2,354,432	4,945,000	4,110,798	15,235,730
2003	625,000	107,750	3,535,000	2,187,526	5,350,000	4,497,971	16,303,247
2004	1,700,000	72,250	3,710,000	2,014,120	2,485,000	4,223,904	14,205,274
2005	0	0	3,885,000	1,831,420	2,795,000	4,085,799	12,597,219
2006	0	0	4,085,000	1,636,735	1,950,000	3,956,911	11,628,646
2007	0	0	4,285,000	1,432,000	4,615,000	3,855,944	14,187,944
2008	0	0	4,490,000	1,220,615	4,840,000	3,630,139	14,180,754
2009	0	0	4,730,000	997,745	5,110,000	3,391,965	14,229,710
2010	0	0	4,965,000	762,455	5,370,000	3,137,783	14,235,238
2011	0	0	1,595,000	513,905	5,650,000	2,871,528	10,630,433
2012	0	0	2,070,000	435,750	5,945,000	2,587,208	11,037,958
2013	0	0	2,170,000	332,250	6,265,000	2,282,778	11,050,028
2014	0	0	2,280,000	223,750	6,505,000	1,958,973	10,967,723
2015	0	0	2,195,000	109,750	6,910,000	1,620,303	10,835,053
2016	0	0	0	0	3,830,000	1,266,620	5,096,620
2017	0	0	0	0	4,015,000	1,072,420	5,087,420
2018	0	0	0	0	4,210,000	865,970	5,075,970
2019	0	0	0	0	2,050,000	648,175	2,698,175
2020	0	0	0	0	2,170,000	536,585	2,706,585
2021					2,295,000	416,835	2,711,835
2022					3,510,000	235,600	3,745,600
2023					1,795,000	95,135	1,890,135
Total	$ 2,325,000	$ 180,000	$ 43,995,000	$ 13,698,021	$ 87,665,000	$ 47,238,546	$ 195,101,567

[1] GEFA and SRF loans, HUD Section 108 notes, and Interfund transfer payments are not included in the annual requirements.
[2] The difference between the maturity schedule's payment and interest and the debt service requirements are caused by sinking fund requirements.
[3] Water and Sewer Revenue Bonds

TOTAL CITY-WIDE REVENUES

City-wide revenues total $226,203,390 for 2002. The table below compares 2002 budget revenues with 2001 projected and 2000 actual revenues.

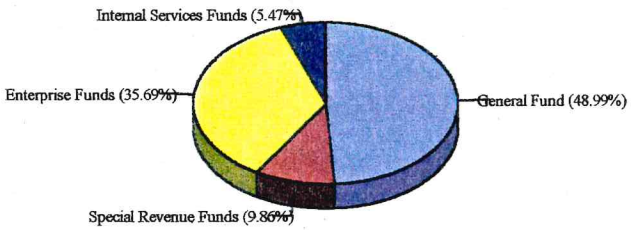
The City has several different revenue sources. The graph at right shows these revenue sources as a percent of total revenues. At $87,457,900, taxes are the most significant revenue source.



	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Taxes				
Property Taxes	$ 35,796,573	$ 35,740,000	$ 36,426,900	1.9
Sales Tax	29,859,828	30,120,000	30,650,000	1.8
Other Taxes	19,405,373	19,598,000	20,381,000	4.0
Subtotal	$ 85,061,774	$ 85,458,000	$ 87,457,900	2.3
User Fees				
Leisure Services Fees	$ 563,246	$ 546,255	$ 580,017	6.2
Inspection Fees	1,332,681	986,350	986,700	0.0
Fees for Other Services - General Fund	1,398,083	1,233,160	1,418,660	15.0
E911 Fees	1,384,736	1,406,339	1,917,684	36.4
Haz-Mat Services	169,300	204,382	217,699	6.5
Water Services	13,769,143	13,387,905	13,580,367	1.4
Sewer Services	19,571,653	20,045,179	20,520,485	2.4
I & D Services	6,178,840	6,926,185	7,110,315	2.7
Sanitation Services	18,663,272	20,313,663	21,355,200	5.1
Parking Services	3,001,419	3,369,000	3,636,000	7.9
Civic Center Services	1,412,934	1,362,500	1,316,000	-3.4
Golf Course Lease	105,000	117,000	130,000	11.1
Subtotal	$ 67,550,307	$ 69,897,918	$ 72,769,127	4.1
Interfund Revenues				
Internal Service Charges	$ 11,700,051	$ 12,945,479	$ 12,366,696	-4.5
Interfund Services	9,070,774	9,976,758	10,211,997	2.4
General Fund Contributions	3,138,674	3,649,824	4,242,593	16.2
Subtotal	$ 23,909,499	$ 26,572,061	$ 26,821,286	0.9
Licenses & Permits	$ 9,572,286	$ 10,112,500	$ 10,572,000	4.5
Fines, Forfeits, & Penalties	$ 4,624,619	$ 4,812,000	$ 5,063,760	5.2
Grant Revenues	$ 23,715,883	$ 19,625,534	$ 19,012,068	-3.1
Interest Earned	$ 3,727,644	$ 3,414,709	$ 2,943,709	-13.8
Other Revenues	$ 3,440,734	$ 2,228,693	$ 1,563,540	-29.8
TOTAL	$ 221,602,746	$ 222,121,415	$ 226,203,390	1.8

TOTAL CITY-WIDE EXPENDITURES

After adjusting for transfers between funds, the total city-wide budget for 2002 is $200,077,031 which is 2.3% above the 2001 Projected Budget. The Special Revenue Fund consists of the City's Grant, Community Development, Hazardous Materials Team, and Public Safety Communications Funds. Enterprise Funds include Sanitation, Civic Center, Water & Sewer, I & D Water Supply, Parking and Golf Course Funds. The Revolving Fund includes the Internal Services, Computer Purchase and Vehicle Purchase Funds.



	2000 Actual	2001 Projected	2002 Budget	% Change 01 - 02
General Fund	$108,460,859	$ 108,219,448	$110,807,589	2.4
Special Revenue Funds				
Com. Dev. Fund	$18,845,719	$17,473,130	$18,247,970	4.4
Hazardous Mat. Team Fund	266,170	279,728	301,994	8.0
Public Safety Com. Fund	1,811,189	1,956,521	2,330,685	19.1
Grant Fund	5,113,673	2,559,754	1,415,011	-44.7
Subtotal	$26,036,751	$22,269,133	$22,295,660	0.1
Enterprise Funds				
Sanitation Fund	$23,673,687	$25,926,861	$27,572,178	6.3
Civic Center Fund	2,694,456	3,096,904	3,069,596	-0.9
Water Fund	15,564,614	15,668,363	15,625,524	-0.3
Sewer Fund	20,452,986	20,564,842	21,025,485	2.2
I and D Fund	6,297,943	7,096,920	7,207,774	1.6
Parking Services Fund	4,480,217	5,777,875	6,098,564	5.6
Golf Course Fund	102,615	119,800	132,800	10.9
Subtotal	$73,266,518	$78,251,565	$80,731,921	3.2
Internal Services Funds				
Internal Services Fund	$7,117,442	$7,905,729	$7,977,510	0.9
Vehicle Purchase Fund	4,849,635	4,770,399	3,998,640	-16.2
Computer Purchase Fund	559,549	705,141	392,070	-44.4
Subtotal	$ 12,526,626	$ 13,381,269	$ 12,368,220	-7.6
Total	$220,290,754	$ 222,121,415	$226,203,390	1.8
Less Interfund Transfers	(33,608,714)	(26,593,333)	(26,126,359)	-1.8
GRAND TOTAL	$186,682,040	$ 195,528,082	$200,077,031	2.3

FUND BALANCES AND EQUITIES

As in prior years, this budget meets the mandate to maintain a General Fund reserve for unforeseen contingencies. Bond rating agencies advise that this reserve be maintained between 5% and 10% of total General fund revenues. The projected fund balance of $12 million for the end of fiscal year 2001 equates to 11% of the total General Fund revenues. The projected 2001 General Fund revenue is $108,219,448. The 2001 General Fund subsidies are projected to be approximately 66% less than in 2000. The actual 2001 beginning fund balances/equities and the projected 2001 ending fund balances/equities for City funds are provided below. A chart with historical fund balance and equity data is on the following page.

Fund	Beginning Fund Balance 1-1-01	Appropriated Funds Operating Revenues	Operating Expenditures	Net Position Before Transfers	Transfers In	Transfers Out	Projected Ending Fund Balance 12-31-01
General	$ 12,167,422	$ 108,219,448	$ 95,360,748	$ 25,026,122	$ 0	$ 12,858,700	$ 12,167,422
Special Revenue [1]	1,088,217	21,023,077	22,527,115	(230,293)	1,318,510	0	1,088,217
Debt Service	4,142,551	0	17,257,774	(13,115,223)	17,257,774	0	4,142,551
Capital Projects	46,282,460	17,659,440	25,855,648	38,086,252	8,196,208	0	46,282,460
Sanitation	1,272,296	24,232,951	23,217,198	2,288,049	1,693,910	2,709,663	1,272,296
Civic Center	5,083,324	2,459,500	2,008,099	5,534,725	637,404	1,088,805	5,083,324
Water/ Sewer/I&D	216,415,599	43,233,778	28,209,895	231,439,482	0	15,023,883	216,415,599
Parking	6,992,286	5,777,875	5,350,472	7,419,689	0	427,403	6,992,286
Golf Course	446,608	119,800	0	566,408	0	119,800	446,608

[1] The *Special Revenue* Fund includes the City's Grant Fund (excluding Coastal Workforce), Public Safety Communications Fund, Hazardous Material Team Fund, Community Development, Economic Development Fund and Confiscated Assets Fund.

FUND BALANCES AND EQUITIES: 1998-2000

Fund	Beginning Fund Balance 1-1-98	Ending Fund Balance 12-31-98	Beginning Fund Balance 1-1-99	Ending Fund Balance 12-31-99	% Change 12/98-12/99	Beginning Fund Balance 1-1-00	Ending Fund Balance 12-31-00	% Change 12/99-12/00
General	$ 8,553,671	$ 10,736,558	$ 10,736,558	$12,004,780	11.8	$12,004,780	$12,167,422	1.4
Special Revenue	0	84,914	84,914	81,328	-4.2	81,328	1,088,217	1238.1
Debt Service	102,403	2,100,389	2,100,389	3,381,680	61.0	3,381,680	4,142,551	22.5
Capital Projects	12,757,412	13,579,391	13,579,391	27,679,003	103.8	27,679,003	46,282,460	67.2
Sanitation	2,240,305	731,395	731,395	2,067,350	182.7	2,067,350	1,272,296	-38.5
Civic Center	5,842,438	5,331,617	5,331,617	5,206,878	-2.3	5,206,878	5,083,324	-2.4
Water/Sewer/ I&D	179,358,825	189,845,753	189,845,753	203,208,237	7.0	203,208,237	216,415,599	6.5
Parking	4,548,320	4,997,113	4,997,113	5,746,664	15.0	5,746,664	6,992,286	21.7
Golf Course	201,789	307,890	307,890	453,588	47.3	453,588	446,608	-2.0

Overall, the historical trend in major City funds and equities (for enterprise funds) is positive. The consistent growth in the majority of fund balances and equities indicate stability in these major funds. Variations in Special Revenue are because of the relatively large number of grants included in this category. The high cost of refuse and disposal services and government regulatory mandates impact the Sanitation Fund. The Civic Center Fund is impacted by facility and equipment upgrades and maintenance and the cost of providing affordable public services. The City of Savannah's 2002 budget has been balanced without the anticipated use of existing fund balances.

SUMMARIES BY FUND

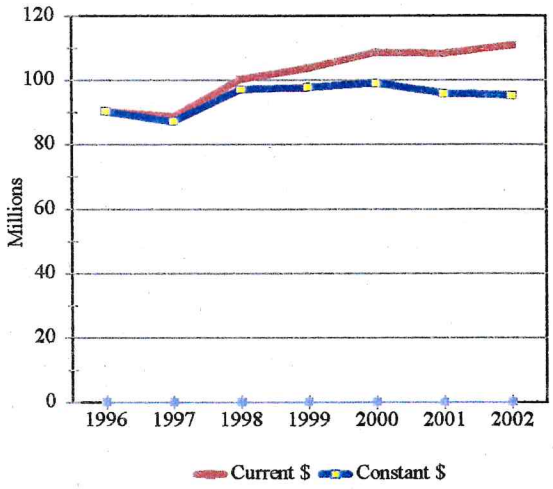
General Fund

The General Fund is an all-purpose fund. It covers 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 constant revenue versus the current revenue shown at right is based on the past year dollars corrected for inflation. The decrease in 1997 was caused by a one-time reduction due to the renegotiated sales tax distribution. The distribution percentage increased in 1998.

Fee increases are proposed for various cemetery and leisure services fees in 2002. False alarm fees are projected to increase due to a new ordinance which will include residential false alarms. Also, the business tax schedule will be expanded to reflect the addition of five gross receipts brackets, which will increase business tax revenue.

General Fund Revenue



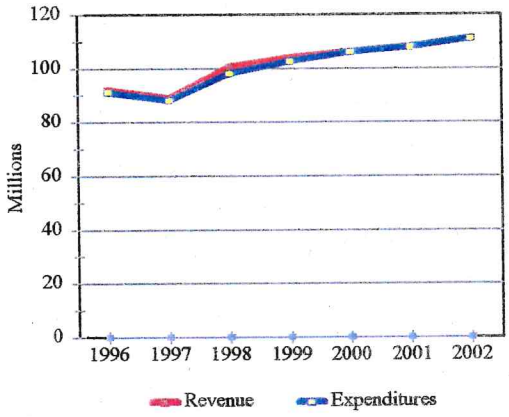
General Fund Revenue By Major Category

Revenue	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Taxes	$ 84,093,715	$ 84,526,000	$ 86,525,900	2.4
User Fees	3,294,010	2,765,765	2,985,377	7.9
Interfund Revenues	3,584,965	3,783,936	4,068,087	7.5
Licenses & Permits	9,572,286	10,112,500	10,572,000	4.5
Fines, Forfeits, & Penalties	2,809,291	2,816,000	3,004,500	6.7
Grant Revenues	305,871	234,000	243,000	3.8
Interest Earned	2,314,886	2,162,000	1,700,000	-21.4
Other Revenues	2,648,511	1,819,247	1,708,725	-6.1
TOTAL	$ 108,623,535	$ 108,219,448	$ 110,807,589	2.4

The proposed 2002 General Fund budget totals $110,807,589 or 2.4% above 2001 projected spending. The increase is primarily due to the proposed wage increase.

The graph shows that General Fund revenue and expenditures have been steadily increasing, except in 1997. The drop in 1997 was due to a reduction in expenditures to address the one-time loss of revenue due to the change in the City's sales tax percentage.

General Fund



General Fund Expenditures By Bureau

Bureau	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Legislative/Legal/Administrative	$ 1,663,659	$ 1,780,390	$ 1,890,552	6.2
Management & Financial Services	7,688,729	8,671,256	8,980,995	3.6
Facilities Maintenance	15,377,074	17,857,498	18,386,916	3.0
Public Development	3,391,479	3,923,717	4,365,903	11.3
Police	26,051,464	28,085,419	29,125,955	3.7
Fire	11,880,923	13,293,055	14,180,558	6.7
Leisure Services	9,759,029	10,794,593	11,218,144	3.9
Interdepartmental	32,648,502	23,813,520	22,658,566	-4.9
TOTAL	$ 108,460,859	$ 108,219,448	$ 110,807,589	2.4

Public Safety Communications Fund

The Public Safety Communications Fund pays for the provision of Emergency 911 services by both the Police and the Fire Bureaus. Funding is derived from a fee levied on telephone users. On January 1, 2002, a fee will be levied on wireless telephone users to help cover the cost of equipment that will be used to identify the location of E911 calls from wireless users. This capability will enhance delivery of public safety services, especially in emergency situations. The new fee is projected to generate $312,000 in revenue during 2002. Of this total, $93,200 will be set aside for the purchase of the equipment previously mentioned. A contribution of $413,001 from the General Fund will be necessary in 2002 to balance the expenditures and revenues of the Communications Fund.

Public Safety Communications Revenue

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
User Fees	$ 1,384,756	$ 1,406,339	$ 1,917,684	36.4
Interfund Revenues	426,433	550,182	413,001	-24.9
TOTAL	$ 1,811,189	$ 1,956,521	$ 2,330,685	19.1

Public Safety Communications Expenditures By Department

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Police Communications	$ 1,576,568	$ 1,742,283	$ 2,059,201	18.2
Fire Communications	234,621	214,238	271,484	26.7
TOTAL	$ 1,811,189	$ 1,956,521	$ 2,330,685	19.1

Hazardous Material Team Fund

The Hazardous Material Team Fund is used to pay for the expenses of protecting Chatham County from the effects of hazardous materials being released into the atmosphere and environment of Chatham County.

Revenue sources of this Fund include contributions from the City of Savannah, Chatham County, and industries located in the area.

Hazardous Material Team Fund

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
User Fees	$ 169,300	$ 204,382	$ 217,699	37411.0
Interfund Revenues	96,366	75,346	84,295	11.9
Other Revenues	510	0	0	0.0
TOTAL	$ 266,176	$ 279,728	$ 301,994	8.0

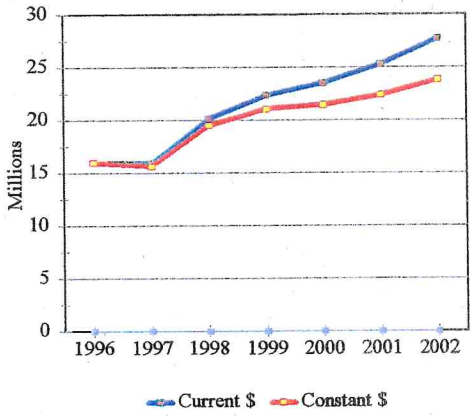
Hazardous Material Team Fund Expenditures

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Hazardous Material Team	$ 266,170	$ 279,728	$ 301,994	8.0
TOTAL	$ 266,170	$ 279,728	$ 301,994	8.0

Sanitation Fund

The Sanitation Fund is an enterprise fund through which the City's sanitation services program is operated. The departments provide scheduled residential collection of trash, pickup of bulk items, trash collection for commercial and institutional establishments, and trash disposal services. Fees, which have been increasing annually, pay for residential and commercial services. The Sanitation Fund also provides community services, that includes street cleaning and litter control, which is paid for by the General Fund. Disposal costs are paid from fees levied on agencies disposing of trash. Fee increases are planned for residential and commercial refuse in 2002 to cover the increased costs of solid waste disposal.

Sanitation Fund Revenue

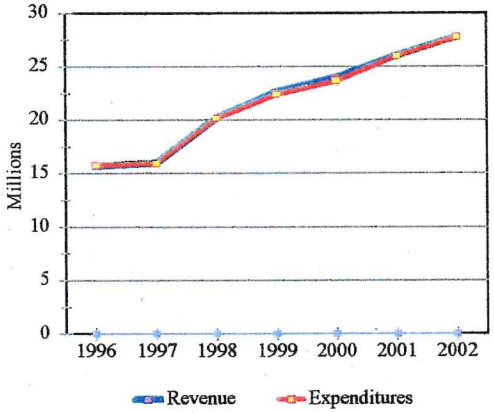


Sanitation Fund Revenue

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
User Fees	$ 18,663,272	$ 20,313,663	$ 21,355,200	5.1
Interfund Revenues	5,040,350	5,356,198	5,957,718	11.2
Fines, Forfeits and Penalties	208,399	242,000	249,260	3.0
Other Revenues	28,774	15,000	10,000	-33.3
TOTAL	$ 23,940,795	$ 25,926,861	$ 27,572,178	6.4

The proposed 2002 Sanitation Fund budget totals $27,572,178, an increase of 6% above the 2001 projected spending. The largest increases in proposed 2002 expenditures involve funding for the resource recovery fee. The 2002 budget also provides for two service improvements for additional vehicles for the street sweeping program.

Sanitation Fund



Sanitation Fund Expenditures By Department

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Sanitation Director	$ 306,222	$ 395,177	$ 415,873	5.2
Residential Refuse	5,454,959	5,766,001	5,983,386	3.8
Refuse Disposal	13,577,812	14,919,464	16,989,757	13.9
Street Cleaning	1,550,426	1,534,379	1,614,476	5.2
Commercial Refuse	1,509,677	1,469,164	1,351,200	-8.0
Sanitation Interdepartmental	1,274,591	1,842,676	1,217,486	-33.9
TOTAL	$ 23,673,687	$ 25,926,861	$ 27,572,178	6.4

Civic Center Fund

The Civic Center Fund is an enterprise fund. Most of the cost of operating this facility is paid for from user rental income, concessions and the auto rental tax.

Civic Center Fund Revenue

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Taxes	$ 968,059	$ 932,000	$ 932,000	0.0
User Fees	1,414,934	1,362,500	1,316,000	-3.4
Interfund Revenues	244,492	737,404	766,596	4.0
Interest Earned	51,601	60,000	50,000	-16.7
Miscellaneous Revenue	14,670	5,000	5,000	0.0
TOTAL	$ 2,691,756	$ 3,096,904	$ 3,069,596	-0.9

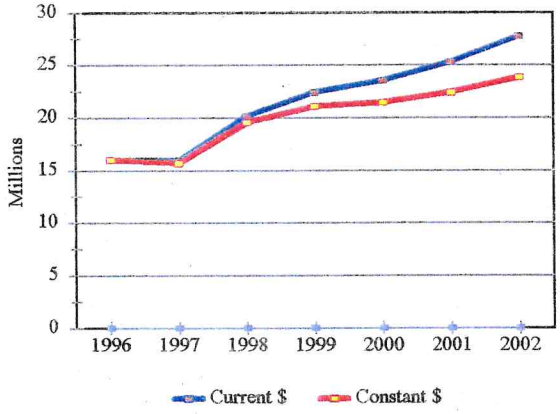
Civic Center Fund Expenditures By Department

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Civic Center Operations	$ 2,457,877	$ 2,889,322	$ 2,854,776	-1.2
Civic Center Concessions	236,579	207,582	214,820	3.5
TOTAL	$ 2,694,456	$ 3,096,904	$ 3,069,596	-0.9

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 goals of the departments in the Water Fund 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, and (2) to ensure that the source of the City's water supply is conserved and protected from pollution and untimely depletion. The slight reduction in revenue reflects an anticipated decrease in area development.

Water Fund Revenue

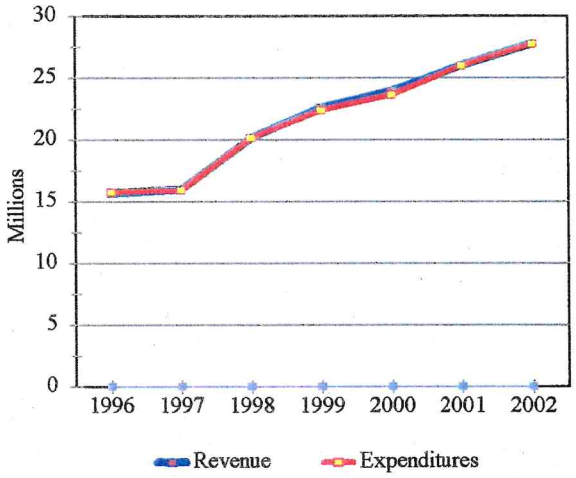


Water Fund Revenue

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
User Fees	$ 13,769,143	$ 13,387,905	$ 13,580,367	1.4
Interfund Revenues	1,661,815	1,944,014	1,805,957	-7.1
Interest Earned	272,241	256,880	259,000	0.8
Other Revenue	171,376	79,564	-19,800	-124.9
TOTAL	$ 15,874,575	$ 15,668,363	$ 15,625,524	-0.3

The proposed 2002 budget for the Water Fund decreased $42,839 or 0.3 % below expenditures. The largest expenditure increase is in debt related charges for loan payments. Expenditures projected to decrease in 2002 are: Capital Outlay, Other Expenses (such as computer and vehicle purchases) and Capital Projects. The majority of reductions reflect an effort by departments in the Water Fund to streamline operations costs. These reductions have assisted in controlling the overall cost of Water operations and future budget expenditures.

Water Fund



Water Fund Expenditures By Department

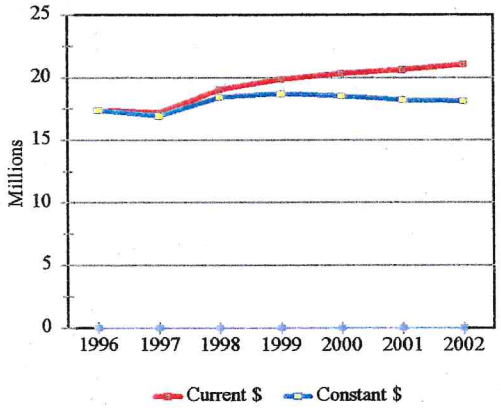
Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Water & Sewer Director	$ 741,369	$ 783,978	$ 811,858	3.6
Water & Sewer Planning & Eng.	477,312	615,684	662,114	7.5
Water Supply and Treatment	2,365,679	2,557,155	2,552,519	-0.2
Water Distribution	2,096,784	2,379,178	2,552,526	7.3
Utility Services	1,228,192	1,366,194	1,403,372	2.7
Water Interdepartmental	8,655,278	7,966,174	7,643,135	-4.1
TOTAL	$ 15,564,614	$ 15,668,363	$ 15,625,524	-0.3

Sewer Fund

The Sewer Fund is an enterprise fund through which the City operates and pays for the collection and treatment of wastewater. The fund is supported by user fees. The proposed base charge for sewer services is unchanged for 2002. Only the consumption charge is proposed to increase.

The goals of the Water Quality Control 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.

Sewer Fund Revenue

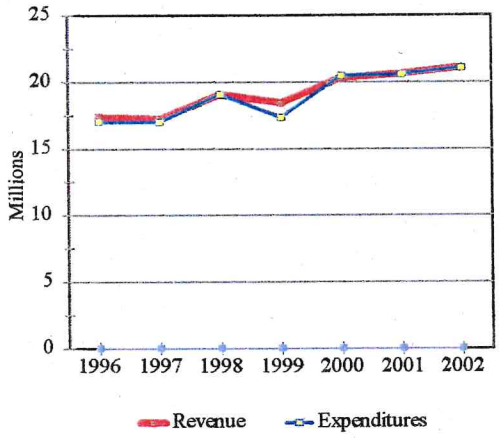


Sewer Fund Revenue

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
User Fees	$ 19,571,653	$ 20,045,179	$ 20,520,485	2.4
Interfund Revenues	78,129	77,542	80,000	3.2
Interest Earned	601,331	419,120	420,000	0.2
Other Revenues	217,382	23,001	5,000	-78.3
TOTAL	$ 20,468,495	$ 20,564,842	$ 21,025,485	2.2

The budget for the Sewer Fund is $21,025,485, an increase of $460,643 or 2.2% in 2002 compared to 2001 projected expenditures. The primary increase is in Personal Services due to position vacancies in 2001 and the wage increase in 2002. Two service improvements are also included for 2002.

Sewer Fund



Sewer Fund Expenditures By Department

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Sewer Maintenance	$ 1,947,652	$ 2,452,761	$ 2,395,858	-2.3
Lift Station Maintenance	2,006,764	2,399,904	2,521,771	5.1
President Street Plant	3,610,413	4,222,802	4,586,495	8.6
Regional Plant Operations	1,540,651	1,795,836	1,877,423	4.5
Sewer Interdepartmental	11,347,506	9,693,539	9,643,938	-0.5
TOTAL	$ 20,452,986	$ 20,564,842	$ 21,025,485	2.2

I & D Water Supply Fund

The Industrial & Domestic (I & D) Water Supply 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. I & D revenues can vary monthly and are dependent upon the water usage of the industrial customers. Currently, the I & D system has a capacity of 62.5 MGD. The 2001 plant expansion increased the capacity by approximately 12.5 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 fire protection.

The I & D Water Supply Fund consists of Plant/Laboratory Operations and Maintenance. The 2002 budget increases $110,854 or 1.6% over the 2001 projected expenditures. The 1.6% increase is partially attributed to equipment maintenance and building repairs. The table below provides a summary review of revenue and expenditure totals.

I & D Fund Revenue

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
User Fees	$ 6,178,840	$ 6,926,185	$ 7,110,315	2.7
Interfund Revenue	$ 119,103	$ 119,103	$ 58,496	-50.9
Grant Revenue	$ 0	$ 51,632	$ 38,963	-24.5
TOTAL	$ 6,297,943	$ 7,096,920	$ 7,207,774	1.6

I & D Fund Expenditures

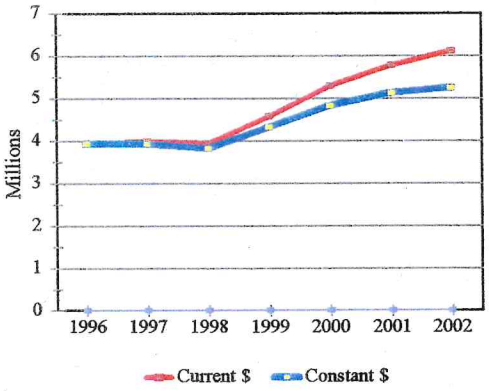
Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
I & D Water	$ 6,297,943	$ 7,096,920	$ 7,207,774	1.6
TOTAL	$ 6,297,943	$ 7,096,920	$ 7,207,774	1.6

Parking Services Fund

The Parking Services Fund is an enterprise fund that operates the City's parking management program consisting primarily 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.

The graph at right compares Parking revenue based on current and constant dollars. Garage rates were increased in 1999, 2000 and 2001. Citation and meter rates also increased in 2001. The full year's effect of the citation and meter rate increases will be seen in 2002. An increase in the daily maximum garage rate from $6 to $7 is proposed for 2002.

Parking Services Fund Revenue



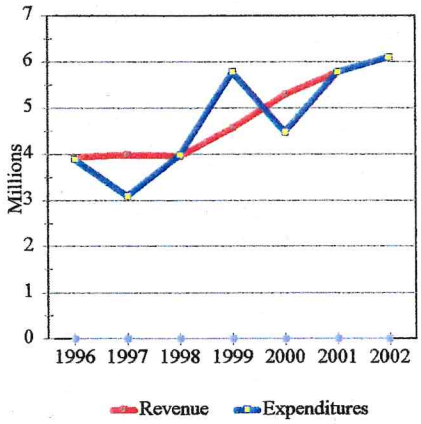
Parking Services Fund Revenue

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
User Fees	$ 3,001,419	$ 3,369,000	$ 3,636,000	7.9
Interfund Revenues	301,068	289,875	287,564	-0.8
Fines, Forfeits, & Penalties	1,606,929	1,754,000	1,810,000	3.2
Interest Earned	301,585	300,000	300,000	0.0
Other Revenues	80,098	65,000	65,000	0.0
TOTAL	$ 5,291,099	$ 5,777,875	$ 6,098,564	5.6

Expenditures in 2002 for the Parking Services Fund are budgeted at $6,098,564 or 5.6% above the 2001 projected amount.

This graph compares Parking revenue (discussed on the previous page) with expenditures from 1996 through 2002. Expenditures decreased in 1997 primarily due to decreases in interfund services, contribution to CIP, and building renewal/replacement. The steep increase in 1999 was primarily because of a significant contribution to CIP for the planned Liberty Street Garage by the Civic Center.

Parking Services Fund



Parking Services Fund Expenditures By Department

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Parking Administration & Enforcement	$ 1,467,962	$ 1,748,793	$ 1,666,438	-4.7
Parking Garages and Lots	1,740,488	1,809,737	2,259,344	24.8
Parking Interdepartmental	1,271,767	2,219,345	2,172,782	-2.1
TOTAL	$ 4,480,217	$ 5,777,875	$ 6,098,564	5.6

Community Development Fund

The Community Development Fund receives and disburses funds received from federal and state grant sources. The largest of these grants is usually the federal Community Development Block Grant. These funds are used for the City's affordable housing programs, neighborhood planning, community development, social services, economic development and other authorized expenditures.

Community Development Fund Revenue

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Interfund Revenues	$ 500,000	$ 500,000	$ 750,000	50.0
Grant Revenues				
CDBG (Fund 221/225)				
Carryforward	$ 4,479,509	$ 3,000,000	$ 3,800,000	26.7
CDBG Entitlement Grant	3,384,000	3,384,000	3,546,000	4.8
Emergency Shelter Grant	117,000	117,000	119,000	1.7
CDBG Program Income	1,215,886	513,500	801,500	56.1
Contribution from General Fund	500,000	500,000	750,000	50.0
Section 108 Loan	1,000,000	1,000,000	1,000,000	0.0
Miscellaneous Income	75	1,000	6,000	500.0
Subtotal	$ 10,696,470	$ 8,515,500	$ 10,022,500	17.7
State Grants (Fund 223)				
Carryforward-State	$ 0	$ 0	$ 0	0.0
SSBG	70,000	70,000	70,000	0.0
Subtotal	$ 70,000	$ 70,000	$ 70,000	0.0
Other Federal Grants (Fund 224/226)				
Carryforward-Other Federal	$ 1,900,000	$ 1,500,000	$ 1,200,000	-20.0
Rental Rehab Program Income	33,000	27,000	23,000	-14.8
EDI Grant	333,333	333,333	333,334	0.0
EDA Revolving Loan Fund	95,000	93,000	175,000	88.2
MLK Program Income	100,736	31,000	50,000	61.3
HOPWA IV Renewal	0	1,229,636	1,229,636	0.0
HOPWA V Grant	1,197,572	0	0	0.0
HODAG Program Income	62,500	62,500	62,500	0.0
FHIP Grant	131,846	0	100,000	--
Subtotal	$ 3,853,987	$ 3,276,469	$ 3,173,470	-3.1
HOME Grant (Fund 232)				
Carryforward-HOME	$ 2,366,161	$ 3,858,161	$ 3,000,000	-22.2
HOME Entitlement	1,343,000	1,343,000	1,492,000	11.1
HOME Program Income	516,101	410,000	490,000	19.5
Subtotal	$ 4,225,262	$ 5,611,161	$ 4,982,000	-11.2
TOTAL	$ 18,845,719	$ 17,473,130	$ 18,247,970	4.4

Community Development grant funds for operating the City's Housing programs support the largest expenditure area. Such expenses reflect the need for affordable, safe and decent housing. These federal funds have enabled the City to provide funding to residents and landlords for housing improvements and development.

Revenues and expenditures are balanced each fiscal year, with the balance of all unspent revenue carried forward into the next fiscal year.

Community Development Fund Expenditures By Department

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Community Planning & Development	$ 620,239	$ 704,472	$ 715,500	1.6
Housing	856,644	924,024	572,981	-38.0
Economic Development	180,417	295,792	235,732	-20.3
Program Costs/Carryforward	17,188,419	15,548,842	16,723,757	7.6
TOTAL	$ 18,845,719	$ 17,473,130	$18,247,970	5.9

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 Revenue

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Interfund Revenues	$ 7,059,985	$ 7,858,688	$ 7,929,607	0.9
Other Revenues	57,457	47,041	47,903	1.8
TOTAL	$ 7,117,442	$ 7,905,729	$ 7,977,510	0.9

Internal Services Fund Expenditures By Department

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Vehicle Maintenance	$ 3,889,513	$ 4,176,474	$ 4,339,753	3.9
Information Services	2,485,974	2,841,651	2,697,888	-5.1
Engineering	741,955	887,604	939,869	5.9
TOTAL	$ 7,117,442	$ 7,905,729	$ 7,977,510	0.9

Grant Fund

The Grant Fund receives and disburses Federal and State grants to support the City's law enforcement services, maintenance of facilities and other services. The funds are primarily used by Police, Public Development and Leisure Services Bureaus. Some State Local Assistance Grants are pass-through awards by the State to local social service agencies.

Grant Revenue

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
General Fund Contribution	$ 156,727	$ 192,982	$ 182,876	-5.2
Grant Revenues	5,064,293	2,366,772	1,232,135	-47.9
TOTAL	$ 5,221,020	$ 2,559,754	$ 1,415,011	-44.7

The Grant Funds are used to support several programs which are listed below. In 2001, U.S. Department of Justice funds were used to support SPD Community Service Specialists and programs in the Weed and Seed neighborhoods. Governor's Office of Highway Safety funds support police officers assigned to the Aggressive Driving Task Force in SPD's Traffic Unit. These programs will continue into 2002. State Local Assistance Grants support redevelopment activities in the Cuyler-Brownsville neighborhood and programs of social service agencies. The Summer Lunch Program is supported by a grant from the U.S. Department of Agriculture.

Activity Expenditure Summary[1]

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 102,561	$ 310,438	$ 400,935	29.2
Outside Services	84,881	81,851	160,485	96.1
Commodities	12,156	33,190	36,252	9.2
Internal Services	0	10,497	23,197	121.0
Interfund Services	10,752	140,801	20,432	-85.5
Capital Outlay	0	79,535	7,500	-90.6
Other Expenses	5,806	13,806	8,828	-36.1
Subtotal	$ 216,156	$ 670,118	$ 657,629	-1.9
Weed and Seed/FBI	99,254	62,462	60,000	-3.9
Local Law Enf. Block Grant	158,232	319,331	317,456	-0.6
Advancing COPS	66,537	0	0	--
Bulletproof Vest Partnership	0	6,410	0	-100.0
Other Police Expenditures	13,706	0	0	--
Summer Lunch	447,417	379,926	379,926	0.0
Local Assistance Grants	3,753,750	907,500	0	-100.0
Other Grant Expenditures	11,487	214,007	0	-100.0
Carryforward	454,481	0	0	--
Subtotal	$ 5,004,864	$ 1,889,636	$ 757,382	-59.9
TOTAL	$ 5,221,020	$ 2,559,754	$ 1,415,011	-44.7

[1] The Expenditure Area provides a breakdown by major code for the Weed and Seed, COPS MORE and Aggressive Driving programs shown on pages 293 to 296.

FULL TIME EQUIVALENT POSITION CHANGES BY DEPARTMENT

Department/Activity	2000 Actual	2001 Projected	2002 Budget	Change 01-02
Legislative/Legal/Admin				
Mayor and Aldermen	12.00	13.00	13.00	0.00
Clerk of Council	3.00	3.00	3.00	0.00
Legal	3.00	3.00	3.00	0.00
City Manager's Office	4.00	5.00	5.00	0.00
Public Information	6.00	6.00	6.00	0.00
Subtotal	28.00	30.00	30.00	0.00
Management & Financial Svcs.				
Asst. City Mgr./Mgt. & Financial Svcs.	3.00	3.00	3.00	0.00
Research & Budget	9.00	10.00	10.00	0.00
Auditing	7.00	7.00	7.00	0.00
Finance	14.00	14.00	14.00	0.00
Treasury	18.50	18.50	18.00	-0.50
Recorder's Court	28.00	29.50	29.50	0.00
Research Library	2.00	2.00	2.00	0.00
Human Resources	19.00	20.00	20.00	0.00
Purchasing	7.00	7.00	7.00	0.00
Central Services Director	2.00	2.00	2.00	0.00
Risk Administration	4.00	4.00	4.00	0.00
Inventory Management	4.00	4.00	4.00	0.00
Mail & Municipal Building Svcs	1.00	0.00	0.60	0.60
Tele-Electronics	6.00	6.00	6.00	0.00
Subtotal	124.50	127.00	127.10	0.10
Facilities Maintenance				
Facilities Maintenance Director	6.00	6.00	6.00	0.00
Park and Tree	61.00	61.00	61.00	0.00
Cemeteries	38.00	35.00	35.00	0.00
Traffic Engineering	29.00	29.00	29.00	0.00
Stormwater Management	60.00	60.00	61.00	1.00
Streets Maintenance	50.00	51.00	51.00	0.00
Customer & Employee Svc. Ctr.	4.00	4.00	4.00	0.00
Subtotal	248.00	246.00	247.00	1.00
Public Development				
Asst. City Mgr./Public Development	4.00	6.00	7.00	1.00
Inspections	23.00	30.00	30.00	0.00
Property Maintenance	25.00	18.00	18.00	0.00
Community Services	11.00	10.00	10.00	0.00
Keep Savannah Beautiful	0.00	1.00	1.00	0.00
Subtotal	63.00	65.00	66.00	1.00
Police				
Police Chief	7.00	7.00	7.00	0.00
Patrol	272.00	300.52	308.52	8.00

Department/Activity	2000 Actual	2001 Projected	2002 Budget	Change 01-02
Information Management	34.00	34.00	34.00	0.00
Criminal Investigations	103.00	109.00	109.00	0.00
Support Services	62.76	24.00	24.00	0.00
Crime Stoppers	2.00	3.00	3.00	0.00
Savannah Impact	n/a	7.00	7.00	0.00
Subtotal	480.76	484.52	492.52	8.00
Fire and Emergency Services				
Fire Administration	16.00	16.00	16.00	0.00
Fire Operations	219.00	240.00	240.00	0.00
Subtotal	235.00	256.00	256.00	0.00
Leisure Services				
Leisure Services Director	6.00	6.00	6.00	0.00
Athletics	15.64	15.64	15.64	0.00
Neighborhood Programs	62.44	63.72	63.72	0.00
Adult Day Care	6.50	6.50	6.50	0.00
Golden Age	21.63	21.63	21.63	0.00
Cultural Affairs	10.00	10.00	10.00	0.00
Buildings & Grounds	57.34	60.34	58.34	-2.00
Building & Electrical Maint.	14.00	16.00	18.00	2.00
Subtotal	193.55	199.83	199.83	0.00
Interdepartmental				
Film Services	1.00	1.50	1.50	0.00
River Street Hospitality Center	2.25	2.25	2.25	0.00
Total	3.25	3.75	3.75	0.00
Total General Fund	**1,376.06**	**1,412.10**	**1,422.20**	**10.10**
Public Safety Communications Fund				
Police Communications	39.00	40.00	43.00	3.00
Fire Communications	6.00	7.00	7.00	0.00
Total	45.00	47.00	50.00	3.00
Hazardous Material Team Fund	4.00	4.00	4.00	0.00
Sanitation Fund				
Sanitation Director	8.00	8.00	8.00	0.00
Residential Refuse Collection	126.00	127.00	127.00	0.00
Refuse Disposal	10.00	13.00	13.00	0.00
Street Cleaning	21.50	22.50	22.50	0.00
Commercial Refuse Collection	16.00	16.00	16.00	0.00
Total	181.50	186.50	186.50	0.00
Civic Center Fund	20.50	20.50	20.50	0.00
Water Fund				
Water & Sewer Director	12.00	11.00	11.00	0.00
Water & Sewer Planning & Dev.	12.00	12.00	12.00	0.00

Department/Activity	2000 Actual	2001 Projected	2002 Budget	Change 01-02
Water Supply and Treatment	23.00	22.00	22.00	0.00
Water Distribution	40.00	41.00	41.00	0.00
Utility Services	28.00	28.00	28.00	0.00
Total	115.00	114.00	114.00	0.00
Sewer Fund				
Sewer Maintenance	34.00	34.00	34.00	0.00
Lift Stations	21.00	21.00	21.00	0.00
President Street Plant	51.00	52.00	54.00	2.00
Regional Plants	12.00	12.00	12.00	0.00
Total	118.00	119.00	121.00	2.00
I & D Water Fund	36.00	35.00	35.00	0.00
Parking Services Fund				
Parking Administration & Enforcement	34.00	34.00	34.00	0.00
Parking Garages and Lots	22.40	22.90	22.90	0.00
Total	56.40	56.90	56.90	0.00
Community Development Fund				
Community Planning & Dev.	11.00	12.00	11.00	-1.00
Housing	16.00	15.00	15.00	0.00
Economic Development	6.00	6.00	6.00	0.00
Total	33.00	33.00	32.00	-1.00
Internal Services Fund				
Information Services	25.00	27.00	27.00	0.00
Vehicle Maintenance	44.00	44.00	44.00	0.00
Engineering	13.00	13.00	13.00	0.00
Total	82.00	84.00	84.00	0.00
Grant Fund				
Weed and Seed	1.00	1.00	1.00	0.00
TOTAL CITYWIDE	**2,068.46**	**2,113.00**	**2,127.10**	**14.10**

GENERAL FUND REVENUE SUMMARY

General Fund revenue is budgeted at $110,807,589 for 2002. Property taxes and sales tax comprise nearly two-thirds of all General Fund revenue.

General Fund Revenue Trends

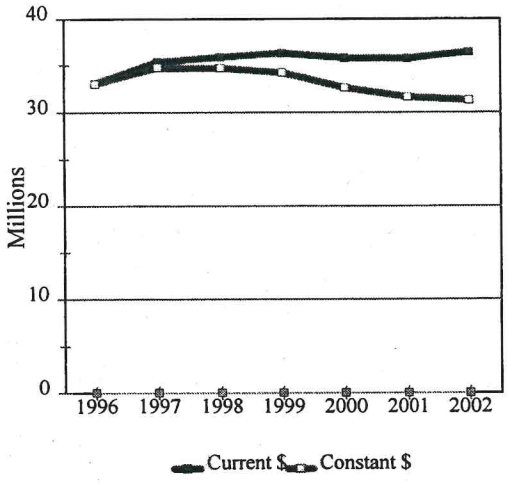
Property Taxes. Property taxes are the single most significant source of revenue to the City. The property tax millage rate was reduced .53 mills to 16.93 in 1997, and further reduced to 16.5 mills in 1998. In 1999, it decreased to 14.8, and in 2000 the millage rate was 13.7. The current 2001 millage rate is 13.5. All of these decreases represent a 22.7% reduction since 1996. The 2002 proposed budget is based on keeping the millage rate at 13.5 mills.

Property tax revenue (as measured in current dollars) has been relatively flat since 1997. The small increases have been due to new construction and increased assessment for existing property. However, in 2001 City taxpayers were able to apply for the newly adopted Stephens/Day Homestead Exemption. This exemption means that current and future increases in property tax revenue will primarily come from new growth and development.

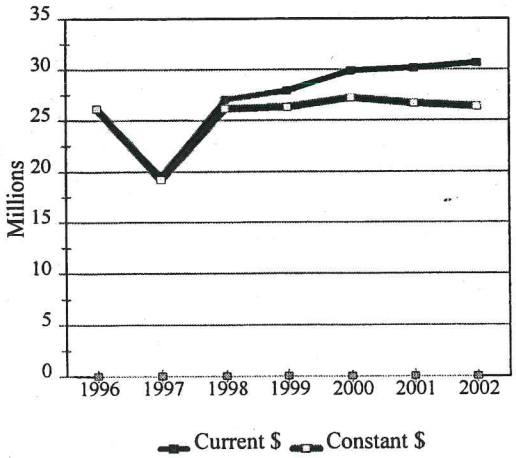
Trends for the four largest revenue sources, Property Taxes, Sales Tax, Other Taxes, and Licenses & Permits, are highlighted in the following section.

The graph below illustrates property tax revenue for the years 1996 through 2002 in current and constant dollars (2001 and 2002 are forecasted amounts).

Property Taxes



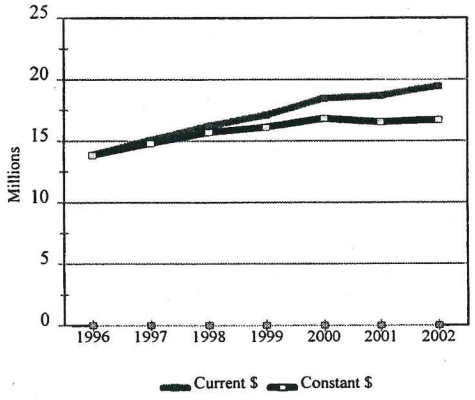
Sales Tax



Sales Tax. Sales Tax is another major source of revenue. The decrease in 1997 was caused by a one-time reduction due to the renegotiated sales tax distribution. The distribution percentage increased in 1998. The graph depicts sales tax revenue over a seven-year period in current and constant dollars. When adjusted for inflation, sales tax grew 4% from 1996 to 2000. Any amount above the trend line will go to the Sales Tax Stabilization Fund to guard against a future recession.

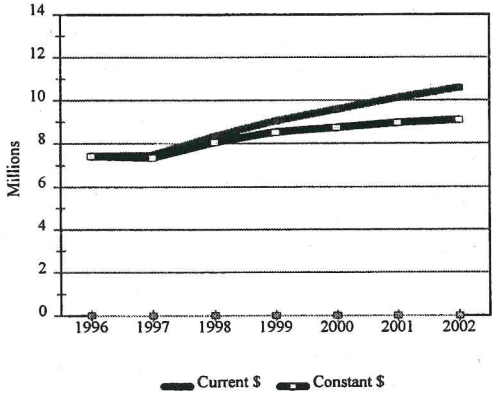
Other Taxes. Other Taxes make up approximately 18% of General Fund revenue and include Beer, Liquor, and Wine taxes; Insurance Premium tax; Business and Bank License taxes; Hotel/Motel tax; and the Auto Rental tax. The trend for this revenue has been increasing since 1996 (in current dollars). Other Taxes revenue is projected to increase 4.2% in 2002. Major growth in this category has been from the Hotel/Motel tax. It increased 72% from 1996 to 2000 (in current dollars), and is anticipated to increase 7.2% over the 2001 projected level.

Other Taxes



Licenses & Permits. Income generated from the issuance of licenses and permits represents another major component of General Fund revenue. Revenue from licenses and permits is derived from such sources as utility franchise fees and alcoholic beverage licenses. Income from these sources of revenue has been on an upward trend since 1997. This revenue is projected to increase 4.5% from 2001 to 2002 primarily due to increases in electric franchise fees and alcoholic beverage licenses.

Licenses & Permits



GENERAL FUND REVENUE DETAIL

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Taxes				
Property Taxes				
Real Property Tax (Current)	$ 23,309,284	$ 23,807,000	$ 24,183,000	1.6
Personal Property Tax (Current)	4,811,101	4,749,000	4,796,000	1.0
Real Property Tax (Delinquent)	1,449,793	1,270,000	1,570,000	23.6
Personal Property Tax (Delinquent)	254,372	260,000	286,000	10.0
Mobile Home Tax	24,263	28,000	28,000	0.0
Industrial Area Tax	444,812	405,000	405,000	0.0
Vehicle Tax	3,522,965	3,300,000	3,360,900	1.8
Intangible Tax	575,253	650,000	475,000	-26.9
Public Utility Tax	1,404,730	1,271,000	1,323,000	4.1
Subtotal	$ 35,796,573	$ 35,740,000	$ 36,426,900	1.9
Sales Tax	$ 29,859,828	$ 30,120,000	$ 30,650,000	1.8
Other Taxes				
Beer Tax	$ 1,889,638	$ 1,898,000	$ 1,898,000	0.0
Liquor Tax	302,470	296,000	296,000	0.0
Wine Tax	297,729	293,000	293,000	0.0
Insurance Premium Tax	5,951,166	6,100,000	6,300,000	3.3
Business Tax	2,758,527	2,860,000	2,960,000	3.5
Bank License Tax	207,136	182,000	182,000	0.0
Hotel/Motel Tax	6,707,961	6,717,000	7,200,000	7.2
Auto Rental Tax	322,687	320,000	320,000	0.0
Subtotal	$ 18,437,314	$ 18,666,000	$ 19,449,000	4.2
Total General Fund Taxes	$ 84,093,715	$ 84,526,000	$ 86,525,900	2.4
User Fees				
Leisure Services Fees				
Paulson Complex Concessions	$ 15,259	$ 18,775	$ 20,000	6.5
Grayson Stadium	9,997	10,000	10,000	0.0
Vending & Misc Concessions	10,650	7,500	7,500	0.0
Tennis Fees	115,328	105,012	108,335	3.2
Athletic Fees	39,846	41,755	48,825	16.9
Softball Fees	69,390	63,150	71,700	13.5
Athletic Tournament Fees	11,932	14,000	14,000	0.0
Softball Tournament Fees	17,109	18,000	18,000	0.0
Cultural Arts	79,818	70,000	75,600	8.0
Neighborhood Centers	78,390	74,430	75,230	1.1
Golden Age Centers	20,631	14,833	15,575	5.0
Adult Day Care	51,721	50,000	51,000	2.0
Park & Square Event Fees	43,175	58,800	64,252	9.3
Subtotal	$ 563,246	$ 546,255	$ 580,017	6.2
Inspection Fees				
Inspections Administrative Fees	$ (11,478)	$ 2,000	$ 2,000	0.0
Sign Inspection Fees	7,744	7,000	7,000	0.0

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Zoning Hearing Fees	18,270	18,000	18,000	0.0
Building Inspection Fees	1,192,782	850,000	850,000	0.0
Electrical Inspection Fees	25,513	25,000	25,000	0.0
Plumbing Inspection Fees	3,754	3,000	3,000	0.0
Existing Building Inspection Fees	2,780	2,500	2,500	0.0
Private Development Fees	60,496	50,000	50,000	0.0
Fuel Storage Tank Inspection Fees	2,420	650	1,000	53.8
Mechanical Inspection Fees	26,100	25,000	25,000	0.0
Fire Inspection Fees	4,300	3,200	3,200	0.0
Subtotal	$ 1,332,681	$ 986,350	$ 986,700	0.0
Fees for Other Services				
Burial Fees	$ 192,288	$ 220,000	$ 240,000	9.1
Lot Sales	66,048	80,000	110,000	37.5
Electricity Generator Fees	116,002	15,000	40,000	166.7
Police False Alarm Fees	13,187	25,000	102,000	308.0
Accident Reporting Fees	80,423	48,000	48,000	0.0
Fire Protection Fees	41,328	43,000	58,500	36.0
Harbor Fees	18,609	20,000	50,000	150.0
Building Demolition Fees	58,547	45,000	45,000	0.0
Building Boarding-Up Fees	75,078	82,000	70,000	-14.6
Delinquent Receipts	91,765	23,000	23,000	0.0
Preservation Fees	479,231	467,160	467,160	0.0
Docking Fees	0	8,000	8,000	0.0
Tourbus Rents	29,090	30,000	30,000	0.0
Motor Coach Fees	22,407	20,000	20,000	0.0
Ellis Square Lease	70,584	77,000	77,000	0.0
Lot Clearing Fees	43,496	30,000	30,000	0.0
Subtotal	$ 1,398,083	$ 1,233,160	$ 1,418,660	15.0
Total General Fund User Fees	$ 3,294,010	$ 2,765,765	$ 2,985,377	7.9
Interfund Revenues				
Services to Haz-Mat Fund	$ 8,568	$ 14,951	$ 17,882	19.6
Services to Coastal Workforce	84,997	85,000	85,000	0.0
Services to Community Development	191,808	228,450	240,444	5.3
Services to Public Safety Comm Fund	55,608	79,815	98,094	22.9
Services to Sanitation Fund	557,208	540,017	553,669	2.5
Services to Water & Sewer Funds	1,715,388	1,734,417	1,939,252	11.8
Services to I & D Water Fund	114,036	103,381	106,627	3.1
Services to Civic Center Fund	88,116	84,140	84,441	0.4
Services to Parking Fund	241,524	273,168	274,021	0.3
Services to Internal Services Fund	527,712	640,597	668,657	4.4
Subtotal	$ 3,584,965	$ 3,783,936	$ 4,068,087	7.5
Licenses & Permits				
Business Application/Transfer Fees	$ 24,581	$ 20,000	$ 20,000	0.0
Telcom Franchise Fee	2,469	15,000	15,000	0.0
Water & Sewer Franchise Fees	1,116,663	1,380,000	1,407,000	2.0
Electric Franchise Fees	3,877,699	4,100,000	4,400,000	7.3

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Telephone Franchise Fees	1,548,272	1,470,000	1,470,000	0.0
Gas Franchise Fees	621,784	605,000	605,000	0.0
Cable Franchise Fees	1,050,394	1,160,000	1,180,000	1.7
Parking Franchise Fee	60,347	67,500	80,000	18.5
Insurance Business Licenses	70,027	70,000	70,000	0.0
Alcoholic Beverage Licenses	1,080,933	1,100,000	1,200,000	9.1
Professional Licenses	119,117	125,000	125,000	0.0
Subtotal	$ 9,572,286	$ 10,112,500	$ 10,572,000	4.5
Fines, Forfeits, and Penalties				
Recorder's Court Fines	$ 2,388,317	$ 2,360,000	$ 2,435,000	3.2
Execution Fees	200,672	216,000	369,500	71.1
Interest on Delinquent Taxes	220,302	240,000	200,000	-16.7
Subtotal	$ 2,809,291	$ 2,816,000	$ 3,004,500	6.7
Grant Revenues				
State Grant/Elderly	$ 54,583	$ 45,000	$ 55,000	22.2
State Grant/CRDC	169,730	169,000	169,000	0.0
Leisure Services Grants	40,201	0	0	- -
Yamacraw Sports Club Grant	28,500	19,000	19,000	0.0
Cultural Affairs Grants	12,857	1,000	0	-100.0
Subtotal	$ 305,871	$ 234,000	$ 243,000	3.8
Interest Earned				
General Investments	$ 2,114,760	$ 1,962,000	$ 1,500,000	-23.5
Cemetery	200,126	200,000	200,000	0.0
Subtotal	$ 2,314,886	$ 2,162,000	$ 1,700,000	-21.4
Other Revenues				
Recorder's Court Rents	$ 184,941	$ 216,000	$ 225,000	4.2
Miscellaneous Rents	264,311	247,100	256,000	3.6
Tower Rental Fees	61,942	72,000	70,000	-2.8
Advertising Fees	1,305	2,000	2,000	0.0
Telephone Locations Revenue	7,244	5,800	5,000	-13.8
Damage Claims Revenue	4,930	5,000	5,000	0.0
Outside Fire Training Fees	3,075	1,500	5,000	233.3
FEMA Reimbursements	720,763	99,450	0	-100.0
Sale of Land and Property	2,822	10,000	10,000	0.0
Miscellaneous Revenue	318,806	257,735	257,725	0.0
Payment in Lieu of Taxes	357,308	123,000	123,000	0.0
Counter Narcotics Team Reimburse.	694,889	700,000	700,000	0.0
CrimeStoppers Reimbursement	26,175	79,662	50,000	-37.2
Subtotal	$ 2,648,511	$ 1,819,247	$ 1,708,725	-6.1
TOTAL	$ 108,623,535	$ 108,219,448	$ 110,807,589	2.4

GENERAL FUND EXPENDITURE SUMMARY

The table below lists the major General Fund expenditure types and the graph below illustrates their percent of the total budget. As a service organization, slightly more than half of expenses go toward Personal Services. Another major expenditure is Outside Services, which includes contracts, utility costs, and other services purchased from the private or non-profit sectors.

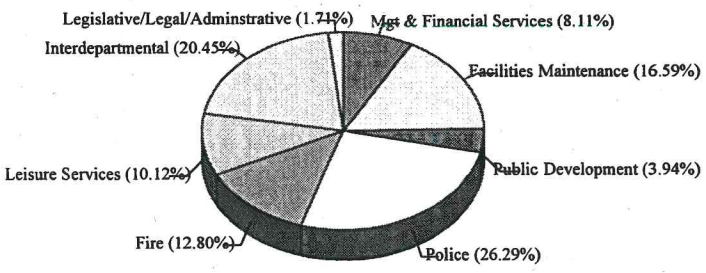
Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 55,977,900	$ 60,864,430	$ 64,628,619	6.2
Outside Services	9,383,578	10,746,446	11,500,242	7.0
Commodities	4,239,954	5,119,215	4,747,207	-7.3
Interfund Services	7,921,850	8,410,080	8,858,192	5.3
Capital Outlay	423,970	931,029	467,168	-49.8
Interfund Transfers	21,433,611	12,986,110	10,902,265	-16.1
Other Expenses	9,079,996	9,162,138	9,703,896	5.9
TOTAL	**$ 108,460,859**	**$ 108,219,448**	**$ 110,807,589**	**2.4**

Another way to view General Fund expenditures is by bureau. The pie chart provides a pictorial view of City funding allocations by bureau. In the remainder of this General Fund Expenditure Summary, major increases in 2002 are highlighted and service trends explained.

Total General Fund expenditures increase by $2,588,141 or 2.4% above 2001. The expenditure changes by bureau are displayed graphically in this section.

2002 EXPENDITURES BY BUREAU

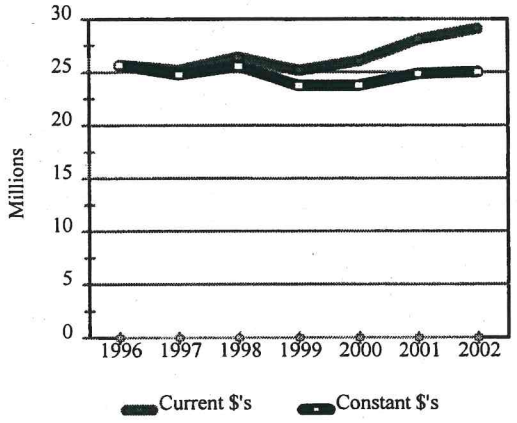


GENERAL FUND SERVICE TRENDS

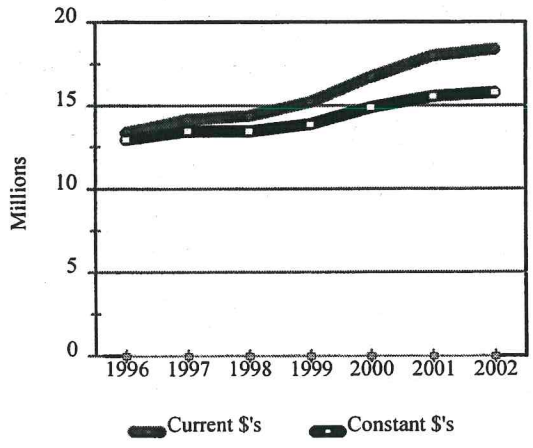
The charts below and on the following pages provide a seven year expenditure trend for each of the bureaus in the General Fund and for Interdepartmental. For comparison, Bureau totals have been adjusted to account for Internal Service Departments which were moved to the General Fund in 1997. The trend line is provided in both current and constant dollars to adjust for the impact of inflation.

Police Services. Police Services are the largest expenditure in the General Fund budget, accounting for 26% of the total. Resources devoted to Police services have increased 13.5% since 1996. The slight reduction in 1997 reflects elimination of expenses incurred for the 1996 Olympics. The reduction in 1999 expenditures was partly in vehicle maintenance costs as a result of efficiency improvements. The increase in 2002 is due in part, to the creation of five police officer positions to replace those transferred to the new Savannah Impact Program, and the creation of three new police officer positions for increased services to the annexed area in west Chatham County.

Police Services



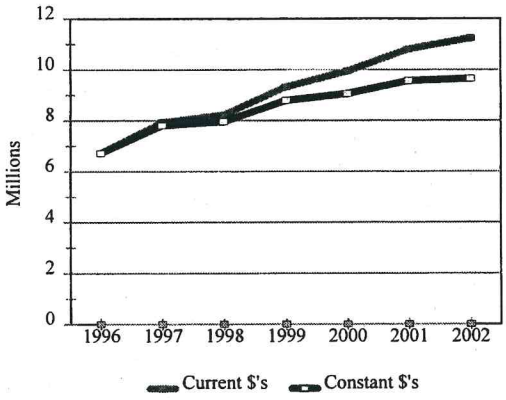
Facilities Maintenance



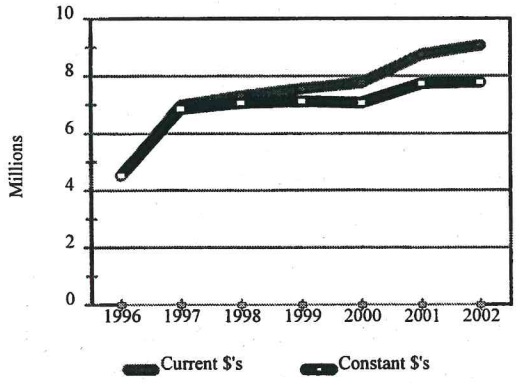
Facilities Maintenance. Flooding has been a continuing concern for the City of Savannah. Consequently, funds have been directed toward capital projects and operations to address this major problem. The provider of drainage services is the Facilities Maintenance Bureau. Facilities Maintenance is also responsible for street repairs and park and tree services which have increased as part of the City's continued focus on improving neighborhoods. The cost of Facilities Maintenance services, which now accounts for 16.6% of General Fund expenditures, has increased 22.9% in current dollars from 1996 to 2002. The increase in 2002 is primarily due to an increase in personal services which includes a service improvement, that adds an electrician position to support pump station maintenance in Stormwater Management.

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, reflected in annual expenditures, have increased 67% in current dollars from 1996 to 2002. Since 1996, the number of community and neighborhood centers, athletic field and playgrounds has greatly increased. The major reason for the large increase in expenditures from 1998 to 2000 is the opening of four new centers and position increases in the Building and Grounds and Building and Electrical Maintenance programs.

Leisure Services



Management Services

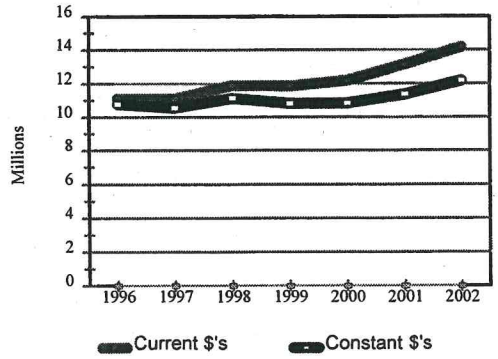


Management Services. The Management Services Bureau accounts for 8% of General Fund total expenditures and provides services to all funds. The significant increase in 1997 is due to several Management Services departments being moved from the Internal Services Fund to the General Fund.

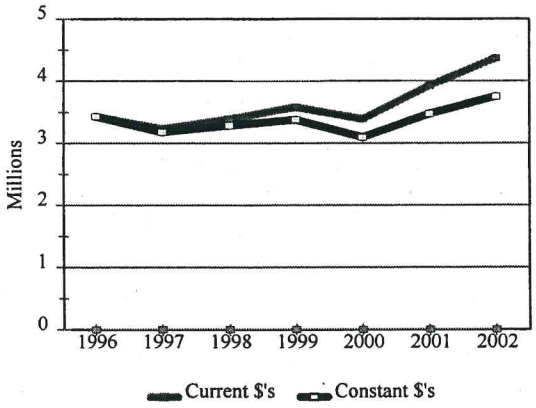
The 2002 budget allocation is $8,980,995. In constant dollars, expenditures for the bureau from 1997 to 2002 have increased 13%, primarily due to increases in personal services and various service improvements.

Fire. The Fire Department accounts for 12.8% of General Fund expenditures. From 1996 to 2002, the Department's budget has increased approximately 27% in current dollars. Changes have occurred since 1998 primarily due to extending Savannah Fire Department services to the southside of the City and the expansion to the westside in the Godley Tract area. This expansion is in response to growth in this area as well as preparation for the Insurance Services Office, Inc. on-site inspection of fire suppression facilities in 2002.

Fire



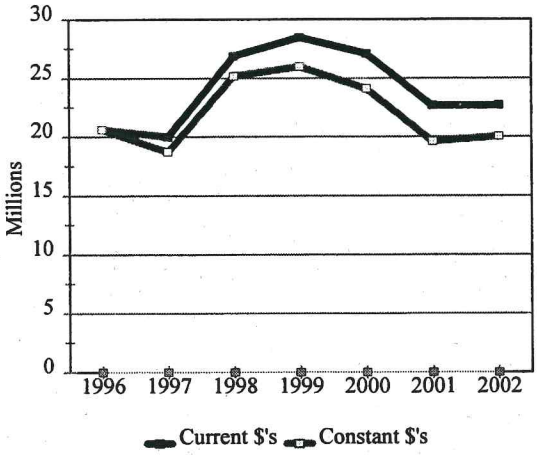
Public Development



Public Development. The Public Development Bureau comprises 4% of the 2002 General Fund expenditures. The 2002 Public Development budget is $4,365,903. Funding for this bureau has increased 27% from 1996 to 2002 in current dollars. The largest increase occurred in 2001 reflecting new programs and activities added including graffiti abatement, Keep Savannah Beautiful, a new zoning inspector and a physical conditions survey team. Additional funding for the survey team, and blight eradication funding will continue in 2002. The three departments in the Community Development Fund, Community Planning and Development, Housing, and Economic Development, and Weed and Seed which is in the Grant Fund, are not included in the graph to the left.

Interdepartmental. The Interdepartmental section of the General Fund budget includes Transfers to Other Funds for items such as the 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 services contracts, human services contributions and prisoner medical costs. 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 the contribution to Sanitation and tourism and promotion expenses. The decline in 2000 is primarily due to lower debt service requirements due to refinancing and adjustments in the contribution to General Fund capital projects.

Interdepartmental

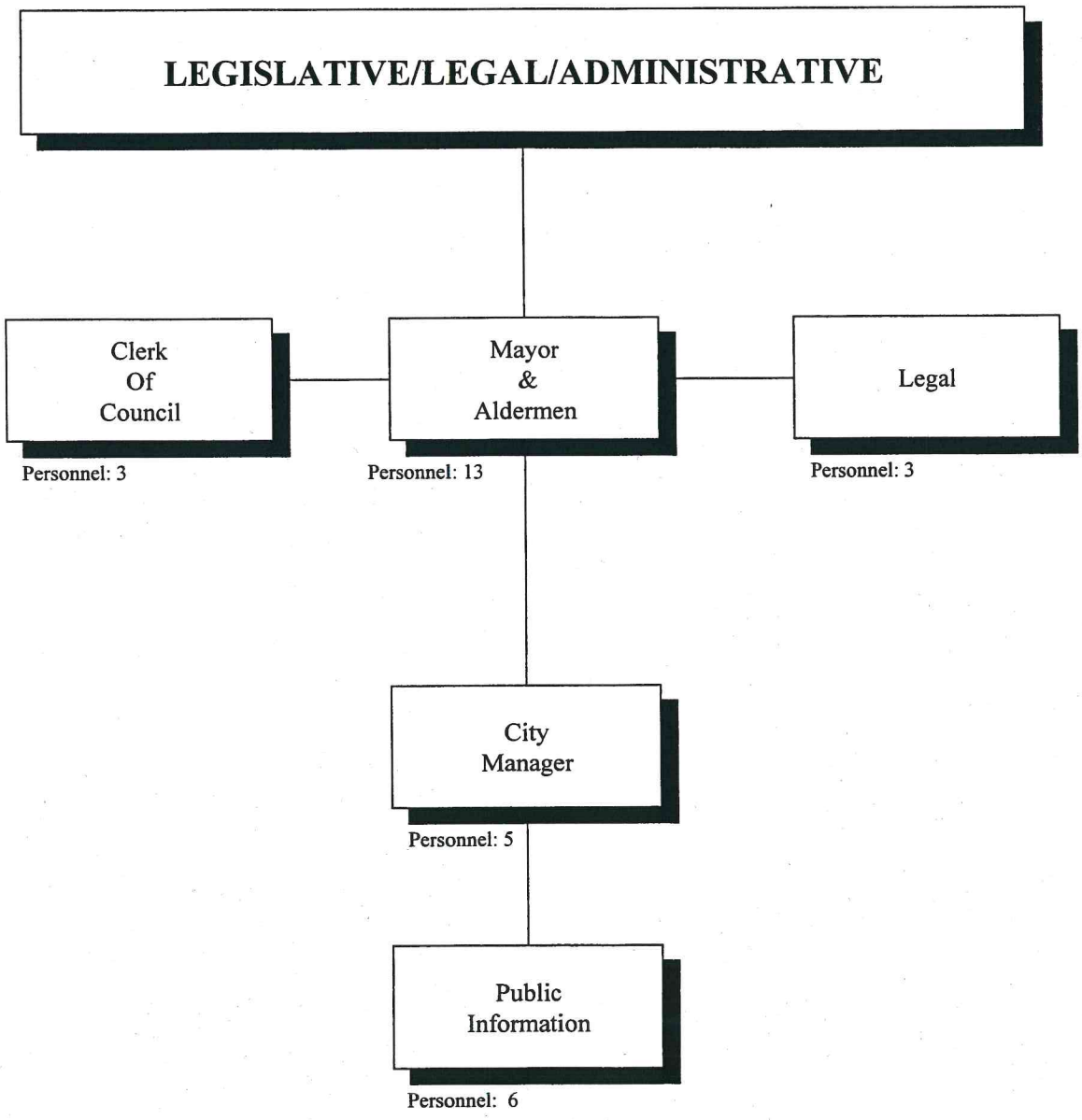


GENERAL FUND EXPENDITURES BY SERVICE AREA

The following table provides total General Fund expenditures by department and the percentage change from 2001 to 2002.

Department/Activity	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Legislative/Legal/Administrative				
Mayor and Aldermen	$ 461,540	$ 480,933	$ 508,188	5.7
Clerk of Council	192,924	194,502	183,037	-5.9
Legal	304,139	328,225	340,779	2.8
City Manager's Office	348,084	386,362	436,290	12.9
Public Information Office	356,972	390,368	422,258	-3.7
Total	$ 1,663,659	$ 1,780,390	$ 1,890,552	6.2
Management & Financial Services				
Asst City Mgr/Mgt & Fin Svc	$ 228,788	$ 243,392	$ 273,827	12.5
Research & Budget	552,762	609,161	670,176	10.0
Auditing	386,670	451,251	458,069	1.5
Finance	868,259	897,160	939,719	4.7
Treasury	1,091,056	1,216,580	1,366,603	12.3
Recorder's Court	1,360,273	1,517,527	1,612,834	6.3
Research Library	173,364	184,232	183,753	-0.3
Human Resources	1,199,792	1,378,532	1,413,554	2.5
Purchasing	361,827	413,893	445,817	7.7
Central Services Director	127,711	132,679	137,208	3.4
Risk Administration	175,322	217,895	217,041	-0.4
Inventory Management	158,652	176,009	183,562	4.3
Mail & Municipal Building Services	527,913	561,929	593,760	5.7
Tele-Electronics	476,340	671,016	485,072	-27.7
Total	$ 7,688,729	$ 8,671,256	$ 8,980,995	3.6
Facilities Maintenance				
Facilities Maintenance Director	$ 316,729	$ 380,257	$ 383,903	1.0
Park and Tree	3,243,394	3,873,253	4,001,305	3.3
Cemeteries	1,413,376	1,650,624	1,704,583	3.3
Traffic Engineering	4,356,609	4,931,911	4,880,811	-1.0
Stormwater Management	2,869,708	3,297,745	3,546,517	7.5
Streets Maintenance	2,863,108	3,376,844	3,521,482	4.3
Customer & Employee Service Center	314,150	346,864	348,315	0.4
Total	$ 15,377,074	$ 17,857,498	$ 18,386,916	3.0
Public Development				
Asst CM/Public Develop	$ 351,431	379,021	$ 510,617	34.7
Inspections	1,118,797	1,590,961	1,919,914	20.7
Property Maintenance	1,322,040	1,171,440	1,109,657	-5.3
Community Services	599,204	733,441	754,027	2.8
Keep Savannah Beautiful	0	48,854	71,688	46.7
Total	$ 3,391,479	$ 3,923,717	$ 4,365,903	11.3

Department/Activity	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Police				
Police Chief	$ 558,624	$ 563,407	$ 572,853	1.7
Patrol	14,121,753	16,729,928	17,166,589	2.6
Information Management	1,712,915	1,854,725	1,883,607	1.6
Investigations	5,604,152	5,793,810	6,270,989	8.2
Support Services	3,955,339	2,762,365	2,603,314	-5.8
CrimeStoppers	98,681	143,450	170,895	19.1
Savannah Impact Program	0	237,734	457,708	92.5
Total	$ 26,051,464	$ 28,085,419	$ 29,125,955	3.7
Fire				
Fire Administration	$ 873,194	$ 886,608	$ 973,792	9.8
Fire Operations	11,007,729	12,406,447	13,206,766	6.5
Total	$ 11,880,923	$ 13,293,055	$ 14,180,558	6.7
Leisure Services				
Leisure Services Director	$ 377,127	$ 400,368	$ 399,389	-0.2
Athletics	1,031,447	1,045,811	1,062,293	1.6
Neighborhood Programs	2,585,269	2,819,067	2,904,119	3.0
Adult Day Care	326,908	352,870	364,839	3.4
Golden Age	1,068,191	1,193,571	1,222,601	2.4
Cultural Affairs	640,571	666,970	672,147	0.8
Buildings & Grounds Maintenance	2,655,063	3,071,826	3,237,805	5.4
Building & Electrical Maintenance	1,074,453	1,244,110	1,354,951	8.9
Total	$ 9,759,029	$ 10,794,593	$ 11,218,144	3.9
Interdepartmental				
Tourism & Promotion	$ 4,239,479	$ 4,077,478	$ 4,331,501	6.2
--Film Services	102,462	184,705	164,656	-10.9
--River Street Hospitality Center	71,665	75,922	86,716	14.2
Planning & Development	1,212,551	1,248,041	1,277,457	2.4
Human Services	922,700	975,200	962,700	-1.3
Cultural Services	897,553	876,200	876,200	0.0
City Dues/Memberships	41,197	57,708	57,708	0.0
Prisoner Medical	224,205	50,000	50,000	0.0
Transfer to Other Funds	21,356,261	12,858,700	10,870,125	-15.5
Services from Other Funds	2,840,469	2,960,980	3,129,863	5.7
Other Expenses/Contributions	739,960	448,586	646,640	44.2
Contingency	0	0	205,000	--
Total	$ 32,648,502	$ 23,813,520	$ 22,658,566	-4.9
Total General Fund	**$ 108,460,859**	**$ 108,219,448**	**$ 110,807,589**	**2.4**


LEGISLATIVE/LEGAL/ADMINISTRATIVE
Clerk Of Council
Personnel: 3
Mayor & Aldermen
Personnel: 13
Legal
Personnel: 3
City Manager
Personnel: 5
Public Information
Personnel: 6

LEGISLATIVE/LEGAL/ADMINISTRATIVE

Legislative, Legal and Administrative offices in City Government consist of the Mayor and Aldermen, Clerk of Council, Legal Department, City Manager, and Public Information. The Mayor and Aldermen, elected every four years to concurrent terms, set policies and enact ordinances that govern the various City functions and activities. The Clerk of Council, City Attorney and City Manager are appointed by the Mayor and Aldermen. As the official record-keeper, the Clerk of Council is responsible for maintaining all official codes, ordinances, records and documents of the City and serves as supervisor of City elections. Legal documents and processes involving City Government are reviewed by the City Attorney or a member of his legal team. Heading the daily operations of City Government is the City Manager, the City's Chief Administrative Officer. The City Manager oversees the operations of all City departments, the Public Information Office and Film Services.

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 1,114,426	$ 1,245,435	$ 1,370,061	10.0
Outside Services	351,538	399,384	412,672	3.3
Commodities	89,768	56,177	57,662	2.6
Interfund Services	49,666	46,330	43,216	-6.7
Capital Outlay	50,338	28,861	5,000	-82.7
Other Expenses	7,923	4,203	1,941	-53.8
TOTAL	$ 1,663,659	$ 1,780,390	$ 1,890,552	6.2

MAYOR AND ALDERMEN

The 2002 budget for the Mayor and Aldermen is $508,188, an increase of 6% over 2001 projected expenditures. The major change in this budget is a 9% increase in Personal Services based on wage and benefit increases for projected full staffing in the office in 2002. Allocations are outlined below.

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01–02
Personal Services	$ 308,805	$ 334,576	$ 363,806	8.7
Outside Services	94,952	109,389	107,161	-2.0
Commodities	48,227	29,524	30,191	2.3
Interfund Services	9,556	7,444	7,030	-5.6
TOTAL	$ 461,540	$ 480,933	$ 508,188	5.7

Positions

Class Title	2000	2001	2002	Grade
Secretary	2.00	1.00	1.00	10
Administrative Assistant	0.00	3.00	3.00	13
Executive Assistant to Mayor	1.00	0.00	0.00	--
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 2002 budget for Clerk of Council is $183,037, a decrease of 6% or $11,465 below 2001 projected expenditures. This decrease is primarily due to anticipated completion of recodification activities in 2001.

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 130,234	$ 135,881	$ 144,397	6.3
Outside Services	15,442	47,197	25,994	-44.9
Commodities	5,178	5,930	7,333	23.7
Interfund Services	7,040	5,494	5,313	-3.3
Capital Outlay	32,522	0	0	--
Other Expenses	2,508	0	0	--
TOTAL	$ 192,924	$ 194,502	$ 183,037	-5.9

Positions

Class Title	2000	2001	2001	Grade
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	

LEGAL

The 2002 operating budget for the Legal Department is $340,779, an increase of $12,554 or 4% over the 2001 projected expenditures. Budget changes are due to wage and benefit increases.

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 152,302	$ 160,607	$ 167,798	4.5
Outside Services	146,975	163,565	168,703	3.1
Commodities	1,338	1,478	1,478	0.0
Interfund Services	3,524	2,575	2,800	8.7
TOTAL	$ 304,139	$ 328,225	$ 340,779	3.8

Positions

Class Title	2000	2001	2002	Grade
Executive Secretary	1.00	1.00	1.00	14
Asst City Attorney	1.00	1.00	1.00	--
City Attorney	1.00	1.00	1.00	--
TOTAL	3.00	3.00	3.00	

CITY MANAGER

The 2002 budget for the City Manager is $436,290, an increase of $49,928 or 13% more than 2001 projected expenditures. The major change in this budget is a 16.4% increase in Personal Services as a result of vacancies in 2001 and wage and benefit increases in 2002.

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 285,274	$ 329,653	$ 383,648	16.4
Outside Services	36,554	30,050	27,851	-7.3
Commodities	12,105	10,071	10,210	1.4
Interfund Services	10,846	14,647	12,640	-13.7
Capital Outlay	1,361	0	0	--
Other Expenses	1,944	1,941	1,941	0.0
TOTAL	$ 348,084	$ 386,362	$ 436,290	12.9

Positions

Class Title	2000	2001	2002	Grade
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	2.00	2.00	28
City Manager	1.00	1.00	1.00	--
TOTAL	4.00	5.00	5.00	

PUBLIC INFORMATION

Mission

To develop informational programs and strategies which ensure that the citizens of Savannah are informed of the programs, services, activities and functions of the local city government.

Trends and Issues

The Public Information Office (PIO), will continue to provide quality programming and services. Continuing and new programing and services for 2002 will include:

Programing on Channel 8, Savannah's Government Channel. Staff will continue to work with Comcast to improve the quality of programming. Improved and updated equipment purchases are planned using funds provided through the City's franchise agreement with the cable company. Programming will continue on its current 24-hour per day schedule, and additional programming will be added to the line-up. The majority of Council's workshops will be held in the newly renovated conference room on the 2nd floor of City Hall, which will also improve the quality of the broadcasts.

The Public Information Office will increase production of timely programs and special series of interest and importance to citizens, such as:

- The Civic Magazine Series;
- Leisure Services Programming;
- The Savannah Police Department's *Crimestoppers!*, and *SPD First;*
- Other Local Government programing featuring Board of Education meetings, Garden City and others; and
- SDRA's proposed program to highlight issues of concern for downtown businesses.

Marketing and Design for City Departments in the development of brochures, presentation materials, and other promotional and public relations materials.

Publishing the Citizens' Report, *Savannah, At Your Service* will be resumed on a quarterly basis to provide more information, more often. In 2000, this publication was replaced by the *Celebrate 2001* series and in 2001 by *The Learning Odyssey*. The free newsletters, approximately 60,000 copies per quarterly publication, will be distributed to citizens.

Other Services performed by the PIO include:

- *Call City Hall*, the City's 24-hour automated telephone system providing the community with information on City services;
- An information source and contributor for the City's website. The website design and construction will be part of PIO's 2002 work program; and
- Continued sponsorship of student interns in collaboration with area colleges and universities.

Expenditures By Type

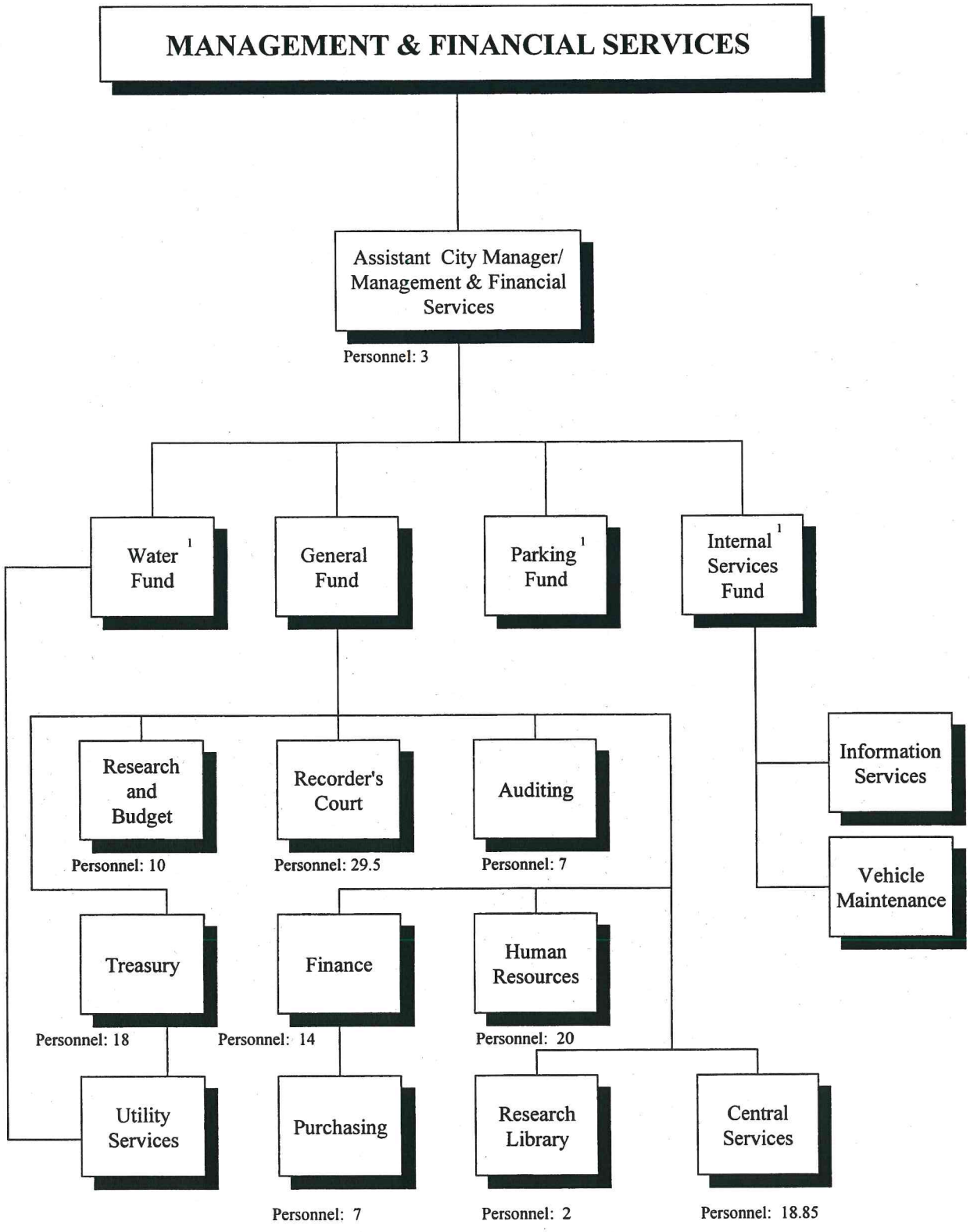
Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 237,811	$ 284,718	$ 310,412	9.0
Outside Services	57,615	49,183	82,963	68.7
Commodities	22,920	9,174	8,450	-7.9
Interfund Services	18,700	16,170	15,433	-4.6
Capital Outlay	16,455	28,861	5,000	-82.7
Other Expenses	3,471	2,262	0	-100.0
TOTAL	$ 356,972	$ 390,368	$ 422,258	8.2

Positions

Class Title	2000	2001	2002	Grade
Customer Service Representative	1.00	0.00	0.00	--
Public Information Assistant	2.00	2.00	2.00	15
Marketing Coordinator	0.00	1.00	1.00	16
Video Production Technician	0.00	1.00	1.00	18
Cable Access Coordinator	1.00	1.00	1.00	20
Public Information Director	1.00	1.00	1.00	34
TOTAL	5.00	6.00	6.00	

Budget Highlights

- The 2002 operating budget for the Public Information Office is projected to increase 8 %. The increase is primarily due to increased costs for equipment maintenance, GMA cable consultant contracts, and office repairs.



[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, Auditing, Finance, Treasury, Recorder's Court, Research Library, Human Resources, Purchasing, and Central Services.

The 2002 budget for the bureau's General Fund activities is $9,067,711, an increase of $320,533 or 4% more than 2001 projected expenditures.

Personal Services increase $334,937 primarily due to the wage increase, vacancies in 2001, and the pension contribution. Outside Services increase $213,046 primarily due to an increase of $127,311 within Treasury's budget for hiring a contractor to provide delinquent tax services, including tax sales. However, the cost of this service will be recovered in increased execution fees to be paid by the delinquent taxpayer. In addition, $60,000 is included to enhance court security in Recorder's Court.

Capital Outlay decreases by $188,843 due to the purchase of a software service agreement for the 800 Mhz radio system and electronics bank system in 2001.

Several service improvements are included in the 2002 budget. One is the acquisition of remittance processing equipment in Treasury to improve processing payments for property tax bills. Associated with this the deletion of a part-time office assistant position. A part-time senior office assistant position was added in Central Services to prepare reports and reconcile inventory discrepancies. Also, additional court security for Recorder's Court is included in 2002.

Tables showing the 2002 budget compared with 2001 projected revenues and expenditures and 2000 actual are below.

Revenue By Source

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Recorder's Court Fines	$ 2,388,317	$ 2,360,000	$ 2,435,000	3.2

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Management & Financial Services Bureau				
Personal Services	$ 5,145,479	$ 5,719,105	$ 6,045,262	5.7
Outside Services	1,223,452	1,513,595	1,724,414	13.9
Commodities	304,407	340,904	336,519	-1.3
Interfund Services	898,378	845,597	829,739	-1.9
Capital Outlay	75,839	215,593	26,750	-87.6
Interfund Transfers	0	11,484	0	-100.0
Other Expenses	41,174	24,978	18,311	-26.7
Subtotal	$ 7,688,729	$ 8,671,256	$ 8,980,995	3.6
Interdepartmental - River Street Hospitality Center				
Personal Services	$ 50,536	$ 52,773	$ 61,553	16.6
Outside Services	12,405	14,504	16,731	15.4
Commodities	7,980	8,631	7,996	-7.4
Interfund Services	744	14	436	3014.3
Subtotal	$ 71,665	$ 75,922	$ 86,716	14.2
TOTAL	$ 7,760,394	$ 8,747,178	$ 9,067,711	3.7

ASSISTANT CITY MANAGER/MANAGEMENT AND FINANCIAL SERVICES

Mission

To provide quality administrative support services while employing practices which are fiscally sound and quality based.

Trends and Issues

Local governments in Georgia and elsewhere are faced with a wide range of competing interests and seemingly contradictory goals. For example, citizens demand higher levels of service but are generally unwilling to pay more taxes; public sector employees increasingly expect pay to be as good as or better than private sector employers, yet it is extraordinarily difficult to develop pay systems which link pay to government effectiveness; and, many citizens affirm that government should operate like a business, but at the same time expect city employees to respond to complaints immediately, even if by doing so it is not efficient. In this environment, local government officials must innovate and adapt to manage these competing expectations.

The Management and Financial Services Bureau provides critical support services to line departments, and is therefore central to managing these competing expectations. Management and Financial Services oversees the provision of financial management, human resources, information technologies, and vehicle and tele-electronic equipment support to other City agencies. This mission is achieved through the efforts of each of the twelve departments comprising the bureau: Research and Budget, Revenue, Research Library, Finance, Auditing, Human Resources, Central Services, Information Services, Vehicle Maintenance, Purchasing, Recorder's Court and Parking Services.

In 2002, a unique set of competing expectations will be managed. These include:

- Preparing for negotiating the Special Purpose Local Option Sales Tax (SPLOST) and Local Option Sales Tax (LOST) with other Chatham County local governments in 2003. These discussions about how the fifth and sixth cents of sales tax revenue should be distributed are critical to ensuring the long term financial health of the City of Savannah.

- Planning for a significant number of retirements in key city positions in the next three to five years. Finding ways to fill these vacancies, both through preparing junior staff to assume new responsibilities and through recruiting new talent to the organization, are some critically important tasks to ensuring the organization's long term stability.

- Finding new ways to reduce the cost of government without reducing service levels. This task is even more critical than in past years in light of the significant economic downturn facing the national and local economies, threatening to reduce or eliminate the growth of tax revenue in coming years.

- Continuing to improve employee relations is of paramount importance. The organization must find new ways to include employees in decision- making, communicate effectively,and encourage trust, while holding employees accountable for performance in 2002.

- Implementing the downtown parking plan, which includes several historic preservation initiatives that are closely connected to increasing the supply of parking in the downtown.

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 203,723	$ 211,942	$ 247,320	16.7
Outside Services	9,692	14,052	13,377	-4.8
Commodities	6,257	7,023	6,100	-13.1
Interfund Services	7,172	8,434	7,030	-16.6
Other Expenses	1,944	1,941	0	-100.0
TOTAL	$ 228,788	$ 243,392	$ 273,827	12.5

Positions

Class Title	2000	2001	2002	Grade
Executive Secretary	1.00	1.00	1.00	14
Management Services Coordinator	1.00	1.00	1.00	27
Assistant City Manager/Mgt.Svcs.	1.00	1.00	1.00	52
TOTAL	3.00	3.00	3.00	

Budget Highlights

- Personal Services increase $35,378 primarily due to vacancies in 2001 and the wage increase in 2002.

RESEARCH AND BUDGET

Mission

To provide for the financial well-being of the City by preparing and monitoring a balanced budget, conducting analyses, and promoting better service through cost-saving ideas and innovative approaches.

Trends and Issues

The primary activities of the Research and Budget Department include preparing: the annual *Service Program and Budget*, the five-year *Capital Improvement Plan*, and grant applications to government and private funding sources in cooperation with City departments and outside agencies. Analyses on a variety of management issues are also conducted as needed.

In recent years, Savannah has experienced significant economic growth. The City's millage rate has been adjusted downward to reflect this growth. Quality of life has been enhanced through new public safety initiatives, housing initiatives, systematic economic development, and infrastructure investments. These positive outcomes were made possible by actions taken to: (1) ensure tax dollars were spent in an efficient and effective manner, (2) ensure new sources of revenue were identified which did not place an additional burden on local citizens, and (3) ensure a timely response to federal and state actions that had a local impact.

As the recent period of economic prosperity begins to slow down, Research and Budget will continue to focus on good financial planning, revenue diversification, ensuring quality of services for citizens, and legislative priorities.

The full spectrum of financial opportunities will be reviewed in 2002. Some of the areas of review will include fees and charges for services, new sources of revenue, grants to leverage city resources, internal cost-savings ideas to improve service delivery while reducing overall costs, and results of the annual Citizen's Survey.

Management reviews will be conducted as needed to assist departments in providing efficient and cost-effective services. Department staff will also continue to prepare the City's annual state and federal legislative priorities, monitor progress on key legislation, and provide information to legislative staff to insure citizens' best interests are conveyed to Savannah's legislators.

Successful completion of planned work activities will provide the framework for good financial planning and decision-making.

Goals and Objectives

Goal: A city which remains financially healthy through long term financial planning.

Objectives:

- To anticipate and pro-actively address financial challenges through annual preparation of a five-year financial plan and financial trend indicators report.
- To continuously review revenues and expenditures and inform the City Manager of any potential problems.
- To provide timely responses to projects assigned by the 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 helps departments better serve Savannah's citizens.

Objectives:

- To complete the *Financial Trend Indicators* report by August.
- To update the Five-Year *Capital Improvement Plan* by August.
- To complete the City Manager's recommended *Service Program and Budget* by October.

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 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Departmental budgets analyzed	112	107	112	114	114
- Competitive grant applications & awards prepared	25	29	25	30	25
- Personnel actions processed	940	1,058	1,000	1,200	1,200
- Major projects completed	7	7	10	12	4
- Departmental consultations	268	17	60	44	44
- Financial reports (5 year plan, budget, performance reports, financial trend indicators, etc.)	16	9	12	8	8
Efficiency Measures					
- R & B budget preparation time (weeks)	16	17	16	17	19
- Cost per personnel transaction	$46	$31	$35	$34	$35
- % of budget spent	100%	83%	100%	94%	100%
Effectiveness Measures					
- GFOA Budget Award rating	Distinguished	Distinguished	Distinguished	Distinguished	Distinguished
- Average departmental time spent on budget preparation (hours)	38	30.25	38	40.25	40.25
- Total value of grant awards (millions)	$2.00	$10.8	$2.00	$3.50	$2.50
- % of successful grant applications	50%	76%	50%	75%	60%
- % of projects completed on-time	100%	64%	100%	33%	100%
- Departments participating in Incentive Budgeting Program	6	6	6	6	6

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 499,585	$ 537,858	$ 605,874	12.6
Outside Services	19,311	30,111	31,825	5.7
Commodities	6,260	9,970	8,270	-17.1
Interfund Services	19,263	26,222	24,207	-7.7
Capital Outlay	4,770	5,000	0	-100.0
Other Expenses	3,573	0	0	--
TOTAL	$ 552,762	$ 609,161	$ 670,176	10.0

Positions

Class Title	2000	2001	2002	Grade
Administrative Assistant	1.00	1.00	1.00	13
Budget Technician	1.00	1.00	1.00	14
Management Analyst, Senior	1.00	2.00	2.00	23
Management Analyst, Principal	4.00	4.00	4.00	25
Grants Coordinator	1.00	1.00	1.00	28
Research and Budget Director	1.00	1.00	1.00	36
TOTAL	9.00	10.00	10.00	

AUDITING

Mission

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

Trends and Issues

The Auditing department achieves its mission through project selection and its active role within the City organization. The department assesses the internal control systems, efficiencies, and effectiveness of City operations by conducting a full range of audits and reviews. Auditing's output represents varying levels of complexity, from management advisory briefings to complex system reviews.

The staff will continue to stay current on the latest analytic and auditing techniques. Changing technology not only provides better tools for accomplishing audit and analysis work but requires attention as we increasingly rely on automation to meet the City's multiple missions. The City's quality efforts and the information accessible by technology have put employee empowerment and accountability into a sharp focus. A healthy control framework includes skilled managers and an ethical workplace.

For the year 2002, the department's focus will remain with reviewing systems, often automated, which have a wide impact (high risk) 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. Auditing's goals are further achieved through consultative work with more direct and immediate feedback to managers.

The department has and will continue to conduct financial control assessments. Also, Auditing plans to continue to actively participate on citywide chartered teams to make improvements to various plans, processes, and systems. Training is directly associated with establishing a strong control environment. Auditing staff is active on the City's training schedule conducting classes on management controls and employee standards.

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 provide a framework and input for policy and procedural areas in need of improvement.
- To assist in the development and implementation of value-added recommendations.
- To conduct training for managers and administrative support personnel on topics such as management controls, process improvement techniques, employee standards.

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

Objectives:

- To conduct contract and policy compliance reviews.
- To initiate system-wide reviews of high risk areas.
- To perform regular financial audits including: bank statement reconciliations, inventory counts, and petty cash counts.
- To investigate all reported instances of suspected/potential loss of City resources.
- To ensure that City exposure to liability resulting from noncompliance with laws and policies is limited.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Performance/operational reviews & analyses	3	3	3	3	2
- Automated and manual system reviews	2	3	2	1	2
- Management advisory reports	10	8	10	12	10
- Compliance reviews conducted	6	5	6	2	5
- Follow-up reviews	3	2	3	2	1
- Special investigations and projects	15	13	15	12	12
Efficiency Measures					
- % of total deadlines met or exceeded	100%	75%	90%	90%	90%
- % of budget spent	100%	81.7%	100%	100%	100%
Effectiveness Measures					
- % of positive overall customer survey responses	90%	92%	77%	80%	85%
- % of customer survey responses indicating bureau chief/department head satisfaction with relevance & adaptability of recommendations accepted	100%	82%	55%	60%	80%
- % of recommendations accepted	90%	90%	97%	90%	90%
- % of recommendations implemented	90%	75%	75%	75%	80%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 343,647	$ 409,532	$ 417,748	2.0
Outside Services	18,847	21,142	21,102	-0.2
Commodities	2,103	2,719	2,692	-1.0
Interfund Services	22,073	17,858	16,527	-7.5
TOTAL	$ 386,670	$ 451,251	$ 458,069	1.5

Positions

Class Title	2000	2001	2002	Grade
Audit Administrator	1.00	0.00	0.00	--
Audit Technician	2.00	2.00	2.00	16
Internal Auditor	1.00	1.00	1.00	21
Internal Auditor, Senior	1.00	2.00	2.00	23
Internal Auditor, Principal	1.00	1.00	1.00	25
Auditing Director	1.00	1.00	1.00	36
TOTAL	7.00	7.00	7.00	

FINANCE

Mission

To professionally, knowledgeably, and efficiently manage the City's financial resources through cash management, debt management, financial reporting, fixed asset reporting, and cash disbursement activity related to accounts payable and payroll.

Trends and Issues

The Finance department provides financial support and expertise to management and to all City operating departments. The department prepares the City's Comprehensive Annual Financial Report (CAFR) and monthly financial reports for internal distribution and review. The department also disburses City funds through its payroll and accounts payable functions. Additionally, Finance coordinates all of the City's financing activities.

During 2001, the City received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officer's Association for its 2001 CAFR. The City has received 16 awards for its CAFR, representing a long-standing commitment by the City to present its financial information in accordance with generally accepted accounting principles.

During 2002, Finance will continue to meet increasing demands for financial accountability that have arisen from legislative mandates and changes to industry standards. To comply with recent State Legislation, the City will crosswalk its chart of accounts to a uniform chart of accounts mandated by the State. Also, the authoritative body for governmental accounting principles, the Government Accounting Standards Board (GASB), recently issued a series of statements that change the way governments are to report their financial information. Although the implementation of the reporting standards is required under GASB Statement No. 34 and the related Statements 37 and 38 will not occur until fiscal year 2002, the Finance department is already preparing for the changes and analyzing their effect on the City's financial presentation.

Goals And Objectives

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

Objectives:

- To accurately report the City's financial transactions and to reflect its financial position through the City's financial information system.
- To obtain an unqualified opinion from the City's independent auditor.
- To ensure the timely payment of vendor invoices by paying invoices within 21 days of receipt.
- To provide financial information to management and operating departments within seven days of month end.

Goal: To maintain the 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.

Objectives:

- To maintain a fund balance in the General Fund of between 5% and 10% of annual General Fund expenditures.
- To maximize investment yields by keeping the average daily uninvested cash balance at no more than .05% of the total portfolio book value.
- To ensure that all available vendor discounts are applied when invoices are processed.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Paychecks prepared	82,000	82,456	82,000	82,000	82,000
- Pension benefit checks prepared	8,100	8,542	8,100	8,500	8,500
- Vendor checks prepared	38,000	35,356	38,000	37,000	37,000
- Accounts receivable bills prepared	5,500	3,535	5,500	4,300	4,300
- Special Assessment bills prepared	1,200	0	1,200	1,000	70
- Dollars managed (millions)	$105	$149	$105	$150	$150
- Monthly financial statements prepared	12	12	12	12	12
- Bonds issued	0	0	0	1	0
- Annual financial report issued	1	1	1	1	1
Efficiency Measures					
- Cost per paycheck	$1.40	$1.98	$1.40	$2.06	$2.13
- Cost per benefit check	$1.40	$2.30	$1.40	$2.39	$2.46
- Cost per vendor check	$4.20	$5.46	$4.20	$5.31	$5.47
- Cost per million $ managed	$330.00	$219.53	$330.00	$216.60	$223.13
- Cost per accounts receivable bill	$3.50	$4.63	$3.50	$3.94	$4.05
- Cost per special assess bill	$3.30	$0.00	$3.30	$3.38	$4.98
- % of budget spent	100%	90.0%	100%	100%	100%
Effectiveness Measures					
- "Clean" opinion received	Yes	Yes	Yes	Yes	Yes
- % of book value uninvested	0.05%	0.00%	0.05%	0.00%	0.00%
- % of invoices paid in 21 days	75%	83.3%	75%	75%	80%
- Days to produce financial information	6.0	6.0	6.0	7.0	7.0
- % of General Fund balance to total expenditures	8.5%	11.0%	9.0%	10.0%	10.0%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 616,297	$ 664,308	$ 711,076	7.0
Outside Services	103,173	130,592	130,843	0.2
Commodities	35,599	38,127	37,715	-1.1
Interfund Services	61,386	64,133	60,085	-6.3
Capital Outlay	31,800	0	0	- -
Other Expenses	20,004	0	0	- -
TOTAL	$ 868,259	$ 897,160	$ 939,719	4.7

Positions

Class Title	2000	2001	2002	Grade
Account Clerk	4.00	0.00	0.00	--
Account Clerk, Senior	0.00	4.00	4.00	11
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	

Budget Highlights

- Personal Services increase $46,768 primarily due to a wage increase and pension contribution.

TREASURY

Mission

Efficient and effective collection and deposit of all revenues that are due to 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, operates the central cashiering activity, administers collection of delinquent revenues, and coordinates compliance and enforcement efforts for alcohol licensing and other business activities within the City. The work programs of the division are accomplished through three work units administered by the Treasury Administrator: the Tax Unit, Central Cashiering Unit, and the Marshal's Unit.

Responsibilities of the Tax Unit include billing and collection of property taxes; receiving and processing annual business tax returns; receiving and processing alcohol license applications and annual renewals; receiving and processing monthly hotel/motel tax returns, auto rental tax returns and preservation fee returns; and providing accounts management and customer service activities attendant to these tax and fee systems. In the latter months of 2001 and during 2002, major issues to be confronted will be implementation of the Stephens-Day Property Tax Exemption, implementation of the delinquent property tax collection vendor contract, and process improvements in the business tax systems.

The Central Cashiering Unit receives and processes all funds received by the City of Savannah, including utility services payments and property tax receipts. All payments for user fees billed by City operating departments are received and processed by Central Cashiering. For 2002, the Division will continue efforts to identify and implement E-commerce solutions to increase payment options for customers, provide hardware and software solutions to increase efficiency and improve internal controls for payment processing, and improve services to internal and external customers.

The primary responsibilities of the Marshal's Unit are collection of delinquent business tax accounts, performing compliance and enforcement reviews of regulated businesses and alcohol license establishments, and facilitating the work of the Tax Unit by identifying new businesses. In 2002, efforts will be made to increase the level of review of business tax returns to ensure businesses are reporting in the appropriate tax brackets as an adjunct activity to the enforcement work of the Revenue Investigators.

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 preservation fee returns monthly.

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.

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 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 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Property tax bills	102,000	103,097	104,000	104,000	104,000
- Business tax returns	12,000	11,750	12,250	12,250	12,250
- Miscellaneous tax bills	1,000	2,016	1,250	2,250	2,300
- Levy notices issued	4,000	8,422	4,000	4,000	4,000
- Miscellaneous revenue account transactions	9,250	6,680	9,500	6,750	6,750
- Cashier transactions	675,000	640,653	685,000	685,000	685,000
Efficiency Measures					
- Cost/property tax bill	$2	$2	$2	$2	$2
- Cost/business tax account	$14	$15	$15	$15	$15
- Cost/miscellaneous tax ret.	$77	$45	$75	$45	$45
- Cost/levy notice	$65	$38	$68	$40	$25
- Cost/miscellaneous accounts receivable	$6	$9	$6	$9	$9
- Cost/cashier transaction	$0.29	$0.30	$0.30	$0.30	$0.28
- % of budget spent	100%	93%	100%	100%	100%
Effectiveness Measures					
- % tax revenues collected compared to budget	100%	104%	100%	100%	100%
- % non-tax General Fund revenue collected compared to budget	100%	107%	100%	100%	100%
- % alcoholic license fees collected compared to budget	100%	100%	100%	110%	100%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 634,310	$ 662,539	$ 698,878	5.5
Outside Services	32,641	105,710	233,021	120.4
Commodities	54,129	62,151	60,265	-3.0
Interfund Services	362,596	353,480	339,942	-3.8
Capital Outlay	0	26,490	26,750	1.0
Other Expenses	7,380	6,210	7,747	24.8
TOTAL	$ 1,091,056	$ 1,216,580	$ 1,366,603	12.3

Positions

Class Title	2000	2001	2002	Grade
Office Assistant	0.50	0.50	0.00	--
Security Guard	1.00	1.00	1.00	7
Cashier	3.00	3.00	3.00	9
Account Clerk	3.00	3.00	3.00	10
Account Clerk, Senior	1.00	1.00	1.00	11
Administrative Assistant	1.00	1.00	1.00	13
Revenue Investigator	4.00	4.00	4.00	13
Cashiering Supervisor	1.00	1.00	1.00	15
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	18.50	18.50	18.00	

Budget Highlights

- Funding of $26,750 is budgeted in Capital Outlay for the acquisition of remittance processing equipment to improve the effectiveness and efficiency in processing payments for utility bills and property tax bills. The remainder of the cost of this equipment ($80,250) is budgeted in Utility Services within the Water Fund. Associated with this service improvement is the deletion of a part-time office assistant position for savings of $9,230, since this equipment will reduce personnel requirements.
- An allocation of $35,000 is budgeted within Outside Services to contract audit services for compliance reviews regarding business license revenue the City receives. Due to this planned audit, business license revenue is projected to increase by $100,000 in 2002.
- The budget includes $169,500 within Outside Services for the cost of hiring a contractor to provide delinquent tax services, including tax sales. This budget amount is based on 1,000 properties being handled in 2002. The full cost of this budget item will be recovered in revenue collected through increased execution fees to be paid by the delinquent taxpayer.

RECORDER'S COURT

Mission

To receive, process and dispose of all traffic citations, criminal accusations and local ordinance violations filed with the court.

Trends and Issues

Traffic cases impose a substantial burden on the court's resources. The amount of paperwork alone is overwhelming. In 2001, approximately 200 citations per day were filed with the Recorder's Court. Many hours are dedicated to the accounting for and receiving citations, assigning the citations to a clerk for entry onto the docket, reviewing and filing the citations, processing the payments received, retrieving the citations for the court hearing, reporting the convictions to the Department of Public Safety, following-up on persons who fail to respond to the citation, and finally, filing the citation in the disposed files. Above average filing of traffic charges results in a large number of people coming to the court each day. At times, this can lead to insufficient courtroom space. In some traffic sessions, citizens are required to stand against the walls because there is not enough seating available for everyone.

Because of the large caseloads in traffic court, hearings are very short. Rapid hearings contribute to the perception that limited jurisdiction courts provide "assembly line justice." Yet, this is the court where citizens are most likely to obtain their only experience with the criminal justice system. Public trust and confidence are important goals for the courts. The judges and court managers must constantly look to improve the limited jurisdiction courts such as the Recorder's Court. Since most citizens' firsthand experience with the courts is through limited jurisdiction courts, swift and fair adjudication of cases will contribute to a positive perception of all the local courts among thousands of citizens each year.

The City and County police agencies have increased their focus on traffic enforcement. This could impact the court greatly in the coming years. Special units have been created to enforce the traffic laws. The 2001 Georgia General Assembly passed legislation to allow for the use of cameras at red light intersections. Once these efforts are in place, the court expects to see a substantial increase in traffic filings. The challenge for the court will be to respond to this increase in case filings without loss of service to the customers using the court. As mentioned earlier, public trust and confidence are important goals for the courts. Taking advantage of current technology to provide public access to court information and upgrading the court's case management and financial management systems will be essential in order to meet this objective.

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.

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 system 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.
- To provide the judiciary the opportunity to dispose of traffic citations within 35 days after being assigned to a court docket.
- To enter all citations filed with the court onto the appropriate court docket within 72 hours after receiving the citation.

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

Objectives:

- To notify all offenders who are delinquent in submitting their monthly payment.
- To require a probation provider to collect fines and fees within half the time of the client's probationary period.

Service Levels

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Traffic citations filed	57,500	47,217	57,500	49,000	55,000
- Misdemeanor accusations filed	8,500	7,709	8,500	7,500	8,000
- Felony accusations filed	3,200	3,587	3,200	3,600	3,500
- Pre-sentence investigations	1,000	891	1,000	1,100	1,000
- Payment plans established	4,600	3,877	4,600	3,750	4,000
- Criminal warrants prepared	2,000	2,056	2,000	1,800	2,000
- Search warrants processed	200	113	200	175	175
- Delinquent notices issued	7,000	5,620	7,000	5,000	6,000
- Subpoenas/accusations issued	50,000	45,790	50,000	48,250	50,000
- Inmates handled	n/a	n/a	n/a	3,750	3,750
Efficiency Measures					
- Cost per charge filed	$21	$21	$21	$25	$25
- % of budget spent	100%	95%	100%	100%	100%
Effectiveness Measures					
- Percentage of persons arraigned	100%	100%	100%	100%	100%
- Average days; filing to first assignment (criminal)	28	28	28	24	24
- Average days; filing to first assignment (traffic)	35	35	35	35	35
- Average days to entry (case filings)	3	3	3	3	3
- % of delinquent offenders sent notices	100%	100%	100%	100%	100%

Revenue By Source

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Recorder's Court Fines	$ 2,388,317	$ 2,360,000	$ 2,435,000	3.2

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 969,637	$ 1,145,866	$ 1,155,383	0.8
Outside Services	192,865	204,310	302,817	48.2
Commodities	43,710	33,962	37,873	11.5
Interfund Services	148,811	124,447	116,761	-6.2
Capital Outlay	5,250	1,542	0	-100.0
Other Expenses	0	7,400	0	-100.0
TOTAL	$ 1,360,273	$ 1,517,527	$ 1,612,834	6.3

Positions

Class Title	2000	2001	2002	Grade
Judge Recorder's Court	3.00	3.00	3.00	--
Office Assistant	0.00	0.50	0.50	7
Cashier	3.00	3.00	3.00	9
Bailiff	3.00	4.00	4.00	11
Case Disposition Clerk	2.00	2.00	2.00	11
Customer Service Representative	5.00	5.00	5.00	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	28.00	29.50	29.50	

Budget Highlights

- An allocation of $60,000 is included for a service improvement to enhance court security.
- An allocation of $11,000 is included for additional floor space.

RESEARCH LIBRARY

Mission

To provide City staff, through library collections and services, externally-generated information which is necessary in their provision of City services.

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; negotiating and administering access to external electronic information services and resources and inter-city computer networks; and administering records retention, archival depository, and bibliographic control 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. Periodical subscriptions are being decreased in order to maintain monographic acquisitions. In addition, the online electronic formats require access to, and utilization of an ever-enlarging universe of resources increasingly targeted toward desktop end-users. Implementing this model of more comprehensive desktop access to resources for more end-users aids productivity and quality, but requires a significant portion of available fiscal resources. External information partners are changing their service provisions, so that the Library must assume the funding and administration of some additional services in-house, such as preservation microfilming of local government documents. And, the increasing age of the City's archival and historical records requires more attention to document preservation issues.

Goals and Objectives

Goal: City staff is provided appropriate collections of professional and technical literature which are developed and available for use.

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

Goal: City staff receives 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 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Monographic volumes added	390	324	387	387	352
- Periodical volumes added	154	118	160	114	110
- Service contacts handled	7,018	8,543	7,409	8,283	8,331
- Shelving/filing actions	9,529	9,548	9,712	9,712	9,716
- Library materials circulated	3,500	3,518	3,531	3,531	3,535
- User aids on network	870	870	900	882	900
- Reference/research inquiries	1,476	1,809	1,631	1,714	1,743
- Interlibrary transactions	247	360	266	272	287
- NAEIR requests placed	203	215	202	222	217
- NAEIR Receipts ($)	$60,533	$89,621	$61,352	$85,500	$86,092
- Record transfers (cu.ft.)	212	247	215	298	221
- Records dispositions (cu.ft.)	135	176	136	336	204
- Local docs. In UDMP/ICUD	90	126	77	77	76
Efficiency Measures					
- Cost per volume added	$106	$108.60	$106	$107	$107
- Cost per response made	$5	$5	$5	$6	$6
- $ value NAEIR receipts over $ value dues/fees	9:1	10:1	9:1	9:1	10:1
- % of budget spent	100%	96%	100%	92%	100%
Effectiveness Measures					
- % of volumes processed	100%	98%	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	99%	99%	99%	99%	99%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 105,178	$ 97,968	$ 110,789	13.1
Outside Services	59,047	78,198	65,178	-16.7
Commodities	1,649	1,900	1,900	0.0
Interfund Services	7,490	6,166	5,886	-4.5
TOTAL	$ 173,364	$ 184,232	$ 183,753	-0.3

Positions

Class Title	2000	2001	2002	Grade
Cataloging Librarian	1.00	1.00	1.00	15
Library Director	1.00	1.00	1.00	34
TOTAL	2.00	2.00	2.00	

HUMAN RESOURCES

Mission

To provide responsive and innovative programs which maintain an effective, efficient, and a 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 and competitive pay and benefit programs to all employees; providing quality training to equip employees with the technical, managerial, and educational skills to serve the citizens of Savannah; and creating a quality workplace 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 2002, the focus of the Human Resources department will turn inward as we face the challenge of allowing all employees to become fully engaged in the cooperative efforts to improve the way work is performed and public services are delivered. The department will take the lead in enhancing employee relations and improving communication within the organization. The establishment of the employee Advisory Council in 2001 was the beginning step for providing employees with the opportunity to identify and voice concerns, ask questions, have employee-related issues resolved, and plan employee events.

In the benefits arena, Human Resources will continue to improve the efficiency and effectiveness of the delivery of employee benefits. The essential purpose of employee benefits remains unchanged: benefits are intended to meet individual needs while serving the overall City's goal of attracting and retaining quality employees. The department will concentrate on providing an attractive benefit package at an affordable rate.

Human Resources continues to find recruitment and selection as the number one employment issue with which we are faced. Due to low unemployment, there are fewer individuals available in the labor market to fill vacant positions. Our goal will continue to be the recruitment and retention of top performers for city employment.

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 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Hours of training design and delivery	2,300	1,626	1,500	1,500	1,600
- Number of employees participating in training programs	1,800	2,059	1,850	1,850	1,850
- Number of employees/retirees enrolled in medical plan	2,630	2,656	2,710	2,710	2,740
- Percent of employees participating in Health Risk Appraisal	58%	53%	50%	50%	55%
- Percent of employees seeking EAP services	12%	15%	15%	15%	15%
- Number of benefit, pay, and personnel changes/actions	4,500	7,744	5,000	5,000	5,000
- Number of applications processed	4,500	5,025	4,500	4,500	5,000
- Number of tests administered	3,000	3,860	3,000	3,000	3,300
- Hours spent conducting applicant ratings	500	580	500	500	600
- Number of positions filled	415	626	400	700	600
- Number of classification analyses conducted	30	66	50	50	30
- Number of complaints/charges handled	10	9	10	10	10
Efficiency Measures					
- Average monthly medical claims cost per employee/retiree	$269	$276	$285	$285	$320
- Average time to certify professional applicants (weeks)	6 weeks	4.1 weeks	6 weeks	6 weeks	5 weeks
- Average time to certify other applicants (weeks)	3 weeks	3 weeks	3 weeks	3 weeks	3 weeks
- % of budget spent	100%	93%	100%	100%	100%
Effectiveness Measures					
- Training evaluations on 1-5 scale (5 = most positive)	4.50	4.79	4.50	4.50	4.50
- Medical cost per employee vs. national average	29% lower	24% lower	20% lower	15% lower	15% lower
- Participation of employees in HRA vs. national average of similar voluntary programs	n/a	n/a	50% vs. 35%	50% vs. 35%	55% vs. 35%
- Percent of employees completing probation	90%	77%	90%	80%	80%
- City-wide turnover rate	11%	14%	11%	11%	12%
- Customer satisfaction rating of HR services (4 = most positive)	4	3	3	3	3

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 794,341	$ 911,219	$ 976,457	7.2
Outside Services	219,294	276,405	257,990	-6.7
Commodities	46,752	78,168	73,516	-6.0
Interfund Services	138,205	111,340	104,591	-6.1
Other Expenses	1,200	1,400	1,000	-28.6
TOTAL	$ 1,199,792	$ 1,378,532	$ 1,413,554	2.5

Positions

Class Title	2000	2001	2002	Grade
Office Assistant, Senior	1.00	1.00	1.00	8
Human Resources Assistant	3.00	2.00	2.00	11
Administrative Assistant	1.00	1.00	1.00	13
Human Resources Technician	4.00	5.00	5.00	15
Training Coordinator	2.00	2.00	2.00	20
Employee Health Coordinator	1.00	1.00	1.00	21
Human Resources Analyst	2.00	2.00	2.00	23
Employee Relations Coordinator	0.00	1.00	1.00	23
Employee Assistance Coordinator	1.00	1.00	1.00	23
Human Resources Analyst, Sr	1.00	1.00	1.00	25
Human Resources Administrator	2.00	2.00	2.00	30
Human Resources Director	1.00	1.00	1.00	36
TOTAL	19.00	20.00	20.00	

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.

The trend in Purchasing is towards E-commerce where many purchasing transactions take place or are facilitated through the Internet. The City has taken the first step in that direction with the Purchasing website which provides electronic notification of bid opportunities, automated planholder's lists, and allows bidders to download bids and see bid results. The next step may include on-line electronic catalogues and bidders submitting bids on-line.

There may be other opportunities for the City to become more efficient and realize savings through new technology. Voice, data, facsimile, fiber, video and wireless technology advances have created opportunities for the City to improve internal communications and reduce costs. Multi-functional office equipment may replace several devices with a single piece of equipment. Purchasing will continue to evaluate these technologies in 2002.

Goals and Objectives

Goal: Provide user 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 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Number of requisitions	6,500	6,037	6,600	6,200	6,000
- Number of specifications prepared	520	474	520	520	520
- Number of annual contracts	160	175	160	160	160
- Number of telephone quotes	1,000	1,041	1,000	1,000	1,000

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Efficiency Measures					
- Cost per requisition	$71	$64	$71	$67	$74
- % of budget spent	100%	80%	100%	85%	100%
Effectiveness Measures					
- Training sessions held for City departments on purchasing	10	9	10	10	10
- Repeat formal bids due to inadequate specifications	5	3	4	4	4
- Minority participation in Capital Improvement Projects	7%	10.9%	7%	7%	7%
- Minority participation in general procurements (professional services, general services, materials and supplies)	7%	8.3%	8%	8%	7%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 287,269	$ 333,528	$ 348,920	4.6
Outside Services	42,735	34,087	52,250	53.3
Commodities	11,631	13,686	13,950	1.9
Interfund Services	21,678	32,592	30,697	-5.8
Other Expenses	(1,486)	0	0	--
TOTAL	$ 361,827	$ 413,893	$ 445,817	7.7

Positions

Class Title	2000	2001	2002	Grade
Purchasing Administrator	1.00	0.00	0.00	--
Purchasing Technician	2.00	2.00	2.00	13
Buyer	3.00	3.00	3.00	19
Purchasing Administrator, Assistant	1.00	1.00	1.00	23
Purchasing Director	0.00	1.00	1.00	34
TOTAL	7.00	7.00	7.00	

Budget Highlights

- An allocation of $20,000 is provided within Outside Services for contracting with an agency to provide certification, training, and outreach services in 2002 with regards to minority and women-owned businesses.

CENTRAL SERVICES DIRECTOR

Mission Statement

To ensure that adequate services are delivered to the citizenry by providing a clean and safe working environment through; a properly maintained radio communications system, efficient mail services, and having an 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 goods and services at levels sufficient to meet increasing demands with the same or fewer 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 Tele-Electronic Equipment Maintenance programs.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Number of objectives completed as scheduled and within budget	10	13	19	19	19
- Number of leases monitored	16	22	22	22	22
Efficiency Measure					
- % of budget spent	100%	100%	100%	100%	100%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Central Services				
Personal Services	$ 691,492	$ 744,345	$ 772,817	3.8
Outside Services	525,847	618,988	616,011	-0.5
Commodities	96,317	93,198	94,238	1.1
Interfund Services	109,704	100,925	124,013	22.9
Capital Outlay	34,019	182,561	0	-100.0
Interfund Transfers	0	11,484	0	-100.0
Other Expenses	8,559	8,027	9,564	19.1
Subtotal	$ 1,465,938	$ 1,759,528	$ 1,616,643	-8.1

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Interdepartmental - River Street Hospitality Center				
Personal Services	$ 50,536	$ 52,773	$ 61,553	16.6
Outside Services	12,405	14,504	16,731	15.4
Commodities	7,980	8,631	7,996	-7.4
Interfund Services	744	14	436	3014.3
Subtotal	$ 71,665	$ 75,922	$ 86,716	14.2
TOTAL	$ 1,537,603	$ 1,835,450	$ 1,703,359	-7.2

Positions

Class Title	2000	2001	2002	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	

Budget Highlights

- The 2002 budget is $133,628 less than the projected 2001expenditures primarily due to a reduction in capital outlay requirements.

RISK ADMINISTRATION

Mission

To ensure the development and maintenance of a work environment for City employees that minimizes the number and severity of workplace injuries, illnesses and accidents. In addition, the mission is to minimize losses to community residents from City operations, and to protect the financial assets of the City through the use of appropriate risk financing techniques.

Trends and Issues

The global insurance market is constantly undergoing significant changes. These changes will have an impact on the property insurance program for the City of Savannah, not only because of global market changes, but also due to the fact that our property has a coastal exposure to hurricanes. Operations within the City of Savannah are now routinely seeing premium increases as much as 300% while coverage provisions become much more restrictive. Risk Administration is challenge in the upcoming years to develop a property insurance program which both protects the City's financial assets in the event of a major property loss and does so at the best available premium on the market.

Another issue that may face the City in the near future is the erosion of sovereign immunity for public entities in the State of Georgia. Since its inception, the State has granted public entities immunity from many forms of tort claims. In 1954, the City of Savannah chose to waive that immunity on a limited basis, $2,500 per claim. In 1982, that limit was increased to its current level of $10,000. Legislation was introduced in 2001 that would have waived that limit up to $1 million per occurrence. Although that legislation failed, it is likely that some form of the legislation will pass in the 2002 legislative session. Should this legislation pass, the City will need to be in a position to take on the increase in the level and complexity of litigation that could arise from claims.

Goals and Objectives

Goal: A work environment which minimizes the likelihood of injuries to city employees and the public, and which minimizes the occurrence of property damage.

Objectives:
- To reduce the number of at fault City vehicle accidents.
- To reduce the number of employees' lost time injuries.

Goal: Reduce expenditures for auto and general liability claims.

Objectives:
- Reduce the number and severity of auto accidents by increasing accountability for such accidents.
- Reduce the number of compensable injuries through continued training in targeted areas and development of a Bureau Safety Committee.
- Reduce the City's exposure to catastrophic loss by building and maintaining appropriate reserves.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Facility safety inspections:					
- Conducted w/insurance company	48	37	40	40	45
- Conducted by Risk Mgt	52	56	60	59	65
- General liability claims investigated:					
- Property claims	85	163	89	100	130
- Personal injury	65	132	75	112	135
- Employee work related injuries processed:					
- Number of lost time claims opened	44	36	47	45	47
- Number of new claims opened	305	361	360	355	35
- Number of claims closed	180	143	180	185	185
- Auto liability claims investigated	225	234	225	220	230
- Safety classes taught	24	21	36	36	40
- Safety Committee meetings conducted	26	36	45	48	32
- Liability claims closed with no payment	135	87	150	150	150
Efficiency Measures					
- Cost per facility surveyed	$160	$154	$145	$145	$147
- Cost per general liability claim:					
- Property claims	$500	$750	$750	$700	$750
- Personal injury	$700	$710	$790	$790	$1,000
- Cost per work related employee injury	$3,200	$2,250	$3,250	$3,250	$3,300
- Cost per auto liability claim submitted	$750	$1,050	$790	$1,100	$1,250
- Average cost per class taught	$200	$118	$235	$175	$175
- Cost per Safety Committee meeting	$90	$87	$60	$60	$60
- % of budget spent	100%	92%	100%	100%	100%
Effectiveness Measures					
- Limit property loss to .002% of property value	.002%	.001%	.002%	.001%	.002%
- Limit at fault auto accidents	120	125	225	115	110
- Limit employee work related claims	295	361	360	365	350

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 153,487	$ 186,545	$ 194,655	4.3
Outside Services	8,913	7,197	7,197	0.0
Commodities	2,252	3,778	3,778	0.0
Interfund Services	10,670	8,891	0	11.1
Interfund Transfers	0	11,484		-100.0
Other Expenses	0	0	1,537	--
TOTAL	$ 175,322	$ 217,895	$ 217,041	-0.4

Positions

Class Title	2000	2001	2002	Grade
Risk Management Technician	2.00	2.00	2.00	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	

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 this requirement demands sound procedures and control systems that seek to minimize stock-outs, and provides accurate and timely information on inventory status. During 2002, emphasis will be placed on improving the issuing procedural aspects in the most efficient manner while satisfying customer requirements.

Goals and Objectives

Goal: Provide quality goods to City operating departments when needed while maintaining an inventory free of warehouse losses.

Objectives:

- To maintain a City inventory turnover rate which will be consistent with the industry standard of 3.0 times.
- 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 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Number of items in inventory	1,025,000	855,298	1,025,000	870,000	888,000
- Items transactions	900,000	765,566	900,000	760,000	770,000
- Lines issued	13,700	13,786	13,500	13,500	13,500
- Value of inventory	$240,000	$261,608	$250,000	$250,000	$260,000
Efficiency Measures					
- Cost per item maintained in inventory	$0.16	$0.18	$0.19	$0.19	$0.21
- % of budget spent	100%	0%	100%	100%	100%
Effectiveness Measures					
- City inventory turnover rate	3.0	3.2	3.0	3.0	3.0
- City deviation percentage (Industry standard at .5%)	.20%	.03%	.20%	.20%	.20%
- Loses not to exceed standard of 1.5% of inventory value	$600	$185	$600	$600	$600
- Number of recording errors within standard	30	20	30	30	30
- Records accuracy percentage (Good standard at 90.0%)	93.0%	97.7%	93.0%	93.0%	93.0%
- % of records with no difference	91.0%	95.5%	91.0%	91.0%	91.0%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 133,490	$ 146,417	$ 153,181	4.6
Outside Services	2,868	3,540	3,372	-4.7
Commodities	1,799	2,972	2,972	0.0
Interfund Services	17,890	18,401	20,758	12.8
Capital Outlay	0	1,400	0	-100.0
Other Expenses	2,605	3,279	3,279	0.0
TOTAL	$ 158,652	$ 176,009	$ 183,562	4.3

Positions

Class Title	2000	2001	2002	Grade
Office Assistant, Senior	1.00	1.00	1.00	8
Storekeeper	2.00	2.00	2.00	10
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 building maintenance and janitorial services within the municipal center.

Trends and Issues

Mail and Municipal Building Services provides administrative control and oversees the contracted mail and courier services. The division, in coordination with building stewards, addresses building maintenance and janitorial services for the Municipal Center, and provides administrative controls over the many contractual services for the Municipal Center. The contracted security guard will continue to direct the flow of movement in City Hall to the extent directed, and control access to assigned areas by noting and signing in visitors. The security guard also provides information to the public concerning services located within the building and the community, as well as performing other duties that will protect and serve our citizens.

Goals and Objectives

Goal: To provide communications *via* mail services to 96 internal sites, 251 days per year.

Objectives:
- To ensure mail deliveries are met 95% of the time.
- To receive an accurate receipt and timely reports from the mail courier services, 97% of the time.

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

Objective:
- To monitor contractual services within the Municipal Center.

Service Levels

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- No. of inter-office drops	n/a	n/a	23,845	24,096	24,096
- No. of reports received on time and accurate	n/a	n/a	64	62	64
- No. of contracts and service providers monitored	n/a	n/a	32	32	32
Efficiency Measure					
- % of budget spent	100%	94.0%	100%	100%	100%
Effectiveness Measures					
- % of time an accurate report is received	n/a	n/a	97%	97%	97%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 30,096	$ 3,620	$ 3,620	0.0
Outside Services	436,161	496,813	506,974	2.0
Commodities	10,268	12,193	13,389	9.8
Interfund Services	51,388	49,303	69,777	41.5
TOTAL	$ 527,913	$ 561,929	$ 593,760	5.7

Positions

Class Title	2000	2001	2002	Grade
Security Guard	1.00	0.00	0.00	--
Senior Office Assistant	0.00	0.00	0.60	8
TOTAL	1.00	0.00	0.60	

Budget Highlights

- A part-time senior officer assistant position is added to prepare reports and reconcile inventory discrepancies.
- Interfund Services increase $20,474 due to an increased contribution to the Risk Management Insurance Fund in 2002.

RIVER STREET HOSPITALITY CENTER

Mission

To provide custodial services, enhance the environment to ensure visitors' enjoyment of the facility, and to coordinate building maintenance services to the River Street Hospitality Center.

Trends and Issues

The River Street Hospitality Center is an activity of Central Services which provides custodial and maintenance services for the facility. The activity seeks to ensure citizen and visitor enjoyment of the surrounding historic and cultural aspects of the City's heritage. This is accomplished through an operating agreement between the Convention and Visitors Bureau and the City of Savannah. The facility is staffed from 10:00 a.m. until 10:00 p.m., with reduced hours during the slower fall and winter seasons. Operating hours may be amended during special occasions or as business demands dictate.

A major focus in 2002 will be to address preventive maintenance issues for the Hospitality Center. Of major concern has been public abuse of facilities in the form of smoking, which causes the elevator to shut down. A major challenge for staff will be maintaining the restroom facility and elevator for the public at the highest possible level of cleanliness.

Goals and Objectives

Goal: To maintain the Hospitality Center, restrooms, elevator and surrounding grounds in optimal appearance and operating condition.

Objectives:

- To ensure the average cleanliness rating for the Hospitality Center is maintained at 3 on a 4.0 point scale.
- To insure the coordination of maintenance activities with contractual service providers.

Service Levels

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Total citizens served	450,000	363,467	400,000	360,000	370,000
- Total citizens served from 8:00 p.m. - 10:00 p.m.	30,000	30,259	30,000	30,000	31,000
- # of elevator service calls on weekend	15	6	15	8	9
Efficiency Measures					
- % of budget spent	100%	75%	100%	100%	100%
Effectiveness Measures					
- Cleanliness rating of :					
Hospitality Center/Restrooms	3.0	3.0	3.0	3.0	3.0
Elevator	3.0	2.5	3.0	3.0	3.0
Ramp & surrounding grounds	n/a	2.8	3.0	3.0	3.0

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 50,536	$ 52,773	$ 61,553	16.6
Outside Services	12,405	14,504	16,731	15.4
Commodities	7,980	8,631	7,996	-7.4
Interfund Services	744	14	436	3014.3
TOTAL	$ 71,665	$ 75,922	$ 86,716	14.2

Positions

Class Title	2000	2001	2002	Grade
Custodian	2.25	2.25	2.25	6
TOTAL	2.25	2.25	2.25	

Budget Highlights

- Personal Services increase $8,780 primarily due to the wage increase and a vacant position during 2001.

TELE-ELECTRONICS

Mission

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

Trends and Issues

The Tele-Electronics department installs and maintains approximately 3,500 pieces of electronic and computer equipment. The City of Savannah has moved from conventional radio technology to Smartzone trunk radio technology. The system, a joint venture with Chatham County, is operated under a governing agreement between the City of Savannah and Chatham County.

In the event of a natural or man-made disaster, effective and reliable communication is critical. The new Smartzone radio system relies heavily upon Southern Bell leased data line circuits for the data interconnection between the system controllers and the radio sites. Most of Southern Bell's infrastructures are telephone poles. These lines will be extremely vulnerable in the event of a hurricane, ice storm or similar natural disaster. Even routine summer storms can cause serious impairment of the public safety communication system. Loss of the data lines means loss of the computer network that links all of the sites together and a subsequent reduction in communication capacity. The T-1 lines are not reliable enough to support the demands of public safety communication. During 2002, a major focus will be upgrading all 800MHZ radio system interconnections to either dedicated and redundant microwave, buried fiber optic cable, or a combination of the two technologies.

The Supervisory Control and Data Acquisition (SCADA) network continues to grow, having reached approximately 3/4 of its expected span. The addition of two repeater sites dramatically increased the coverage and reliability of the system. Recent decisions by the vendor have forced the City to consider alternative radio sources for the radio transmission portion of the system. During 2002, major emphasis will be placed on resolving this issue by seeking viable alternatives.

Goals and Objectives

Goal: A communication system capable of providing the City of Savannah with 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 fix end items 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 ensure, on a continuous basis, proper accountability for 100% of all equipment and inventory.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Items of electronic equipment maintained	4,145	3,173	3,690	3,757	3,811
- FCC standard checks performed	1,500	1,358	1,500	1,500	1,500
- Calibration checks performed	4	4	4	6	6
- Mobile radio repairs	500	424	400	207	210
- Misc. mobile repairs	400	446	500	290	300
- Portable repairs	700	519	700	770	800
- Miscellaneous repairs	500	242	500	298	300
- Installations	200	97	175	168	170
Efficiency Measures					
- Cost per FCC check performed	$11	$11	$11	$11	$11
- Cost per mobile radio repair	$115	$115	$115	$115	$115
- Cost per misc. mobile repair	$69	$75	$69	$75	$75
- Cost per portable radio repair	$149	$158	$149	$158	$158
- Cost per miscellaneous repair	$84	$85	$84	$85	$85
- Cost per installation	$89	$89	$89	$89	$89
- % of budget spent	100%	88.0%	100%	100%	100%
Effectiveness Measures					
- % mobile radios repaired within 24 hours	100%	100%	100%	100%	100%
- % portable radios repaired within 72 hours	100%	100%	100%	100%	100%
- % units operational each shift	100%	100%	100%	100%	100%
- % mobile installations completed within 96 hours	100%	100%	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

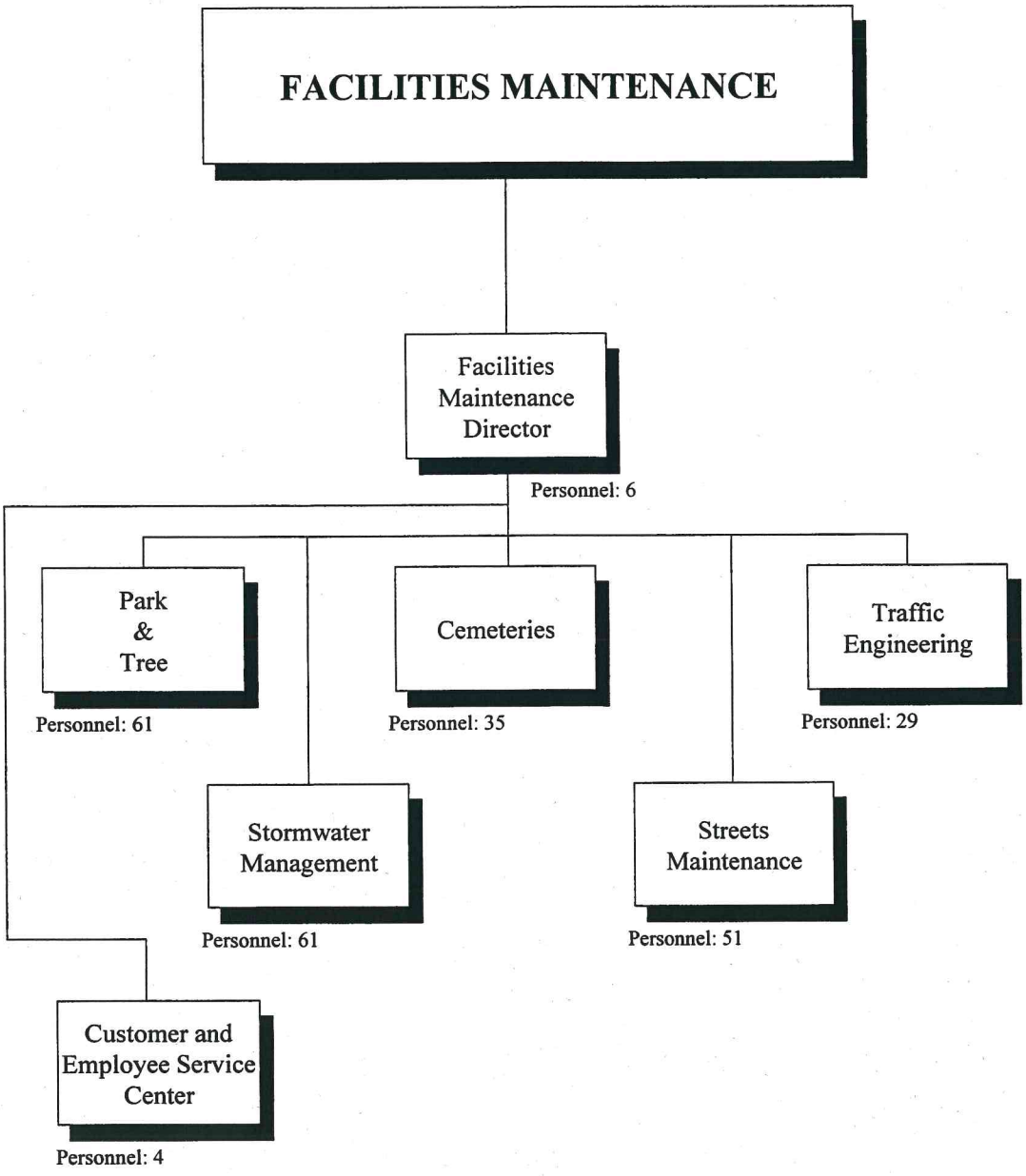
Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 263,152	$ 289,624	$ 298,708	3.1
Outside Services	70,472	102,592	89,672	-12.6
Commodities	80,234	73,199	73,199	0.0
Interfund Services	23,711	19,692	18,745	-4.8
Capital Outlay	34,019	181,161	0	-100.0
Other Expense	4,752	4,748	4,748	0.0
TOTAL	$ 476,340	$ 671,016	$ 485,072	-27.7

Positions

Class Title	2000	2001	2002	Grade
Administrative Assistant	1.00	1.00	1.00	13
Tele-Electronics Technician	4.00	4.00	4.00	18
Electronics/Telecommunications Supt	1.00	1.00	1.00	24
TOTAL	6.00	6.00	6.00	

Budget Highlights

- Capital Outlay decreases $181,161 due to three service improvements to purchase a software service agreement for the 800MHZ radio system, an electronics bank system and a security access system in 2001.


FACILITIES MAINTENANCE
Facilities Maintenance Director
Personnel: 6
Park & Tree
Personnel: 61
Cemeteries
Personnel: 35
Traffic Engineering
Personnel: 29
Stormwater Management
Personnel: 61
Streets Maintenance
Personnel: 51
Customer and Employee Service Center
Personnel: 4

FACILITIES MAINTENANCE BUREAU

The 2002 budget for the Facilities Maintenance Bureau is $18,386,916 or 3% more than 2001 projected expenditures.

Personal Services increase $556,163 or 6% primarily due to the wage increase, vacancies in 2001, a new electrician position in Stormwater Management, and the pension contribution. Outside Services increase $104,003 or 3% primarily due to the electricity account in Traffic Engineering for the full year's cost of the 2001 rate increase, as well as funds budgeted for Hutchinson Island and Crossroads area street lighting. Interfund Services increase $49,825 due to an increased contribution to the Risk Management Insurance Fund in 2002.

Revenues By Source

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Burial Fees	$ 192,288	$ 220,000	$ 240,000	9.1
Lot Sales	66,048	80,000	110,000	37.5
Cemetery Interest Earned	200,126	200,000	200,000	0.0
Electricity Generator Fees	116,002	15,000	40,000	166.7
TOTAL	$ 574,464	$ 515,000	$ 590,000	14.6

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 7,883,050	$ 8,960,766	$ 9,516,929	6.2
Outside Services	3,645,912	4,129,769	4,233,772	2.5
Commodities	1,465,005	2,005,222	1,859,980	-7.2
Interfund Services	1,504,217	1,753,391	1,803,216	2.8
Capital Outlay	75,690	125,515	75,145	-40.1
Interfund Transfers	0	16,000	15,640	-2.3
Other Expenses	803,200	866,835	882,234	1.8
TOTAL	$ 15,377,074	$ 17,857,498	$ 18,386,916	3.0

FACILITIES MAINTENANCE DIRECTOR

Mission

To provide a city where the scenic parks, municipal forest, streets, sidewalks, traffic control systems, municipal cemeteries and stormwater system are efficiently maintained, and provide the citizens of Savannah with services that are hazard-free, aesthetically pleasing, and comply with local, state and federal requirements, and most importantly meet customers' needs.

Trends and Issues

Providing the coordination and functional oversight of six very diverse City departments is the responsibility of the Facilities Maintenance Director's Office. The Director's Office ensures each department is provided with the staffing, tools and equipment necessary to perform their tasks in the most cost effective and productive manners.

Additionally the Director is involved in all phases of long range planning that is necessary to ensure that the infrastructure keeps pace with the future needs of the community.

The Bureau continues to be challenged by increased public expectations related to park conditions, drainage systems maintenance and operations, rideability of City streets, duration of travel time, flood relief and the availability of cemetery services.

In addition to increased expectations, the bureau is faced with meeting the challenge of increased usage, of an aging infrastructure. Although funding for capital maintenance has increased during the past five years, most of the departments continue to need more improvements in their infrastructure.

To address the increased demand placed upon parks, expansion of the urban forest, increased traffic volume on streets, flood relief, and improved street conditions, the Bureau will implement the following 2002 initiatives:

- Increase tree planting so that planting exceeds removals and improve park conditions through more efficient management practices.
- Improve the quality of street repairs by implementing new standards and techniques and providing adequate training for staff.
- Improve communications and employee relations through the Bureau's Employee Relations Team.
- Manage the flood relief projects to ensure target dates are met.
- Provide accurate burial records, and marketing, economical interment spaces, in a park-like environment staffed by professionals.
- Improve customer satisfaction at all levels of service by more direct contact with customers.
- Play an active role in the planning of road projects especially the east/west corridor improvements.

Goals and Objectives

Goal: A city where the infrastructure is efficiently maintained while providing the citizens of Savannah with systems that are fully functional, hazard-free, aesthetically pleasing, meet present requirements, and identifies future needs.

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 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measure					
- % of performance measures completed	100%	95%	100%	100%	100%
Efficiency Measure					
- % of budget spent	100%	90%	100%	100%	100%
Effectiveness Measure					
- Customer satisfaction ratings	85%	85%	85%	87%	88%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 272,439	$ 311,260	$ 332,325	6.8
Outside Services	8,179	11,389	10,326	-9.3
Commodities	13,147	10,829	10,169	-6.1
Interfund Services	16,520	27,152	25,540	-5.9
Capital Outlay	0	14,084	0	-100.0
Other Expenses	6,444	5,543	5,543	0.0
TOTAL	$ 316,729	$ 380,257	$ 383,903	1.0

Positions

Class Title	2000	2001	2002	Grade
Administrative Assistant	1.00	1.00	1.00	13
Grounds Equip Maint Spec	1.00	1.00	1.00	18
Contract Compliance Coord	1.00	1.00	1.00	19
GIS Analyst	1.00	1.00	1.00	23
Facilities Maint Projects Coord	1.00	1.00	1.00	25
Facilities Maintenance Director	1.00	1.00	1.00	43
TOTAL	6.00	6.00	6.00	

Budget Highlights

- Personal Services increase $21,065 primarily due to a wage increase and vacancies in 2001.

PARK AND TREE

Mission

To ensure historic and scenic parks are maintained in an aesthetically pleasing and structurally sound condition, with an urban forest free of structural failure and disease to provide 50% shade coverage citywide.

Trends and Issues

The Park and Tree Department is responsible for Park Services, Urban Forestry Management and Tree Ordinance Administration.

The Park Division manages the sustainment and improvement of 22 historic squares, 104 acres of passive scenic parks, and 146 acres of landscaped medians and entrance corridors. Landscape management practices include shrub and turf care, pesticide applications, and irrigation system installation and maintenance. Horticulturists, master gardeners, and licensed pesticide applicators oversee the implementation of numerous programs to achieve a "resort quality" appearance for resident and visitor enjoyment. Historic Monument and public art conservation is an ongoing task to sustain public landmarks through capital improvement preservation projects and preventive maintenance programs. A year round seasonal color program enhances streets-capes, parks and squares.

Urban Forestry Management is tasked with the management of approximately 80,000 municipal trees for both streets and parks. Tree maintenance consists of pruning, removal and planting of trees citywide. Tree service requests are cross referenced with a computerized tree inventory database to insure efficient urban forestry management practices. A five-year master city tree plan has been developed and a preventive maintenance pruning program instituted to provide scheduled tree management practices. Graduate foresters, certified arborists, and forest resource technicians oversee the implementation of tree projects funded through Landmark District tree funding and annual budgetary allocations. More than 1,100 new trees were planted citywide to perpetuate tree canopies. Collaborative associations with public/private partnerships augment funding to perpetuate Savannah's tree canopy.

Tree Ordinance Administration enforces the Land Clearing & Tree Protection ordinance for commercial site development. Site plans are reviewed prior to construction and tree ordinance enforcement is under the guidance of a graduate landscape architect.

Considering the increased levels of park and square usage, a greater demand on service needs presently exists. High expectation for quality and usability has required the department to search for more efficient management practices. While litter volumes increase due to patronage in the parks and river front, staffing has remained constant. Various alternatives are being evaluated as to their effectiveness.

Innovative and pro-active management practices have been instituted in the Park and Tree Department to retain tenured personnel while sustaining existing levels of service with advanced technology and improved training programs.

Goals and Objectives

Goal: A city where historic and scenic parks are maintained in an aesthetic and structurally perfect condition.

Objectives:

- To maintain park appearance at a rating of good (3.17 on a 4-point scale).
- To maintain major median appearance at a rating of good (3.17 on a 4-point scale).
- To maintain city and neighborhood entrance ways and minor medians appearance at a rating of fair (2.00 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.

Objectives:

- To ensure the number of tree failures does not increase by more than 100 limb drops over the previous year, except failures caused by gale force winds (34 mph) or higher.
- To increase the mileage of arterial and connector streets planted with canopy trees by one-half (0.5) mile annually.

Service Levels

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Parks	97	97	97	97	98
Acres maintained	112	112	112	112	113
- Medians	11	11	11	11	11
Acres maintained	48	48	48	48	48
- Entranceways & minor medians	96	96	96	96	96
Acres maintained	90	90	90	90	90
- Maintain 80,000 city trees					
Pruning	4,637	5,378	4,637	4,520	4,700
Young tree care	1,129	1,182	1,296	2,164	2,200
Trees removed	872	892	872	850	860
Trees planted	650	927	650	1,072	900
Efficiency Measures					
- Parks ($/acre)	$14,446	$14,346	$13,500	$12,945	$14,000
- Medians	$5,987	$5,753	$4,700	$4,610	$4,800
- Entranceways & minor medians	$2,397	$2,114	$1,600	$1,560	$2,000
- Trees pruned (per unit)	$150	$123	$145	$140	$145
- Trees removed (per unit)	$376	$324	$356	$360	$365
- Trees planted (per unit)	$563	$386	$400	$410	$475
- % of budget spent	100%	90.3%	100%	98%	100%
Effectiveness Measures					
- Park appearance rating	3.30	2.96	3.17	3.30	3.30
- Median appearance rating	3.17	2.57	3.17	3.32	3.20
- Entranceway & minor median appearance rating	2 .95	3.03	2.00	3.00	2.75
- Limb drops	437	289	766	310	400
- Canopy miles planted/yr	0.5	1.03	0.7	1.3	1.6
- Service request response time					
- Priority I requests	100.0%	98.7%	0.0%	0.0%	0.0%
- Priority II requests	0.1%	98.0%	95.0%	98.0%	0.0%
- Priority III requests	97.5%	98.1%	94.0%	97.0%	0.0%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 1,978,356	$ 2,222,937	$ 2,344,739	5.5
Outside Services	150,961	351,369	333,363	-5.1
Commodities	354,795	553,828	543,508	-1.9
Interfund Services	528,920	528,211	566,897	7.3
Capital Outlay	14,426	22,890	6,700	-70.7
Other Expenses	215,936	194,018	206,098	6.2
TOTAL	$ 3,243,394	$ 3,873,253	$ 4,001,305	3.3

Positions

Class Title	2000	2001	2002	Grade
Maintenance Worker	16.00	7.00	7.00	7
Office Assistant, Senior	1.00	1.00	1.00	8
Maintenance Worker, Senior	10.00	19.00	19.00	9
Tree Trimmer	12.00	6.00	6.00	9
Tree Trimmer, Senior	4.00	10.00	10.00	10
Landscape Specialist	3.00	3.00	3.00	11
Administrative Assistant	1.00	1.00	1.00	13
Maintenance Crew Chief	5.00	5.00	5.00	13
Maintenance Supervisor	4.00	4.00	4.00	18
Landscape Coordinator	1.00	1.00	1.00	24
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	61.00	61.00	61.00	

Budget Highlights

- The 2002 budget increases $128,052 primarily due to a wage increase and vacant positions in 2001.
- $75,000 is included in outside services to continue the seasonal color program.

CEMETERIES

Mission

To make interment sites available for purchase by residents, and to provide complaint-free interments, all in a park-like setting while maintaining vital cemetery records in perpetuity and readily available to the public.

Trends and Issues

The Cemeteries Department maintains the records, grounds and infrastructure of Bonaventure, Greenwich, Laurel Grove North and Laurel Grove South Cemeteries. The professional staff sells interment rights, prepares interment sites, and assists with interment services within those cemeteries and oversees Colonial Park Cemetery.

The public expectations of cemetery management are growing and there is more demand for readily available and accurate vital records than ever before. The department has responded with major cemetery record recovery efforts and will continue to build on recent accomplishments by utilizing dedicated volunteers and staff with modern information technology to develop databases ensuring that genealogical information will be preserved for future generations.

Consumers are better informed on the funeral and cemetery industry and demand more information and more choices for the final disposition of their loved ones. There have been national consumer reports drawing attention to unethical funeral practices and the Georgia Cemetery and Funeral Services Act of 2001 was approved to protect vulnerable consumers from becoming victims to cemetery fraud.

Increased public awareness may lead even more consumers to municipal cemeteries and municipalities must be able to provide reasonable alternatives to meet the consumers' demand for complete, clear and concise information and freedom to choose.

Smaller cemetery lots are gaining popularity as modern families are smaller, less intact, and more mobile than traditional families. Consumers are selecting economical interment space, interment services, and memorialization. Cremation rates in Georgia are projected to increase from 15% to 36% by 2010. The cemeteries have responded by developing smaller and more economical lots and a columbarium for cremated remains.

Several local organizations have inquired on group burial spaces for their members and others of common religion, nationality or ethnicity. The department is sensitive to customs and cultural traditions and will work with such groups under the auspices of current anti-discrimination and desegregation laws to provide appropriate burial space for future generations of all peoples.

The Cemeteries Department will provide leadership into the 21st Century by providing high quality cemetery sites and services at the most reasonable prices in Chatham County. Citizens can be assured they will receive the best customer service and the municipal cemeteries will always be maintained to a high standard.

The municipal cemeteries have gained popularity as collections of outdoor sculpture and the department as a leader in historical cemetery conservation. A level of excellence will be achieved with improved appearances and conditions of the public infrastructure. Recent improvements in cemetery roadways and drainage systems will continue as funds are raised through cemetery lot sales.

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 increase niche sales.
- 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 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Number of burials	579	458	579	478	450
- Number of lots sold	105	69	75	60	60
- Number of niches sold	n/a	n/a	6	3	6
- Number of lots rehabilitated	40	28	40	40	40
- Number of cemetery tours	3,750	2,328	2,500	2,500	2,500
Efficiency Measures					
- Cost per lot maintained	$53	$51	$50	$55	$60
- Cost per lot rehabilitated	$3,754	$3,747	$3,772	$3,918	$4,260
- Cost: revenue per burial	1.10:1	1.16:1	1.11:1	1.28:1	1.40:1
- Cost: revenue per lot sale	0.24:1	0.31:1	0.31:1	0.51:1	0.55:1
- % of budget spent	100%	94%	100%	99%	100%
Effectiveness Measure					
- Appearance ratings	1.79	1.16	1.90	1.90	1.89

Revenues By Source

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Burial Fees	$ 192,288	$ 220,000	$ 240,000	9.1
Lot Sales	66,048	80,000	110,000	37.5
Cemetery Interest Earned	200,126	200,000	200,000	0.0
TOTAL	$ 458,462	$ 500,000	$ 550,000	10.0

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 1,000,726	$ 1,139,941	$ 1,207,618	5.9
Outside Services	142,190	165,462	164,741	-0.4
Commodities	58,344	55,884	62,154	11.2
Interfund Services	146,056	192,425	196,539	2.1
Capital Outlay	0	10,400	0	-100.0
Other Expenses	66,060	86,512	73,531	-15.0
TOTAL	$ 1,413,376	$ 1,650,624	$ 1,704,583	3.3

Positions

Class Title	2000	2001	2002	Grade
Maintenance Worker	13.00	10.00	10.00	7
Office Assistant, Senior	1.00	1.00	1.00	8
Maintenance Worker, Senior	9.00	9.00	9.00	9
Medium Equipment Operator	3.00	3.00	3.00	10
Administrative Assistant	1.00	1.00	1.00	13
Maintenance Crew Chief	5.00	5.00	5.00	13
Cemetery Services Coordinator	1.00	1.00	1.00	16
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	35.00	35.00	

Budget Highlights

- Various rate increases for interment fees, interment rights, and cemetery services are projected to generate $30,000 in additional revenue in 2002.

TRAFFIC ENGINEERING

Mission

To regulate traffic signals and 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 is responsible for the maintenance and operation of 209 signalized intersections. The department installs and maintains traffic and street name signs as well as stripes centerline and lane lines along 160 miles of City streets; coordinates the planning and design of traffic improvements to improve traffic mobility and safety; reviews site plans for new developments; issues various permits related to the safety of vehicular and pedestrian traffic; and operates a street lighting program.

The continual growth of vehicular traffic on major arterials, coupled with the unique geography of the City, creates major challenges on the overall transportation system. The department continually addresses signal timing to optimize traffic flow and minimize traffic delay and congestion. The department, in its efforts to provide for the safest vehicular operations, reviews and targets high accident locations for in-depth analysis. The department develops and implements traffic safety improvements whenever engineering solutions are applicable to reduce vehicular crashes.

Major signalized intersections are experiencing a high number of vehicular crashes due to motorists running the red light signal indicator. The State has adopted legislation that approves the use of red light cameras for enforcement of red light running. The department is evaluating implementation of a *Red Light Camera Program.*

The street lighting program continues to address areas with deficient lighting. This is an on-going program until every street meets the required minimum City lighting standard. The department continues the implementation of a cost saving street lighting program by lowering street lighting wattage in certain areas while maintaining appropriate lighting.

The department is expanding its design capabilities by performing work in-house with Computer Aided Design (CAD) and correlating roadway design software. In-house design will play a pivotal part in the department's advancement and to keep pace with today's engineering.

Some key issues the department will face are as follows:

- New regulations adopted by the Federal Highway Administration as specified in the Manual on Uniform Traffic Control Devices - December 2000 edition. This will require the department to comply with revised standards concerning signing, pavement markings, and pedestrian signals. In future years these new mandates may require additional funding to make the necessary changes to be in compliance within the regulation time period.

- Also, Savannah Electric received approval from the Public Service Commission to raise power rates to offset energy consumption. The new energy rates went into effect in June 2001. These new rates will increase electricity costs approximately $45,000 in 2002.

Goals and Objectives

Goal: A city where streets are accident and injury-free and 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 foot-candles.

Objectives:

- To reduce vehicular accidents at the top 20 accident locations (based on top 20 - 2000 accidents).
- Upgrade 2.5 street miles to the minimum City lighting standard in Areas I and L; and reduce energy consumption in Area "D" by 10%.
- To maintain the average travel speed for major corridors at a Level "C" or better (15 to 19 MPH).

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- New street lights installed:					
planned by department	210	221	200	200	200
by citizen's requests	40	38	40	30	40
- Traffic studies conducted	1,000	1,269	1,000	1,000	1,000
- Signal installations/modifications performed	20	21	20	20	20
- Intersections Striped:					
Paint	330	330	320	320	320
Thermoplastic	140	142	140	140	150
- Traffic sign repairs performed	5,250	5,860	5,300	5,300	5,300
Efficiency Measures					
- Cost per mile of minimum lighting	$4,200	$4,110	$4,200	$4,240	$4,270
- Cost of traffic signal system maintenance and operations	$712,994	$659,745	$709,700	$709,700	$731,700
- Annual cost per avg intersection marked with thermoplastic	$105	$101	$112	$112	$112
- Annual cost per avg intersection marked with paint	$420	$415	$430	$430	$430
- % of budget spent	100%	96%	100%	100%	100%
Effectiveness Measures					
- % of street miles meeting minimum lighting standard	88.0%	88.8%	89.0%	89.0%	90.0%
- Comparison of accident rates before and after at top 20 locations	2.90	2.35	3.00	2.06	3.60
- Number of valid complaints on traffic mobility	800	514	800	800	800
- % of intersections and street miles marked with thermoplastic:					
Intersections	n/a	n/a	26.9%	27.0%	28.0%
Street Miles	n/a	n/a	22.35%	24.00%	25.30%
- % of Priority I, II, III service orders completed within standard	100%	100%	100%	100%	100%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 1,049,672	$ 1,231,723	$ 1,264,023	2.6
Outside Services	2,720,817	2,835,672	2,921,918	3.0
Commodities	345,303	635,062	467,580	-26.4
Internal Services	129,501	91,201	97,852	7.3
Capital Outlay	25,914	52,747	32,995	-37.4
Other Expenses	85,402	85,506	96,443	12.8
TOTAL	$ 4,356,609	$ 4,931,911	$ 4,880,811	-1.0

Positions

Class Title	2000	2001	2002	Grade
Civil Engineer, Senior	1.00	0.00	0.00	--
Maintenance Worker	2.00	2.00	2.00	7
Office Assistant	1.00	1.00	1.00	7
Maintenance Worker, Senior	5.00	5.00	5.00	9
Construction Site Safety Monitor	2.00	2.00	2.00	10
Engineering Aide	1.00	1.00	1.00	11
Traffic Maintenance Specialist	1.00	1.00	1.00	12
Traffic Signal System Technician	1.00	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
Traffic Engineering Technician	7.00	7.00	7.00	18
Maintenance Supervisor, Principal	1.00	1.00	1.00	19
Traffic Engineering Coordinator	1.00	1.00	1.00	22
Traffic Engineering Superintendent	1.00	1.00	1.00	24
Civil Engineer	0.00	1.00	1.00	25
Traffic Engineering Administrator	1.00	1.00	1.00	30
Traffic Engineering Director	1.00	1.00	1.00	37
TOTAL	28.00	29.00	29.00	

Budget Highlights

- The electricity account within Outside Services increases $91,500 primarily due to the full year's cost of the 2001 rate increase, and allocations for Hutchinson Island and Crossroads area street lighting.
- The decrease in Traffic Engineering's budget is primarily due to fewer commodity purchases in 2002.

STORMWATER MANAGEMENT

Mission

To ensure the open and closed stormwater systems and the stormwater pump stations are fully operational in order that optimum stormwater flow is realized, while maintaining regulatory compliance with City Ordinances and the National Pollutant Discharge Elimination System (NPDES) stormwater permit.

Trends and Issues

The Stormwater Management department's primary responsibilities are the maintenance of the existing stormwater drainage system, management of the stormwater Capital Improvement Program (CIP) projects, enforcement of the Stormwater Management Ordinance and ensuring compliance with the City's National Pollutant Discharge Elimination System (NPDES) stormwater discharge permit. The department has experienced increased demand of our maintenance operations and an increase in construction activity for the CIP projects.

The Stormwater Management department is responsible for maintaining 204 miles of pipes and conduits, nearly 12,000 inlets, and 115 miles of ditches and canals. The department also operates and maintains 6 stormwater pump stations, 18 rain gauges and 17 canal level sensors. Additional support to assist the Electronic Control Technician has become more critical with the increasing maintenance demand for pump stations, rain gauges, level sensors, intricate electrical and mechanical operating systems, and the SCADA computer monitoring and programming system.

The stormwater CIP includes the construction of new and larger conduits, new pump stations, pump station improvements, canal improvements, and the rehabilitation of existing conduits. The department now has more CIP projects under construction than ever before. Additional projects will be under construction within the next year.

The Stormwater Management department is responsible for enforcing the Stormwater Management Ordinance and ensuring compliance with the City's NPDES stormwater discharge permit. Enforcement and compliance with the ordinance are accomplished through inspection of the stormwater drainage system, private development plan review, inspection and elimination of illicit connections, and inspection of private industrial sites. The NPDES permit mandates that the City collect stormwater samples from its drainage discharges and have these samples analyzed for water quality parameters. The results of these analyses are sent to the Georgia Department of Environmental Protection for review.

The Savannah Area Geographic Information System (SAGIS) project will complete the data collection phase of the GIS database during the first quarter of 2002. This project will place the City's drainage system into a GIS database, which will allow updating of the drainage system maps. Information collected for the GIS database is used to evaluate potential drainage problems, design improvements, prioritize drainage improvements, and to prepare presentation materials for council and neighborhood meetings. To fully utilize the GIS system our computing and plotting capabilities will be upgraded.

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 the NPDES stormwater permit, and facilitating private development within the Federal, State, and local regulations.

Objectives:

- To have no 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 or maintain the number of structural failures (cave-ins).
- To reduce the number of illicit connections and discharges.
- To complete private development plan reviews in ten days.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Open miles cleaned	115	121	115	115	115
- Open miles mowed & treated	158	159	158	158	158
- Open system repairs	75	15	75	30	30
- Closed miles cleaned	30	23	30	25	30
- Inlets cleaned	2,000	2,023	2,000	2,400	2,000
- Closed system repairs	390	390	390	390	390
- # of pump stations	6	5	6	5	6
- # of private development plans reviewed	425	351	425	400	425
- Spill incidents	15	4	15	5	15
Efficiency Measures					
- Cost per open mile cleaned	$11,513	$10,500	$12,199	$12,199	$12,199
- Cost per closed mile and inlet cleaned	$272	$150	$175	$175	$175
- Pump stations operating costs	$226,800	$218,000	$386,432	$287,386	$386,432
- % of budget spent	100%	90%	100%	96%	100%
Effectiveness Measures					
- Reported incidents of structural flooding	0	0	0	0	0
- Number of structural failures	220	268	220	220	220
- Canal condition rating (0-4 scale with 0 being best)	0.80	1.07	0.80	0.80	0.80
- Percent of valid requests completed Within Standard:					
Priority 1	99%	98%	99%	99%	99%
Priority 2	90%	96%	90%	90%	90%
Priority 3	85%	96%	85%	85%	85%
- Number of illicit discharges Reported/discovered	10	102	10	50	50
– % of private development plan reviews completed in 10 days	99%	100%	99%	99%	99%

Revenue By Source

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Electricity Generator Fees	$ 116,002	$ 15,000	$ 40,000	166.7

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 1,907,527	$ 2,233,320	$ 2,418,510	8.3
Outside Services	253,644	311,567	339,807	9.1
Commodities	362,126	338,730	375,431	10.8
Interfund Services	72,014	72,778	60,622	-16.7
Capital Outlay	20,611	22,620	31,900	41.0
Interfund Transfers	0	0	15,640	--
Other Expenses	253,786	318,730	304,607	-4.4
TOTAL	$ 2,869,708	$ 3,297,745	$ 3,546,517	7.5

Positions

Class Title	2000	2001	2002	Grade
Maintenance Superintendent	1.00	0.00	0.00	--
Maintenance Worker	10.00	10.00	10.00	7
Maintenance Worker, Senior	12.00	12.00	12.00	9
Secretary	0.00	1.00	1.00	10
Medium Equipment Operator	9.00	3.00	3.00	10
Engineering Aide	1.00	1.00	1.00	11
Heavy Equipment Operator	5.00	7.00	7.00	12
Heavy Construction Equipment Operator	0.00	4.00	4.00	13
Administrative Assistant	2.00	1.00	1.00	13
Maintenance Crew Chief	6.00	6.00	6.00	13
Electrician	0.00	0.00	1.00	15
Electronic Control Technician	1.00	1.00	1.00	18
Construction Inspector	2.00	2.00	2.00	18
Maintenance Supervisor, Principal	3.00	3.00	3.00	19
Engineering Technician	1.00	1.00	1.00	19
Civil Engineer	2.00	2.00	2.00	25
Stormwater Management Administrator	0.00	1.00	1.00	28
Civil Engineer, Senior	4.00	4.00	4.00	32
Stormwater Management Director	1.00	1.00	1.00	36
TOTAL	59.00	60.00	61.00	

Budget Highlights

- Stormwater Management's budget includes a contribution of $19,541 to MPC for the Savannah Area Geographic Information System.
- Painting and roof repair of the Gwinnett Street pump station is funded in the amount of $10,000 within Outside Services.
- An allocation of $32,600 is included in the budget for the new Montgomery Crossroads Pump Station. This is primarily for electricity and equipment maintenance.
- An additional $10,000 is included within Outside Services for infrastructure repairs due to cave-ins.
- An allocation of $51,135 is budgeted for the addition of an electrician position and vehicle due to the increased number of pump stations, rain gauges, and canal level sensors to maintain.

STREETS MAINTENANCE

Mission

To manage the streets and related infrastructure to ensure all paved streets are condition rated; that unpaved streets and lanes, rights-of-way, and city-owned lots meet condition standards; to strive also for process improvement and greater customer service satisfaction.

Trends and Issues

The Street Maintenance Department is responsible for preserving the public's equity in the City's streets, highways, sidewalks, rights-of-way and lanes. This is accomplished by repairing utility street cuts and other defects in paved streets, performing preventive maintenance including crack sealing, shoulder maintenance and resurfacing, and grading unpaved streets and lanes. The department also mows and clears certain rights-of-way and city-owned parcels as well as disposing of surplus and unuseable material generated by maintenance activities of other departments.

The principal trend is the continuing deterioration of streets, sidewalks and curbing at a rate that exceeds the department's ability to repair or reconstruct with current resources. This trend results in part from increased traffic over an ever expanding street system. The historic nature of the downtown area attracts an increasing volume of vehicles on asphalt, brick, asphalt paver, and cobblestone streets and ramps which, for the most part, was not designed for the volume of passenger vehicles and weight of large delivery trucks. Savannah's mature tree population is a major contributor to the deterioration of the street, sidewalk, and curbing infrastructure in the form of tree root damage. Utility cuts to restore or repair services intrude into the base structure of roadways thereby compromising their integrity. Failures in the City's aging utility infrastructure have created an increasing quantity of utility cuts.

The Department has initiated development of new standards and techniques to assure quality repair of these utility cuts. Training, the use of new materials and the development of new specifications are part of a continuing process to achieve the best quality product. Initial results have been excellent. Utility cut repairs are tracked and monitored as part of Quality Assurance to assure long term viability.

The City's water and sewer system continues to expand into most of the unincorporated areas of the county. This increasing service area provides a major maintenance challenge as travel time per repair site has increased and scheduling difficulties are encountered. Additionally, the department continues to assume maintenance responsibilities on newly constructed 1% roadway projects and annexed areas.

The primary issue facing the department is providing effective preventive and pavement preservation maintenance programs for the aging street system. Other significant issues facing the department include maintaining an increasing number of city-owned parcels, storing and disposing of surplus or unsuitable material; repetitive shoulder maintenance on narrow, two-way streets; public demand for new sidewalks and installation of curbing on current paved streets; and a need to improve the street and lane conditions throughout the city.

The department is addressing these issues by contracting more repairs and mowing, upgrading equipment, improving the repair techniques using new technology, and developing new standard specifications.

Goals and Objectives

Goal: A city in which each property abuts a paved street and sidewalks that are defect free; lanes which provide a dust-free, all weather surface and are free of uncontrolled vegetation; and rights-of-way and city-owned lots that are maintained on a monthly cycle during the growing season.

Objectives:

- To decrease low patches by 10%.
- To obtain Federal and State funding at a 15% level of General Fund contribution for street resurfacing.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Utility cuts repaired	2,400	2,501	2,750	2,550	2,550
- Utility cut sites inspected	n/a	n/a	275	275	275
- Paved street defects repaired	1,600	578	1,356	1,380	1,400
- Miles of streets maintained	578	578	578	578	578
- Sidewalk sites repaired	400	431	550	440	500
- ROW miles maintained	536	536	536	536	536
- City-owned parcels mowed annually	190	242	320	320	350
- Miles of lanes maintained	84	84	84	84	84
Efficiency Measures					
- Cost per street cut repaired	$368	$338	$364	$397	$390
- Cost per defect repaired	$410	$417	$540	$535	$550
- Cost per sidewalk site repaired	$758	$431	$579	$734	$600
- Cost per mile mowed	$471	$480	$545	$546	$555
- Cost per City owned parcel mowed	$420	$436	$353	$352	$375
- Cost per mile of lane maintained	$5,524	$4,971	$4,491	$4,511	$5,200
- % of budget spent	100%	92.5%	100%	100%	100%
Effectiveness Measures					
- % of low patch reduction)	n/a	n/a	n/a	n/a	100%
- % of Priority I service requests completed within standard	96%	93%	94%	94%	94%
- % of Priority II service requests completed within standard	90%	93%	94%	94%	94%
- % of Priority III service requests completed within standard	89%	86%	87%	87%	87%
- % Federal and State Funding	n/a	n/a	n/a	n/a	15%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 1,558,394	$ 1,698,100	$ 1,821,305	7.3
Outside Services	186,592	247,849	259,351	4.6
Commodities	325,055	402,215	394,364	-2.0
Interfund Services	602,756	833,380	846,900	1.6
Capital Outlay	14,739	2,774	3,550	28.0
Interfund Transfers	0	16,000	0	-100.0
Other Expenses	175,572	176,526	196,012	11.0
TOTAL	$ 2,863,108	$ 3,376,844	$ 3,521,482	4.3

Positions

Class Title	2000	2001	2002	Grade
Maintenance Worker	5.00	5.00	5.00	7
Maintenance Worker, Senior	17.00	17.00	17.00	9
Medium Equipment Operator	13.00	13.00	13.00	10
Heavy Equipment Operator	4.00	4.00	4.00	12
Administrative Assistant	1.00	1.00	1.00	13
Maintenance Crew Chief	2.00	2.00	2.00	13
Construction Inspector	2.00	3.00	3.00	18
Maintenance Supervisor, Principal	4.00	4.00	4.00	18
Maintenance Superintendent	1.00	1.00	1.00	24
Streets Director	1.00	1.00	1.00	36
TOTAL	50.00	51.00	51.00	

Budget Highlights

- Personal Services increase $123,205 primarily due to vacancies in 2001 and a wage increase.
- Other Expenses increase $19,486 the department will receive to new vehicles in 2002.

This graph reflects the number of sidewalk sites repaired annually by in-house crews since 1993, and includes 500 anticipated repairs in 2002. Each repair is approximately eight square yards and is usually the result of damage caused by tree roots.



CUSTOMER AND EMPLOYEE SERVICE CENTER

Mission

To provide a centralized location where citizens' requests for service can be received, tracked, and distributed to the proper department to assure completion within standard, and where all employees within the Facilities Maintenance, Water and Sewer, and Sanitation bureaus are paid on time and correctly.

Trends and Issues

The Customer and Employee Service Center provides essential services to the City of Savannah's internal and external customers. Customer Service operates a call center that receives service requests from our citizens. Each call received is input into the City's tracking system for follow-up by the appropriate department within Facilities Maintenance, Water and Sewer and Sanitation. All calls are prioritized and those calls requiring immediate action will be radio-dispatched to the responsible organization. Upon completion of the work, the service request is turned into the Center resulting in a closed record. These records are maintained on file and can be retrieved by service request number or address. Customer service request data is compiled into reports that are generated daily, weekly, monthly and semimonthly.

The Employee Service Center processes more than 36,000 payroll transactions per year in support of more than 700 employees. Compliance with City payroll policies and procedures ensure accuracy when processing time cards and time sheets into the payroll system.

Service Levels

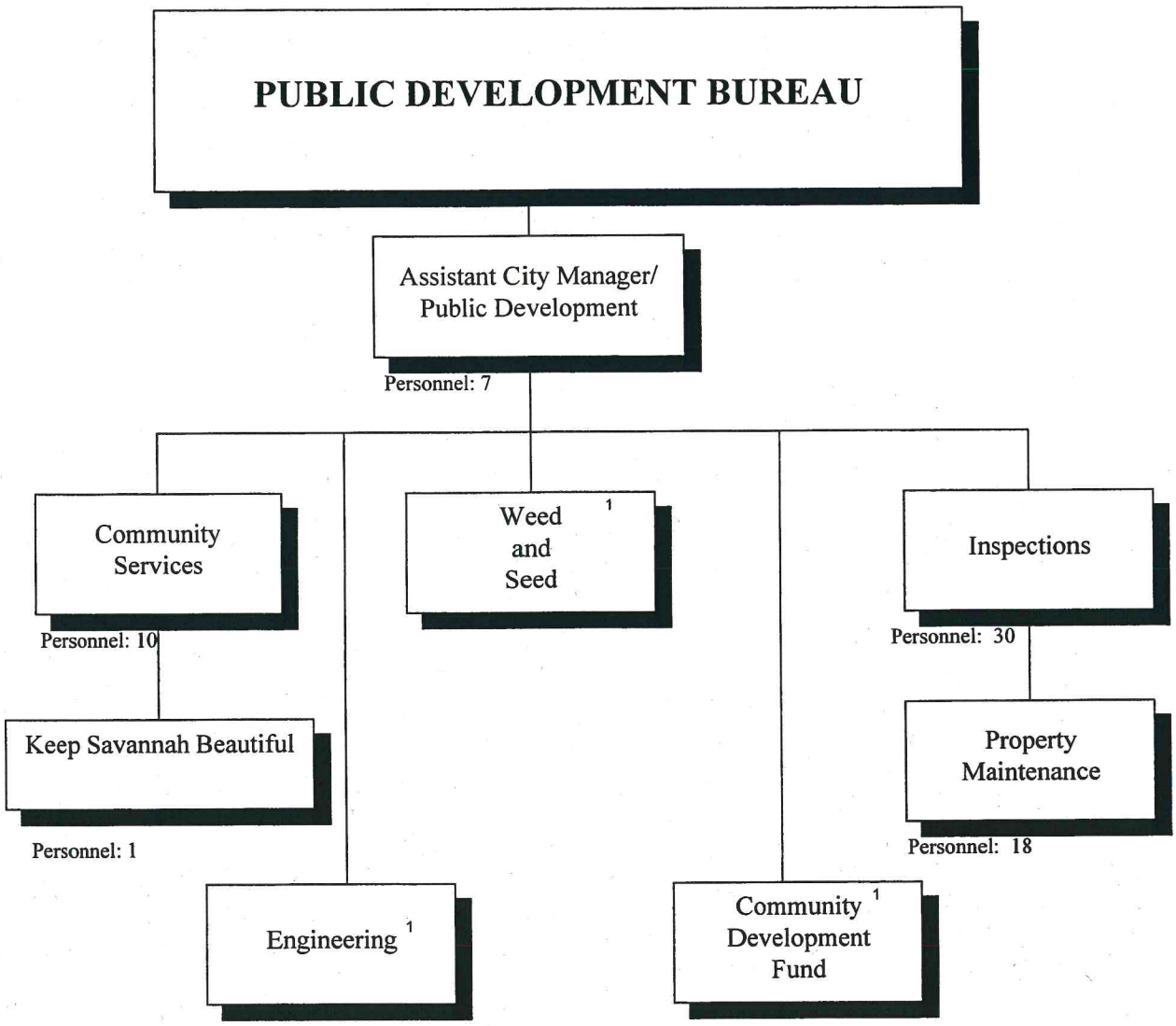
	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measure					
- Service Requests Processed	47,500	45,422	47,500	47,500	47,500
Efficiency Measure					
- % of Budget Spent	100%	98%	100%	100%	100%
Effectiveness Measure					
- Customer Satisfaction Rating					
- Internal	85%	87%	85%	90%	90%
- External	85%	87%	85%	85%	88%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 115,936	$ 123,485	$ 128,409	4.0
Outside Services	183,529	206,461	204,266	-1.1
Commodities	6,235	8,674	6,774	-21.9
Interfund Services	8,450	8,244	8,866	7.5
TOTAL	$ 314,150	$ 346,864	$ 348,315	0.4

Positions

Class Title	2000	2001	2002	Grade
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	



[1] Administered in separate funds

PUBLIC DEVELOPMENT BUREAU

The 2002 General Fund budget for Public Development is $4,365,903, an increase of $442,186 above 2001 projected expenditures. This budget includes funds for blight eradication, a physical conditions survey team and a real estate unit. The total cost of these improvements is $264,960.

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 2,620,221	$ 3,003,556	$ 3,277,714	9.1
Outside Services	440,255	504,489	695,972	38.0
Commodities	84,084	106,494	93,124	-12.6
Interfund Services	166,870	234,555	245,189	4.5
Capital Outlay	10,548	200	0	-100.0
Interfund Transfers	0	16,000	0	-100.0
Other Expenses	69,501	58,423	53,904	-7.7
TOTAL	$ 3,391,479	$ 3,923,717	$ 4,365,903	11.3

ASSISTANT CITY MANAGER/PUBLIC DEVELOPMENT

Mission

To develop partnerships that build and sustain a physically attractive, socially healthy, and economically prosperous city.

Trends and Issues

As we enter the 21st century, the bureau of Public Development remains committed to four crucial initiatives:

- Decreasing the number of substandard housing units.
- Reduction of key blighted conditions.
- Reduction in the number of families living below poverty level.
- Completion of a comprehensive condition analysis of all of the City's neighborhoods.

The Bureau is continually developing new approaches and strategies to achieve these goals and continues to employ strategies to advance these four initiatives.

It is the City's objective to make affordable, decent housing a reality for all citizens, and Public Development is committed to this endeavor. Several strategies have been undertaken to better current conditions.

- Leveraging private funds to improve the quantity and quality of affordable housing in the City of Savannah.
- Better informing the public about available services and programs.
- Developing and implementing housing programs that serve to stabilize and revitalize neighborhoods, blocks, and streets.

The Blight Eradication Campaign, "Let's Get In Stride With Community Pride" initiated in 2001, remains a major project over the next five years. With Public Development as the lead bureau, the campaign seeks to focus all City resources on the City's growing blighted conditions. Staff is developing a citywide comprehensive plan to arrest litter and debris, dilapidated structures, graffiti, abandoned vehicles and overgrown lots as part of this initiative.

The Bureau's efforts continue with poverty reduction and decreasing the number of local families living below poverty level. Current economic development strategies are aimed at increasing per capita income of our citizens and increasing business and job opportunities for low income youth and adults. Also, we seek to expand existing programs to reduce crime and revitalize communities and to create partnerships with Workforce Investment programs essential to the City's fight against poverty.

The comprehensive neighborhood conditions survey, which is the collection of data from the City's neighborhoods, will provide a snapshot of our neighborhoods. Once this data is collected and analyzed, staff will develop a strategic plan that systematically addresses conditions that threaten our quality of life in the City of Savannah.

The Bureau of Public Development continues to focus all of its resources on creating and maintaining a city that is physically attractive, socially healthy, and economically prosperous.

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 283,622	$ 322,915	$ 441,479	36.7
Outside Services	33,748	27,810	54,640	96.5
Commodities	10,887	16,656	5,876	-64.7
Interfund Services	7,490	9,708	8,622	-11.2
Capital Outlay	7,495	0	0	--
Other Expenses	8,189	1,932	0	-100.0
TOTAL	$ 351,431	$ 379,021	$ 510,617	34.7

Positions

Class Title	2000	2001	2002	Grade
Executive Secretary	1.00	1.00	1.00	14
Asst Downtown Prog Coordinator	0.00	1.00	1.00	21
Downtown Programs Coordinator	1.00	1.00	1.00	22
Management Analyst, Senior	0.00	1.00	1.00	23
Compliance Officer	0.00	0.00	1.00	25
Pub Dev Project Coordinator	1.00	1.00	1.00	25
Assistant City Manager/Pub Dev	1.00	1.00	1.00	52
TOTAL	4.00	6.00	7.00	

Budget Highlights

- This budget increases $131,596 or 35% primarily as a result of the full year's cost of positions added to the bureau chief's office in 2001/2002 and the wage increase. Within Outside Services, this budget includes $30,000 to form a real estate unit. The purpose of this unit will be to increase the level of coordination for the acquisition and redevelopment of vacant dilapidated property, vacant lots and flood remediation grant properties.
- A Compliance Officer position is being added to the department as a transfer action from within the bureau from Community Planning & Development.

INSPECTIONS

Mission

To serve the public by ensuring that the safety and health contemplated by the various building, housing and land-use codes becomes 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. The codes embrace all aspects of building construction, life safety 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, historic preservation and energy conservation.

Since 1991, the State of Georgia has made eight construction codes mandatory which serve as the foundation for the city's construction regulations. In January, 2001, the State adopted the 2000 International Plumbing and Mechanical Codes, which was the first step in the State's commitment toward adopting the complete family of International Codes. In January, 2002, the State will make the 2000 editions of the International Building and Residential codes mandatory. These codes will allow design professionals and contractors to construct buildings utilizing the most current construction rules and regulations in the world. To keep abreast of these new codes and changing technology will require the staff to attend continuing education classes and be supported in their efforts to obtain additional code certifications.

Construction and site development in 2002 is expected to reflect the downturn in the national economy; however, it will not be catastrophic. Office, business and retail development should continue along the same pace as the previous two years. Two major developments, Hutchinson Island and the Trustee Gardens projects, are to get underway by 2002 and will continue through 2006. Specifically, in 2002, another four new hotels, four restaurants, 80,000 square feet retail, 130,000 square feet office/business, 600 units multi-family and one-half million square feet industrial/technical are predicted for development.

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 structures 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.

Goal: A city where all housing is safe for human habitation and vacated/unsafe structures are repaired to productive use.

Objectives:
- Ensure all seriously derelict and vacated structures are repaired or cleaned up or restored to productive use.
- Ensure all occupied residential housing units are provided with the basic minimum standards deemed essential for safe and healthful living.

Service Levels

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Plans Reviewed	1,973	2,052	1,080	1,900	1,900
- Construction Permits Issued	6,854	6,588	3,119	6,500	6,500
- Water/Sewer Permits Issued	2,820	2,669	1,020	2,200	2,200
- Inspections	17,716	17,018	8,554	17,000	17,000
- Buildings Secured	150	329	75	150	150
- Buildings Demolished	75	87	13	50	75
- Housing Code Compliance Cases	n/a	368	177	350	375
Efficiency Measures					
- Average Number of Inspections/Inspector/Day (Bldg. & Trade)	6	10	9	9	8
- Average Number of Inspections/Inspector/Day (Zoning)	4	4	4	4	4
- Average Number of Inspections/Inspector/Day(Housing Code Enforcement)	n/a	n/a	12	12	12
- Average Number Plan Reviews/Day	9	8	9	8	8
- Average Number of Permits Issued/Day	23	27	25	25	25
- % of Budget Spent	100%	97.8%	100%	89.7%	100%
Effectiveness Measures					
- % Bldg. & Trade Inspections Conducted on Date Desired	90%	88.2%	86.2%	85%	85%
- % Bldg. & Trade Permits Issued Within 10 days from Date of Application	90%	66%	86%	65%	65%
- % Bldg. & Trade Permits Applied Issued (same day)	63%	n/a	45%	45%	45%

Revenues By Source

The 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 2001 is budgeted at $986,220 of which 86% is from building inspection fees.

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Inspection Admin Fees	$ (11,478)	$ 2,000	$ 2,000	0.0
Sign Inspection Fees	7,744	7,000	7,000	0.0
Zoning Hearing Fees	18,270	18,000	18,000	0.0
Building Inspection Fees	1,192,782	850,000	850,000	0.0
Existing Bldg Inspection Fees	2,780	2,500	2,500	0.0
Electrical Inspection Fees	25,512	25,000	25,000	0.0
Plumbing Inspection Fees	3,754	3,000	3,000	0.0
Private Development Fees	60,496	50,000	50,000	0.0
Fire Inspection Fees	4,300	3,200	3,200	0.0
Mechanical Inspection Fees	26,100	25,000	25,520	2.1
TOTAL	$ 1,330,260	$ 985,700	$ 986,220	0.1

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 975,759	$ 1,239,850	$ 1,374,919	10.9
Outside Services	38,201	197,199	382,054	93.7
Commodities	14,119	23,275	33,636	44.5
Interfund Services	69,851	99,921	104,730	4.8
Capital Outlay	3,053	0	0	--
Interfund Transfer	0	16,000	0	-100.0
Other Expenses	17,814	14,716	24,575	67.0
TOTAL	$ 1,118,797	$ 1,590,961	$ 1,919,914	20.7

Positions

Class Title	2000	2001	2002	Grade
Permit Specialist	2.00	2.00	2.00	10
Permit Specialist, Senior	1.00	1.00	1.00	11
Customer Service Representative	1.00	2.00	2.00	11
Administrative Assistant	2.00	2.00	2.00	13
Property Inspector	0.00	3.00	3.00	14
Plumbing/Mechanical Inspector	3.00	3.00	3.00	18
Zoning Inspector	1.00	2.00	2.00	18
Electrical Inspector	2.00	2.00	2.00	18
Building Inspector	2.00	2.00	2.00	18
Plans Examiner, Assistant	1.00	1.00	1.00	19
Property Maintenance Specialist	0.00	1.00	1.00	20
Plumb/Mech Insp, Principal	1.00	1.00	1.00	20
Building Inspector, 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
Permit Services Coordinator	1.00	1.00	1.00	24
Housing Code Administrator	0.00	1.00	1.00	26
Development Services Administrator	1.00	1.00	1.00	30
Inspections Director	1.00	1.00	1.00	36
TOTAL	23.00	30.00	30.00	

Budget Highlights

- This budget increases 21% or $484,953 as a result of increases in Personal Services and Outside Services. In Personal Services, salaries and wages increase $135,069 or 11% due to the full year's cost of six positions transferred from Property Maintenance during 2001. Outside Services increase $184,855 or 93% because of the full year's cost of the housing demolition program. This account includes $156,000 for housing code related blight eradication initiatives.

PROPERTY MAINTENANCE

Mission

To enforce the City's ordinances related to property maintenance in a consistent, fair, and professional manner that will 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 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. PMD will use a variety of techniques to accomplish its mission, including systematic and blitz inspections, public education, support from neighborhood associations and residents, and as a last recourse, legal action.

During 2002, PMD will finalize master plans for the Blight Eradication Initiative for all City of Savannah communities, monitor bureau related activities, and update previously prepared master plans.

Issues to be addressed in 2002 include computer application enhancement, process improvement, and improved customer perceptions of the organization.

However, due to a decrease in inspector staffing, a challenge will be created in the execution of the division's mission. In order to overcome the reduction in staffing, other means will be sought to help us in identify of problems and subsequent elimination of these issues. Possible solutions include streamlining processes either through changes in the flow of work and/or using technology to speed the execution of processes. All possible opportunities will be explored to insure property maintenance codes are enforced at the highest possible levels.

Goals and Objectives

Goal: Neighborhoods free of overgrown or littered lots, abandoned/derelict vehicles and other property maintenance violations.

Objectives:

- To eliminate all identified derelict vehicles and abandoned vehicles from each community.
- To insure all identified lots not in compliance are kept cut and free of debris.
- To report all identified graffiti the same day observed.
- To complete remaining blight eradication master plans and update all others semi-annually.

Goal: To have professionally trained, service-oriented staff.

Objectives:

- Include customer service training in each PMD staff member's annual training.
- Insure all staff members receive the opportunity to be certified in their area of employment.
- Develop an in-house continuing education program beneficial for all PMD staff.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
Notices issues	n/a	n/a	n/a	11,300	11,023
Overgrown Lots	n/a	n/a	n/a	2,500	2,868
General PM Ordinances	n/a	n/a	n/a	6,300	6,056
Abandoned/Derelict Vehicles	n/a	n/a	n/a	2,500	2,099
Subpoenas Issued	n/a	n/a	n/a	n/a	660
Court Appearances	n/a	n/a	n/a	n/a	520
Compliance Achieved	n/a	n/a	n/a	11,860	9,700
Overgrown Lots	n/a	n/a	n/a	3,043	2,142
General PM Ordinances	n/a	n/a	n/a	6,403	5,835
Abandoned/Derelict Vehicles	n/a	n/a	100	2,414	1,723
Abandoned/Derelict Vehicles Towed	n/a	n/a	n/a	381	376
Lots Cleaned/Cut as a result of PMD action	n/a	n/a	n/a	853	947
Complaints Received	n/a	n/a	n/a	3,096	2,404
Overgrown Lots	n/a	n/a	n/a	1,780	1,383
General PM Ordinance	n/a	n/a	n/a	1,083	781
Abandoned/Derelict vehicles	n/a	n/a	n/a	310	240
Graffiti Abatement	n/a	n/a	n/a	n/a	660
Efficiency Measures					
- Cost per courtesy notice issued	n/a	n/a	$59	$82	$85
- % of budget spent	100%	100%	100%	104%	100%
Effectiveness Measures					
- Caseload per PMD inspector	1,258	1,257	1,258	n/a	n/a
- Percent of cases closed/inspector	90%	94%	90%	n/a	n/a
- Complaints as a % of cases closed[1]	25%	19%	25%	n/a	n/a

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 877,676	$ 791,539	$ 782,832	-1.1
Outside Services	312,839	218,346	174,568	-20.1
Commodities	42,335	50,652	38,394	-24.2
Interfund Services	57,680	83,767	94,569	12.9
Other Expenses	31,510	27,136	19,294	-28.9
TOTAL	$ 1,322,040	$ 1,171,440	$ 1,109,657	-5.3

[1] Lower percentage is considered better effectiveness.

Positions

Class Title	2000	2001	2002	Grade
Account Clerk	1.00	1.00	1.00	10
Customer Service Rep	3.00	2.00	2.00	11
Administrative Assistant	1.00	1.00	1.00	13
Property Inspector	14.00	10.00	10.00	14
Property Inspector, Principal	3.00	3.00	3.00	18
Property Maintenance Specialist	1.00	0.00	0.00	20
Property Maintenance Admin, Asst	1.00	0.00	0.00	24
Property Maintenance Administrator	1.00	1.00	1.00	26
TOTAL	25.00	18.00	18.00	

Budget Highlights

- This budget decreases 5% or $61,783. This is primarily because of the full year's effect of housing code related costs and personnel that were transferred to Inspections in 2001.

COMMUNITY SERVICES

Mission

To increase the level of resident, public and private collaboration and involvement in the eradication of blight conditions affecting targeted Community Development Block Grant eligible neighborhoods.

Trends and Issues

In the year 2001, Community Services continued expansion of the *Leadership Development Center*, to include additional literary resources in the Leadership Library, located at 1303 Bull Street. The library is a targeted effort to attract and increase the involvement of faith-based organizations in community revitalization and self-help programs. Ten scholarships for local leaders to attend the Neighborhood Reinvestment Corporations Regional Training Institute in Jacksonville, Florida, were provided through the *Leadership Development Center*. Based on the success of the 2000 Summer Youth Leadership Program, the division also instituted a year-round leadership development program for approximately 25 youth.

The *Grants for Neighborhoods* program also began in 2001. This program awarded 10 of the 15 applications submitted $5,000 each to implement community improvement projects. As a result of the *Grants for Neighborhoods* program, ten non-profit neighborhood organizations have been certified as Community-Based Development Organizations (CBDOs). The program is funded in the amount of $25,000 through CDBG and matching Annie E. Casey Foundation funds.

Training for members of local Community Development Corporations (CDC) included work program development, site visits to Reynolds Town CDC, (an Atlanta-based CDC) and continued monthly technical assistance.

Along with continuing to work with individual residents to implement blight reduction projects in 2002, Community Services will continue supporting capacity building activities for the ten CBDOs and local CDCs; focus additional attention on increasing the number of residents serving as Block Leaders; and seek to offer more varied and complex development opportunities through local leadership training as well as scholarship opportunities to receive training from reputable national and regional training institutions.

Goals and Objectives

Goal: Maintain effective communication among neighborhoods, residents, community organizations and City staff.

Objective:
- To provide on-going staff support to neighborhood organizations.

Goal: Active participation of neighborhood residents in neighborhood organizations and leadership development opportunities.

Objective:
- To recruit residents to participate in neighborhood organizations as well as take advantage of leadership training opportunities offered by the City of Savannah.

Goal: Collaboration and involvement of community stakeholders in neighborhood improvement and revitalization projects.

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 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Participants in leadership development activities	1,650	1,652	1,400	1,400	1,500
- Participation in neighborhood association activities	3,179	3,853	3,274	2,550	3,000
- Grant applications received for Grants for Blocks	n/a	n/a	n/a	n/a	150
- Grant applications received for Grants for Neighborhoods	n/a	n/a	n/a	n/a	12
Efficiency Measures					
- Cost per participant trained	$8.20	$18.63	$20	$20	$19
- % of budget spent	100%	91%	100%	108%	100%
Effectiveness Measures					
- % of neighborhood improvement grants implemented	92%	97%	93%	93%	93%
- % CDBG eligible neighborhoods participating in grants for blocks	72%	66%	66%	70%	70%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 456,486	$ 588,527	$ 604,560	2.7
Outside Services	82,138	76,374	91,930	20.4
Commodities	16,743	14,021	11,378	-18.9
Interfund Services	31,849	39,880	36,124	-9.4
Capital Outlay	0	0	0	--
Other Expenses	11,988	14,639	10,035	-31.5
TOTAL	$ 599,204	$ 733,441	$ 754,027	2.8

Positions

Class Title	2000	2001	2002	Grade
Community Projects Coordinator	1.00	1.00	1.00	16
Neighborhood Services Coordinator	7.00	7.00	7.00	20
Neighborhood Services Administrator	1.00	1.00	1.00	28
Community Planning & Development Director	1.00	1.00	1.00	40
TOTAL	10.00	10.00	10.00	

Budget Highlights

- The 2002 operating budget represents a $20,586 or 3% increase over 2001. Community Services activities increased $15,877 to support City sponsored activities such as Super Saturday Workshops, the annual Neighborhood Convention, Block/Neighborhood Festivals, Leadership Library and Youth Leadership Program.
- Also included in the 2002 budget is $78,960 for a team to conduct a survey of housing and other physical property conditions in 37 target neighborhoods.

KEEP SAVANNAH BEAUTIFUL

Keep Savannah Beautiful (KSB) is a comprehensive approach to Savannah's litter and blight conditions. The approach combines educational and community activism strategies to address aesthetics issues. KSB is designed to educate and organize citizens to address litter problems through clean up campaigns, educating youth and involving all citizens in beautification efforts throughout the City of Savannah.

Expenditures By Type

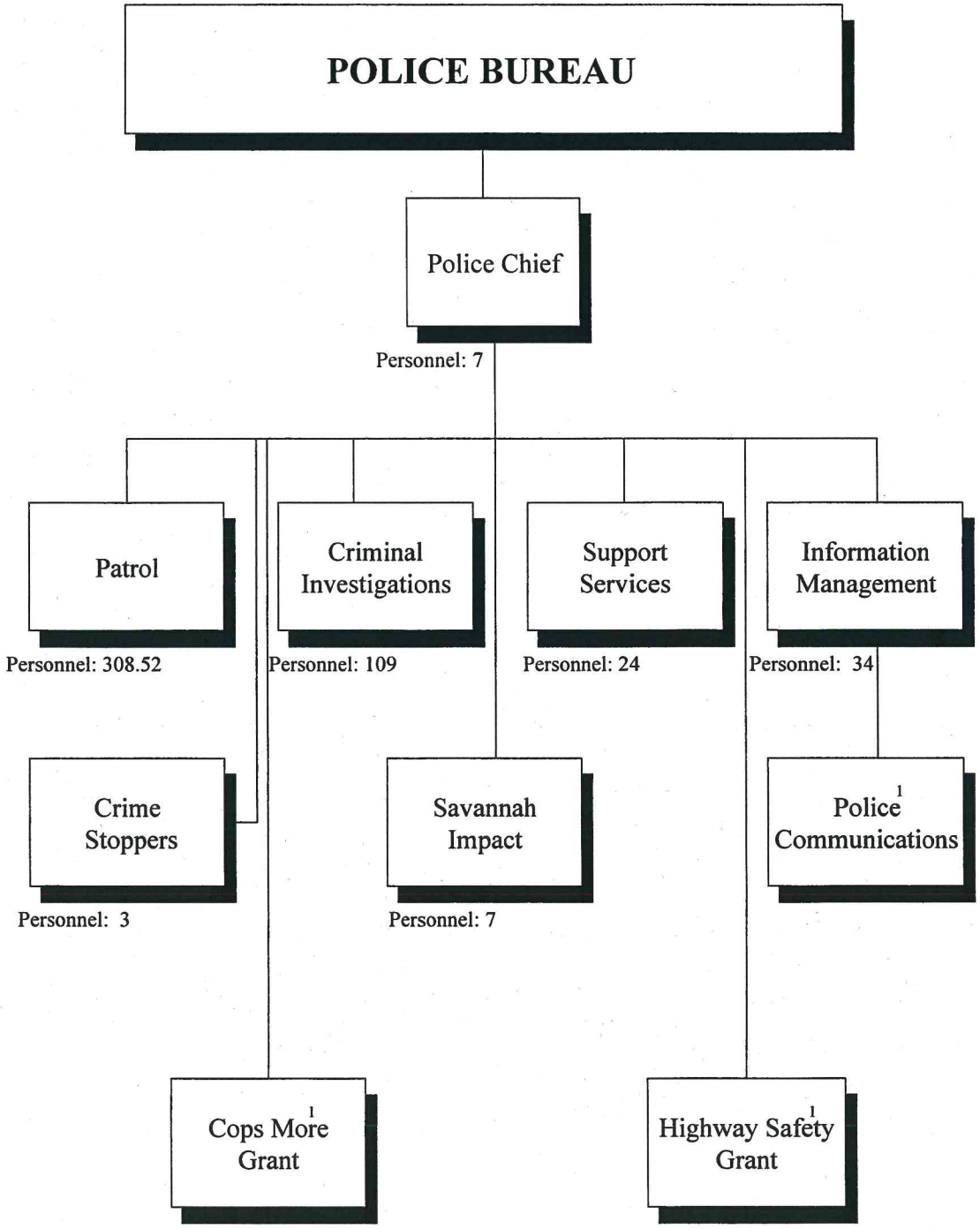
Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 0	$ 30,725	$ 43,924	43.0
Outside Services	0	14,760	22,780	54.3
Commodities	0	2,090	3,840	83.7
Interfund Services	0	1,279	1,144	-10.6
TOTAL	$ 0	$ 48,854	$ 71,688	46.7

Positions

Class Title	2000	2001	2002	Grade
Keep Savannah Beautiful Coordinator	1.00	1.00	1.00	20
TOTAL	1.00	1.00	1.00	

Budget Highlights

- The budget will increase 47 % in 2002 to support the full year's cost of operation.



[1] Administered in a separate fund

POLICE BUREAU

The 2002 budget for the General Fund activities within the Police Bureau is $29,125,955 or 4% more than 2001 projected expenditures.

Personal Services increase $915,650 primarily due to the following: The wage increase and modular advancements; vacancies in 2001; the addition of three new officer positions in Patrol to serve areas annexed during the last few years; the addition of five new officer positions in Patrol to replace those moved to the Savannah Impact Program in 2001; and increases in the worker's compensation and pension contributions. The overtime account decreases by $180,475 due to vacancies in 2001.

Commodities decrease $166,982 primarily due to a reduction in clothing and laundry because of a large purchase of new uniforms in 2001, and a decrease in small fixed assets because of a large purchase of security items in 2001.

Interfund Services increase $148,275 mainly due to the contribution to insurance by risk management in 2002, as well as an increase in garage charges.

Other Expenses increase $135,961 because of an increase in the vehicle capital use charge.

With regards to revenue, False Alarm Fees are anticipated to increase by $77,000 in 2002 due to a new ordinance which will include residential false alarms.

Revenues By Source

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Police False Alarm Fees	$ 13,187	$ 25,000	$ 102,000	308.0
Accident Reporting Fees	80,423	48,000	48,000	0.0
Chatham County - CrimeStoppers Reimbursement	26,175	79,662	50,000	-37.2
Chatham County - Counter Narcotics Team Reimbursement	694,889	700,000	700,000	0.0
TOTAL	$ 814,674	$ 852,662	$ 900,000	5.6

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 21,697,626	$ 23,155,455	$ 24,071,105	4.0
Outside Services	948,382	1,132,492	1,179,055	4.1
Commodities	1,061,820	1,308,291	1,141,309	-12.8
Interfund Services	1,579,190	1,626,702	1,774,977	9.1
Capital Outlay	38,929	90,355	72,850	-19.4
Interfund Transfers	0	42,426	21,000	-50.5
Other Expenses	725,517	729,698	865,659	18.6
TOTAL	$ 26,051,464	$ 28,085,419	$ 29,125,955	3.7

POLICE CHIEF

Mission

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

Trends and Issues

In 2001, the Savannah Police Department continued to focus on the reduction of violent crime. Several initiatives that have been implemented will have a lasting impact on the violent crime rate. These include:

- The Career Offender Tracking Unit (COTU) was implemented in 2001 and has been extremely successful in tracking and capturing the City's most violent offenders. The COTU focuses on 50 offenders at a time and places special emphasis on the top five. By the end of 2001, the COTU is projected to have removed 130 violent offenders from the streets.
- The Savannah Impact Program, which became operational in 2001, is a collaboration between SPD, the Probation Office, Parole Office, Juvenile Court, Gateway Community Service Board, and the Georgia Department of Labor. While parolees and probationers in the program will get a highly increased level of correctional supervision, they will also get direct access to remedial education, job training, job placement, substance abuse counseling, mental health assistance and any other services necessary to make them successful.
- Project CeaseFire continued in 2001 and has resulted in 80 indictments under federal firearms statutes. Savannah has the second highest number of CeaseFire cases in the nation.
- The CompStat process was implemented in 2001. It relies on the timely and continuous analysis of crime conditions and weekly meetings in which information is shared and strategies developed and modified. This approach keeps the department up to date with the dynamics of crime patterns that change from week to week.
- The Neighborhood Beat Approach (NBA) continued in 2001 by focusing on neighborhood problems and tailoring services to the specific needs of each neighborhood.
- The Crime Free Housing Program has had significant results in reducing crime in apartment complexes using principles of crime prevention through environmental design (CPTED), criminal unfriendly lease agreements, and resident neighborhood watch programs. Out of 150 apartment complexes in Savannah, 20 have completed the three-phase certification process and 20 more are in progress. The program is voluntary and has been very successful in reducing calls for service by 20 to 70 percent in participating complexes.

In 2002, the Bureau will continue to focus on the reduction of violent crime. Other issues include the continued effort to recruit qualified applicants, the implementation of the aggressive driving campaign with the assistance of a $300,000 grant from the Governor's Office of Highway Safety, and the acquisition of a new Records Management System (RMS).

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 423,930	$ 422,729	$ 440,860	4.3
Outside Services	68,919	62,634	53,878	-14.0
Commodities	29,289	29,435	27,506	-6.6
Interfund Services	20,342	25,925	31,070	19.8
Capital Outlay	0	7,368	1,500	-79.6
Other Expenses	16,144	15,316	18,039	17.8
TOTAL	$ 558,624	$ 563,407	$ 572,853	1.7

Positions

Class Title	2000	2001	2002	Grade
Administrative Assistant	2.00	2.00	2.00	13
Police Sergeant	3.00	3.00	3.00	22
Police Captain	1.00	1.00	1.00	30
Police Chief	1.00	1.00	1.00	48
TOTAL	7.00	7.00	7.00	

PATROL

Trends and Issues

The Patrol Bureau is responsible for responding to calls for police service, conducting the initial investigation of incidents, providing preventive patrol, and working with residents and businesses to reduce crime problems. During 2001, the Traffic Unit was reassigned to the Patrol Bureau from Support Services.

The CompStat process was implemented in 2001. It relies on the timely and continuous analysis of crime conditions and weekly meetings in which information is shared and strategies developed and modified. This approach keeps the department up to date with the dynamics of crime patterns that change from week to week.

The Neighborhood Beat Approach (NBA) continued in 2001 by focusing on neighborhood problems and tailoring services to the specific needs of each neighborhood.

The Crime Free Housing Program achieved significant results in reducing crime in apartment complexes using principles of crime prevention through environmental design (CPTED), criminal unfriendly lease agreements, and resident neighborhood watch programs. Rental properties participate in a three-phase certification process. Out of 150 apartment complexes in Savannah, 20 are fully certified and 20 more are in progress. The program is voluntary and has been very successful in reducing calls for service by 20 to 70 percent in participating complexes.

During 2001, the department received a $300,000 grant from the Governor's Office of Highway Safety to conduct a speed and aggressive driving campaign. The project resulted in the addition of a sergeant and four officers to the Traffic Unit. Activities include increased enforcement and education to reduce speeding.

In 2002, the Bureau will continue to focus on the reduction of violent crime. The CompStat process will allow swift responses to violent crime at locations and times when the incidents occur.

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. [1]

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.

[1] Part I crimes include homicide, rape, robbery, aggravated assault, burglary and auto theft.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Calls for service	245,000	223,822	230,000	219,000	220,000
- Citations by traffic unit	16,000	15,249	16,000	15,500	16,000
Efficiency Measures					
- Cost per call for service	$58	$63	$68	$73	$75
- Cost per citation	$44	$45	$48	$47	$48
- % of budget spent	100%	101%	100%	99%	100%
Effectiveness Measures					
- Robberies	570	750	700	695	690
- Burglaries	1,700	1,757	1,800	1,960	1,750
- Larcenies	6,800	5,826	5,800	6,800	6,000
- Auto Thefts	1,140	1,830	1,400	1,380	1,200
- Part I Crimes	11,000	10,745	10,500	11,600	11,000

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 12,378,986	$ 14,825,198	$ 14,925,461	0.7
Outside Services	170,185	185,596	199,516	7.5
Commodities	389,734	403,277	449,503	11.5
Interfund Services	713,487	772,075	895,215	15.9
Capital Outlay	0	43,750	14,670	-66.5
Interfund Transfers	0	0	21,000	--
Other Expenses	469,361	500,032	661,224	32.2
TOTAL	$ 14,121,753	$ 16,729,928	$ 17,166,589	2.6

Positions

Class Title	2000	2001	2002	Grade
School Crossing Guard	0.00	20.52	20.52	4
Secretary	4.00	4.00	4.00	10
Groom	0.00	1.00	1.00	12
Administrative Assistant	1.00	1.00	1.00	13
Police Officer	100.00	109.00	117.00	15
Police Corporal	120.00	116.00	116.00	18
Police Sergeant	33.00	33.00	33.00	22
Management Analyst, Senior	1.00	1.00	1.00	23
Police Lieutenant	8.00	10.00	10.00	26
Police Captain	4.00	4.00	4.00	30
Police Major	1.00	1.00	1.00	36
TOTAL	272.00	300.52[1]	308.52	

[1] The increase in positions in 2001 is due to the movement of the Traffic Unit from Support Services.

Budget Highlights

- Within Commodities is $44,910 for patrol vehicle accessories (sirens, lights, etc.) for 30 replacement vehicles.
- The overtime account within Personal Services decreases $156,550 due to vacancies in 2001. However, funding for this account has been increased from a 2001 base amount of $224,500 to $347,172 for special events and special operations in 2002.
- An allocation of $132,299 is budgeted within the Police Bureau for three new officer positions and one vehicle to serve areas annexed during the last few years. The amount included in Patrol's budget is $115,613, with the remainder budgeted in Support Services.
- An allocation of $175,579 is budgeted within the Police Bureau for five new officer positions to replace those moved to the Savannah Impact program in 2001. The amount included in Patrol's budget is $147,769, with the remainder budgeted in Support Services.

INFORMATION MANAGEMENT

Trends and Issues

The Information Management Bureau (IMB) is responsible for facilitating the use of all information for the department. This responsibility demands a high degree of accuracy as well as the creation of user-friendly ways of accessing data.

During the course of a year, IMB handles a high volume of information. In 2001, the Communications Center received over 795,000 phone calls, including 200,000 E911 calls and 595,000 administrative calls. The Center also dispatched 219,000 calls for service; the Customer Service Desk took 4,000 reports and responded to an estimated 100,000 miscellaneous inquiries; the Report and Review/Data Entry Unit processed 62,000 incident reports and 11,000 accident reports; the Document Imaging Unit (formerly Microfilm) provided 30,000 copies of police reports for internal and external customers, along with imaging 75,000 documents; the Criminal History Unit provided 18,000 record checks, processed 9,000 fingerprint cards and 10,000 arrest booking reports; and the Warrant Control Unit received 2,000 new warrants and processed 3,000 executed warrants.

In 2001, the software for the Computer Aided Dispatch (CAD) was upgraded, and implementation began on the acquisition of a new Records Management System (RMS).

In the year 2002, the Information Management Bureau will continue to use available technology to make information readily available, including the implementation of the new RMS, and planning for the acquisition of mobile data computers.

Goals and Objectives

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

Objectives:

- To process all police reports, including entering data into the database by the seventh calendar day of the following month.
- To complete 95% of requests for record checks within 24 hours and 100% within 48 hours.

Service Levels

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Incident/Accident Reports Processed	75,000	71,638	74,000	73,000	74,000
- Record Checks	14,000	17,826	17,000	18,000	17,000
Efficiency Measures					
- Cost per Report Processed	$7	$7	$8	$8	$8
- Cost per Record Check	$27	$21	$25	$25	$27
- % of Budget Spent	100%	97%	100%	100%	100%
Effectiveness Measures					
- Reports Processed by the 7th	100%	100%	100%	100%	100%
- Record Checks Completed in 24 hours	95%	97%	97%	96%	96%
- Record Checks Completed in 48 hours	100%	100%	100%	100%	100%

Revenues By Source

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
User Fees				
Police False Alarm Fees	$ 13,187	$ 25,000	$ 102,000	308.0
Accident Reporting Fees	80,423	48,000	48,000	0.0
TOTAL	$ 93,610	$ 73,000	$ 150,000	105.5

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 1,265,642	$ 1,326,243	$ 1,396,379	5.3
Outside Services	18,060	18,116	18,116	0.0
Commodities	11,179	33,864	21,774	-35.7
Interfund Services	408,242	448,428	431,669	-3.7
Capital Outlay	0	6,855	5,300	-22.7
Other Expenses	9,792	21,219	10,369	-51.1
TOTAL	$ 1,712,915	$ 1,854,725	$ 1,883,607	1.6

Positions

Class Title	2000	2001	2002	Grade
Office Assistant	7.00	7.00	7.00	7
Office Assistant, Senior	9.00	9.00	9.00	8
Secretary	2.00	2.00	2.00	10
Office Assistant, Principal	1.00	1.00	1.00	11
Administrative Assistant	1.00	1.00	1.00	13
Police Officer	1.00	1.00	1.00	15
Police Corporal	6.00	6.00	6.00	18
Police Public Information Officer	1.00	1.00	1.00	20
Police Sergeant	2.00	2.00	2.00	22
Management Analyst, Senior	1.00	1.00	1.00	23
Police Planning & Research Coordinator	1.00	1.00	1.00	26
Police Lieutenant	1.00	1.00	1.00	26
Police Major	1.00	1.00	1.00	36
TOTAL	34.00	34.00	34.00	

Budget Highlights

- False Alarm Fee revenues are projected to increase by $77,000 because of a new ordinance including residential false alarms.

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, Domestic Violence, Juvenile/Sex Crimes, Property Crimes, Auto Theft, Forgery/Fraud, Pawn Shops, Forensics, Tactical Reaction and Prevention (TRAP) and the Criminal Intelligence Center. In 2001, clearance rates for each crime category were above national averages.

The Career Offender Tracking Unit (COTU) was implemented in 2001 and has been extremely successful in tracking and capturing the City's most violent offenders. The COTU focuses on 50 offenders at a time and places special emphasis on the top five. By the end of 2001, the COTU is projected to have removed 130 violent offenders from the streets.

Project CeaseFire continued in 2001 and has resulted in 41 convictions under federal firearms statues. Savannah has the second highest number of Cease Fire cases in the nation.

Goals and Objectives

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

Objectives:

- To exceed the national average clearance rate of 67% for homicide.
- To exceed the national average clearance rate of 52% for rape.
- To exceed the national average clearance rate of 27% for robbery.
- To exceed the national average clearance rate of 58% for aggravated assault.
- To exceed the national average clearance rate of 14% for burglary.
- To exceed the national average clearance rate of 14% for auto theft.

Service Levels

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measure					
- Cases Assigned	7,138	7,539	7,138	7,000	7,200
Efficiency Measures					
- Cost per Assigned Case	$814	$745	$814	$858	$900
- % of Budget Spent	100%	97%	100%	100%	100%
Effectiveness Measures					
- Clearance Rate, Homicide	68%	49%	68%	79%	68%
- Clearance Rate, Rape	53%	70%	53%	90%	53%
- Clearance Rate, Robbery	28%	45%	28%	31%	28%
- Clearance Rate, Aggravated Assault	59%	68%	59%	68%	59%
- Clearance Rate, Burglary	15%	18%	15%	21%	15%
- Clearance Rate, Auto Theft	15%	18%	15%	22%	15%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 4,873,932	$ 5,005,345	$ 5,534,018	10.6
Outside Services	144,257	166,192	159,020	-4.3
Commodities	134,472	156,610	154,694	-1.2
Interfund Services	275,736	249,323	247,528	-0.7
Capital Outlay	13,275	9,940	29,880	200.6
Interfund Transfers	0	42,426	0	–100.0
Other Expenses	162,480	163,974	145,849	-11.1
TOTAL	$ 5,604,152	$ 5,793,810	$ 6,270,989	8.2

Positions

Class Title	2000	2001	2002	Grade
Office Assistant	2.00	2.00	2.00	7
Secretary	6.00	6.00	6.00	10
Administrative Assistant	1.00	1.00	1.00	13
Police Officer	12.00	18.00	18.00	15
Police Corporal	65.00	66.00	66.00	18
Police Sergeant	9.00	9.00	9.00	22
Management Analyst, Senior	1.00	1.00	1.00	23
Police Lieutenant	5.00	4.00	4.00	26
Police Captain	1.00	1.00	1.00	30
Police Major	1.00	1.00	1.00	36
TOTAL	103.00	109.00	109.00	

Budget Highlights

- $15,000 is budgeted for the purchase of an evidence drying storage cabinet that will be used for the drying and storage of evidence which harbors bodily fluid.

SUPPORT SERVICES

Trends and Issues

The Support Services Bureau provides support for police personnel through several specialized units. The Bureau includes the Training Unit, Armory, Quartermaster, Vehicle Maintenance, Property Room, Budget Office, Recruiting, Volunteer Program, and Personnel. During 2001, the Traffic Unit was moved to the Patrol Bureau. Recruitment continued to be a major issue in 2001 as the search for highly qualified applicants continued. Significant progress was made since 2001 when the department experienced a record number of vacancies. A tight job market and the competitiveness of other departments' salaries and benefits are contributing factors. Recruitment will continue to be a major issue in 2002.

Goals and Objectives

Goal: Ensure that all Savannah Police Bureau staffing needs are met daily.

Objective:

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

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measure					
- Officers receiving 20 hours of training	401	394	413	393	419
Efficiency Measure					
- % of budget spent	100%	97%	100%	100%	100%
Effectiveness Measure					
- % female & minority officers	48%	45%	46%	48%	48%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 2,674,190	$ 1,323,871	$ 1,326,522	0.2
Outside Services	536,457	631,541	655,198	3.7
Commodities	495,712	655,187	473,950	-27.7
Interfund Services	155,587	105,077	100,408	-4.4
Capital Outlay	25,653	21,442	21,500	0.3
Other Expenses	67,740	25,247	25,736	1.9
TOTAL	$ 3,955,339	$ 2,762,365	$ 2,603,314	-5.8

Positions

Class Title	2000	2001	2002	Grade
School Crossing Guard	19.76	0.00	0.00	--
Custodian	1.00	1.00	1.00	6
Maintenance Worker	1.00	1.00	1.00	7
Office Assistant, Senior	3.00	3.00	3.00	8
Secretary	1.00	1.00	1.00	--
Storekeeper	1.00	1.00	1.00	10
Office Assistant, Principal	1.00	1.00	1.00	11
Account Clerk, Senior	1.00	1.00	1.00	11
Groom	1.00	0.00	0.00	--
Administrative Assistant	2.00	2.00	2.00	13
Police Officer	3.00	0.00	0.00	--
Police Corporal	18.00	5.00	5.00	18
Personnel Coordinator	1.00	1.00	1.00	20
Police Sergeant	5.00	3.00	3.00	22
Police Budget Administrator	1.00	1.00	1.00	24
Police Lieutenant	2.00	1.00	1.00	26
Police Training Coordinator	1.00	1.00	1.00	27
Police Major	1.00	1.00	1.00	36
TOTAL	63.76	24.00	24.00	

Budget Highlights

- $31,291 is budgeted for travel related to recruitment of police officer applicants, and officer training at the Southern Police Institute and the FBI Academy.
- $10,500 is budgeted for the purchase of first aid kits and blood-borne pathogen kits for police officers.
- Funding in the amount of $133,182 was set aside in 2001 for the purchase of new police uniforms that are more comfortable and functional.

CRIMESTOPPERS

Mission

To develop CrimeStoppers as an effective crime-solving organization throughout Savannah/Chatham County with the primary objective of this tri-partite organization, Community, Media, and Law Enforcement, being, "Working Together to Solve Crime."

Trends and Issues

Crimestoppers is structured:

- To allow people an opportunity to provide information on crimes and criminals anonymously.
- To provide reward payments to individuals who provide information that leads to an arrest or indictment of those engaged in criminal activity.
- To protect the anonymity of the relater of information.
- To improve the general quality of life for all citizens of and visitors to the Savannah/Chatham County area.

The CrimeStoppers program continues to experience a new awareness among the citizens and the corporate community. In 2001, representatives of the program made promotional public appearances within the community on a average of 14 presentations per month, and involvement with the law enforcement community on a daily basis with special program presentations averaging 7 per month.

Corporate/media program activity continues with major sponsors in the community. These activities and partnering are critical to the overall success of the CrimeStoppers program and will continue. If one element of the program ceases to function, this could negatively impact the effectiveness and efficiency of the program.

To continue program promotion, various new, as well as the continuation of existing, projects will be undertaken. This will include the continuation of the "Campus CrimeStoppers" program for all schools; theater advertising of the program; and participation in the newly formed SCAN (Southside Community Alert Network) program for crime prevention and assist with its growth in all precincts. In addition, CrimeStoppers will study the local justice system and determine an efficient method of criminal justice data sharing in an integrated environment.

Goals and Objectives

Goal: To allow citizens an effective opportunity to know about and report information on crimes and criminal activity anonymously.

Objectives:
- Increase number of calls to "Hotline" by 10%.
- Increase corporate sponsorship by four sponsors.

Goal: To continue "Campus CrimeStoppers" in the Savannah-Chatham County Schools.

Objectives:
- Have total commitment by the Savannah-Chatham County Board of Education.
- Provide program implementation to schools on a quarterly schedule.

Goal: To design an integrated information program for the Criminal Justice System within Savannah-Chatham County and its' municipalities.

Objectives:
- Improve local justice Agencies' commitment to data sharing within Savannah-Chatham County.
- Plan for future implementation of a pilot test with Savannah-Chatham County Warrants Database.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measure					
- Calls received	n/a	1,000	1,100	1,100	1,210
Efficiency Measures					
- Cases solved	n/a	75	75	75	83
- % of budget spent	n/a	95%	100%	94%	100%
Effectiveness Measures					
- Reward contributions	n/a	$17,000	$8,000	$3,000	$3,500
- Reward disbursements	n/a	$5,350	$5,350	$7,500	$8,000
- In-kind advertising (media) value	n/a	$10,000	$10,000	$8,500	$10,000

Revenue By Source

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
CrimeStoppers Reimbursement	$ 26,175	$ 79,662	$ 50,000	-37.2

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 80,946	$ 111,861	$ 137,184	22.6
Outside Services	10,504	19,411	20,815	7.2
Commodities	1,435	1,918	2,880	50.2
Interfund Services	5,796	7,750	7,506	-3.1
Other Expenses	0	2,510	2,510	0.0
TOTAL	$ 98,681	$ 143,450	$ 170,895	19.1

Positions

Class Title	2000	2001	2002	Grade
Administrative Assistant	1.00	1.00	1.00	13
Management Analyst	0.00	1.00	1.00	21
Crimestoppers Coordinator	1.00	1.00	1.00	25
TOTAL	2.00	3.00	3.00	

Budget Highlights

- The cost of this program is shared by the City and County.

SAVANNAH IMPACT PROGRAM

Mission

To protect the public from high-risk offenders (adult and juvenile) who are on parole or probation through collaborative community corrections programs with State and local agencies by means of intense supervision, substance abuse counseling, and a variety of support programs to enhance the offender's reentry into the community

Trends and Issues

The Savannah Impact Program (SIP) was established in 2001 to coordinate the supervision of high-risk offenders who are on parole or probation. After several years of declining violent crime in Savannah, in 2000 and 2001 the number of Part I incidences rose sharply. This trend was most evident in the number of homicides and aggravated assaults.

The increase in violent crime can largely be attributed to a relatively small number of repeat offenders who commit a hugely disproportionate number of crimes. They represent a violent subculture that are often involved in the drug trade and are substance abusers themselves. Often these offenders are on probation for previous offenses or are on parole following a period of incarceration. In February 2001, in Chatham County, more than 5,000 people were on probation and an additional 1,100 were on parole. In fact, probation serves as the disposition most often imposed by the courts. Though these individuals are expected to abide by the rules or other special conditions of supervision, their range of freedom is comparable to that enjoyed by the citizenry at large. This freedom means they may move about in neighborhoods, shop, go to work, and pursue other activities that form the fabric of daily life.

To remain out of jail, the majority of probationers and parolees are ordered by the courts to obtain substance abuse counseling, abide by a curfew, perform community service or meet other such specific conditions. Regrettably, many parolees/probationers do not comply with these terms, and nationally only a fifth of those who violate their conditions ever go to jail for noncompliance.

In Chatham County, as in the rest of Georgia and the United States, recidivism is high among criminal offenders. The criminal justice system as a whole appears to be ineffective at producing long-lasting behavioral changes among this population. Research indicates that rehabilitation of Georgia's criminal offenders in prison is not often achieved. Additionally, the parole and/or probation officers are not as effective due to the limitations imposed upon them by large case workloads, staffing levels, and a lack of community based programs.

There is a clear and present need to protect the public from those parolees/probationers who willfully violate the terms and conditions of their parole/probation and who continue to commit crimes. There is also an obligation to support those offenders who deserve a second chance at building a sustainable crime-free and economically independent life.

Goals and Objectives

Goal: To eliminate violent crime from the city of Savannah.

Objective:

- To reduce the number of violent crimes committed by parolees and probationers who are supervised by the Savannah Impact Program.

Goal: To provide support to parolees and probationers in making a successful reentry into the community.

Objective:

- To reduce long term unemployment while providing support in the form of substance abuse counseling, behavior modification, education, skills training, and employment opportunity to participants.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measure					
- Parole Supervision Cases	n/a	n/a	n/a	150	160
- Probation Supervision Cases	n/a	n/a	n/a	160	180
- Juvenile Justice Supervision Cases	n/a	n/a	n/a	0	40
Efficiency Measures					
- Cost per Supervision Case [1]	n/a	n/a	n/a	n/a	n/a
Effectiveness Measures					
- Recidivism Rate	n/a	n/a	n/a	n/a	39%
- Employment Rate	n/a	n/a	n/a	n/a	80%
- Educational/Skills Program Participation	n/a	n/a	n/a	n/a	40%
- Counseling Program Participation	n/a	n/a	n/a	n/a	55%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 0	$ 140,208	$ 310,681	121.6
Outside Services	0	49,002	72,512	48.0
Commodities	0	28,000	11,002	-60.7
Interfund Services	0	18,124	61,581	239.8
Capital Outlays	0	1,000	0	-100.0
Other Expenses	0	1,400	1,932	38.0
	0			
TOTAL	$ 0	$ 237,734	$ 457,708	92.5

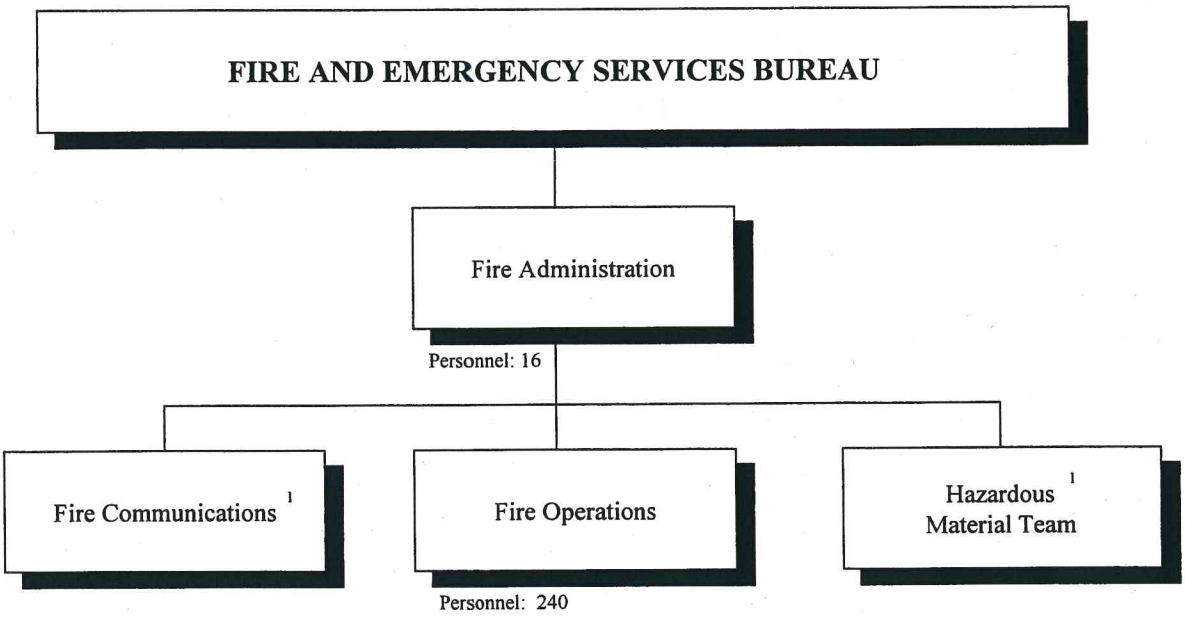
Positions

Class Title	2000	2001	2002	Grade
Secretary	n/a	1.00	1.00	10
Police Officers	n/a	4.00	4.00	15
Police Corporal	n/a	1.00	1.00	18
Savannah Impact Director	n/a	1.00	1.00	36
TOTAL	n/a	7.00	7.00	

Budget Highlights

- The Savannah Impact Program was initiated in February 2001 with the hiring of the Savannah Impact Director.
- A location for the Savannah Impact Program offices was leased in September 2001.
- The Savannah Impact Program is expected to be fully staffed and operational in January 2002.
- Five police officer positions have been transferred from Patrol to Savannah Impact.

[1] At present there is insufficient data for the development of meaningful supervision costs.



[1] Administered in Separate Funds.

FIRE AND EMERGENCY SERVICES BUREAU

The 2002 General Fund budget for the Fire and Emergency Services Bureau is $14,180,558 which is a 6.7% increase over 2001 projected expenditures. Personal Services increases $1,039,942 primarily to fund the 18 firefighters that were added in late 2001 to support the westside station and the wage increase.

Revenues By Source

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Fire Protection Fees	$ 41,329	$ 81,000	$ 81,000	0.0
Fire Incident Report Fees	330	35	25	-28.6
Fuel Storage Tank Insp Fees	2,420	650	1,000	53.8
Outside Training Fees	3,075	1,500	5,000	233.3
TOTAL	$ 47,154	$ 83,185	$ 87,025	4.6

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 10,247,176	$ 11,330,764	$ 12,370,706	9.2
Outside Services	386,546	386,024	388,604	0.7
Commodities	413,686	439,497	398,496	-9.3
Interfund Services	397,029	494,496	516,954	4.5
Capital Outlay	126,552	326,243	209,350	-35.8
Interfund Transfer	19,482	14,000	0	-100.0
Other Expenses	290,452	302,031	296,448	-1.8
TOTAL	$ 11,880,923	$ 13,293,055	$ 14,180,558	6.7

FIRE ADMINISTRATION

Mission

To protect the lives and property of the citizens, and visitors to Savannah by providing the highest possible level 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

The Fire Administration Department is responsible for maintaining a city, safe from fire and other disasters. The Fire Chief and his staff direct, coordinate and plan the functions of the bureau to reach this goal. Administration is also tasked with providing equipment, housing and vehicles for emergency services personnel to use in safely and efficiently mitigating emergency events.

During 2002, the bureau will complete initial steps to extend fire and emergency services coverage to citizens of the Godley Tract area on the westside of the City. Reevaluate the need for expansion of services to Hutchinson Island residents. The upgrade of older infrastructures will be undertaken based on available resources.

The bureau will increase the use of in-house resources to provide training and fire safety materials to reduce dependence on costly third party sources.

The bureau will strive to maintain a high level of fitness and health programs that will contribute to increase efficiency and reduce physical stress. This program is costly to maintain. However, the benefits of reduced injury and illness, provide higher performance levels. General physical and mental wellness outweighs the costs. Close monitoring and reassessment of the programs may lead to modifications that streamline costs.

The bureau will continue to seek external sources of revenues. The revenue projects which are currently in place that produce revenue will be continued and expanded where possible. The current fee structures will be evaluated and adjusted as necessary.

The inspection requirements for new and existing structures for compliance with fire and safety codes are steadily increasing. Suppression personnel will continue to support these activities which contribute to the decreased incidences and severity of fire within our commercial community.

Public fire safety activities are welcome in the community, while it is difficult to quantify the true impact of these efforts locally. However, nationally it has demonstrated some effects in the prevention of many fires and a reduction in the impact of those that occur. In 2002, these functions will continue and expand when possible.

The fire investigation division will continue a reorganization and revitalization program that was developed in 2001. This was a response to a federally funded study of the bureau's current capabilities and activities. Finally, any increase in service delivery in future will necessitate additional support personnel.

Goals and Objectives

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

Objectives:

- To ensure all emergency services personnel are properly trained and equipped to handle any type of emergency situation.
- To ensure all Title 25 buildings meet existing codes and to ensure that all potential fire hazards are corrected.
- To ensure that all commercial buildings within the city are inspected for commercial building codes compliance to reduce potential fire hazards.
- To determine the cause of all fires and to successfully prosecute all arson cases.
- To ensure all sections of the city receive fire safety education programs.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Title 25 Building inspections	1,300	2,300	1,300	1,300	1,300
- Commercial building inspections	600	600	600	600	600
- Training hours received	434	434	432	432	432
- Fire investigations	900	813	900	875	875
Efficiency Measures					
- Cost of training per hour	$457	$461	$490	$472	$518
- Cost of title 25 inspections	$46	$47	$50	$44	$49
- Cost of commercial building insp.	$43	$43	$46	$44	$49
- % of Budget Spent	100%	102%	100%	100%	100%
Effectiveness Measures					
- # of fire investigations	900	813	900	875	875
- # of Title 25 inspections	1,300	1,300	1,300	1,400	1,400
- # of Commercial inspections	2,400	600	600	600	600
- # of Fire safety programs	8	8	8	8	8

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01 - 02
Personal Services	$ 745,628	$ 765,441	$ 840,142	9.8
Outside Services	39,385	31,684	29,936	-5.5
Commodities	37,668	36,981	33,255	-10.1
Interfund Services	33,889	40,346	53,252	32.0
Other Expenses	16,624	12,156	17,207	41.6
TOTAL	$ 873,194	$ 886,608	$ 973,792	9.8

Positions

Class Title	1999	2000	2001	Grade
Office Assistant	1.00	1.00	1.00	7
Office Assistant, Senior	2.00	2.00	2.00	8
Administrative Assistant	1.00	1.00	1.00	13
Inventory Specialist	1.00	1.00	1.00	17
Fire Investigator	1.00	1.00	1.00	18
Fire Inspector	3.00	3.00	3.00	18
Fire Captain	2.00	2.00	2.00	22
Fire Investigator, Chief	1.00	1.00	1.00	23
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	16.00	16.00	16.00	

Budget Highlights

- Personal Services increase $74,701, primarily due to a wage increase and several vacancies in 2001.
- Interfund Services increase $12,906, due to an increased contribution to the Risk Management Fund in 2002.
- Other Expenses increase $5,051 due to planned purchase of replacement vehicles.

FIRE OPERATIONS

Mission

To prevent and/or mitigate emergencies by preparing and training for such emergencies, providing first responder capabilities as required, and coordinating citywide hurricane/disaster planning.

Trends and Issues

The Operations Division of the Savannah Fire & Emergency Services Bureau will continue to enhance and refine emergency responses through preparing and training for emergencies and planning for disasters, natural and man-made in 2002. These emergencies and disasters may present themselves in the form of structural fires, wild land fires, hazardous material incidents, technical rescue incidents which include hi-angle, trench, or structural collapse incidents, water rescues, vehicle extrications, weapons of mass destruction incidents, hurricanes, tornado disasters, etc.

During the year, Fire Operations programs will be assessed as to cost/benefit in accordance with good management and financial practices. In 2001, reorganization led to the formation of a special operations division. This special operations division also includes management of the emergency operations center, used by all city bureaus. Disaster planning and preparation have become one of the most important services that the bureau now provides to the City. In 2002, the bureau will finish equipping the emergency operations center and provide training for disaster recovery which will involve sending personnel to disaster sites to gain first-hand knowledge of procedures and problems encountered by other cities.

Operationally, the greatest issue the department will face in 2002 is the rescheduled Insurance Services Office (ISO) inspection, and the associated expansion into west Chatham County (Station 13) at the Cross Roads airport site.

Other operational issues for 2002 call for continued accountability at all levels for operational management. Company officers have been empowered to run their units as long as assignments and objectives are met. Battalion chefs have been empowered to work both together and independently to achieve a higher level of efficiency with regard to personnel, assignments and performance issues.

There is a plan to improve the Operations Department response capability by adding equipment and a support vehicle to quickly transport needed resources to work sites.

The plan to issue Hi-rise equipment packs to all fire department companies will continue in 2002. Currently, some of the departments tactical units have been outfitted.

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 natural 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.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Infrastructure & equipment-care & maintenance man-hours	10,000	26,624	17,000	17,000	17,000
- Fire calls	1,354	1,463	1,500	1,614	1,600
- False alarms	1,400	1,650	1,500	1,600	1,600
- Public service calls	800	1,034	1,000	1,300	1,300
- Rescues	100	88	150	125	125
- Maintain average daily staff	54	55	55	114	114
- Home fire safety checks	3,000	1,133	2,000	2,000	2,000
Efficiency Measures					
- Cost per man hour	$267	$99	$171	$174	$186
- Cost per fire call	$321	$293	$316	$299	$321
- Cost per false alarm	$129	$108	$132	$126	$214
- Cost per public service call	$124	$95	$108	$85	$90
- Cost per rescue	$993	$213	$723	$972	$1,035
- Cost per home safety check	$6	$95	$10	$11	$11
- % of budget spent	100%	98%	100%	100%	100%
Effectiveness Measures					
- # of Major Dwelling Fires	340	426	410	525	525
- Average $ Loss per Dwelling Fires	$2,100	$6,253	$8,161	$4,000	$4,000
- # of Multiple False Alarm Locations	69	44	51	51	51

Revenues By Source

The Fire Bureau receives revenue for providing fire protection, fire incident reports, fire inspections and fire training. Fire protection fees are paid by residents who live in the unincorporated areas served by the Fire Bureau. Fees for fire incident reports are paid when copies of the reports are made. Fire inspection fees are paid by developers and home builders. Outside training fees are paid by outside agencies who participate in training activities provided by the department.

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Fire Protection Fees	$ 41,329	$ 81,000	$ 81,000	0.0
Fire Incident Report Fees	330	35	25	-28.6
Fire Inspection Fees	4,300	3,200	3,200	0.0
Outside Fire Training	3,075	1,500	5,000	233.3
TOTAL	$ 49,034	$ 85,735	$ 89,225	4.1

Expenditures By Type

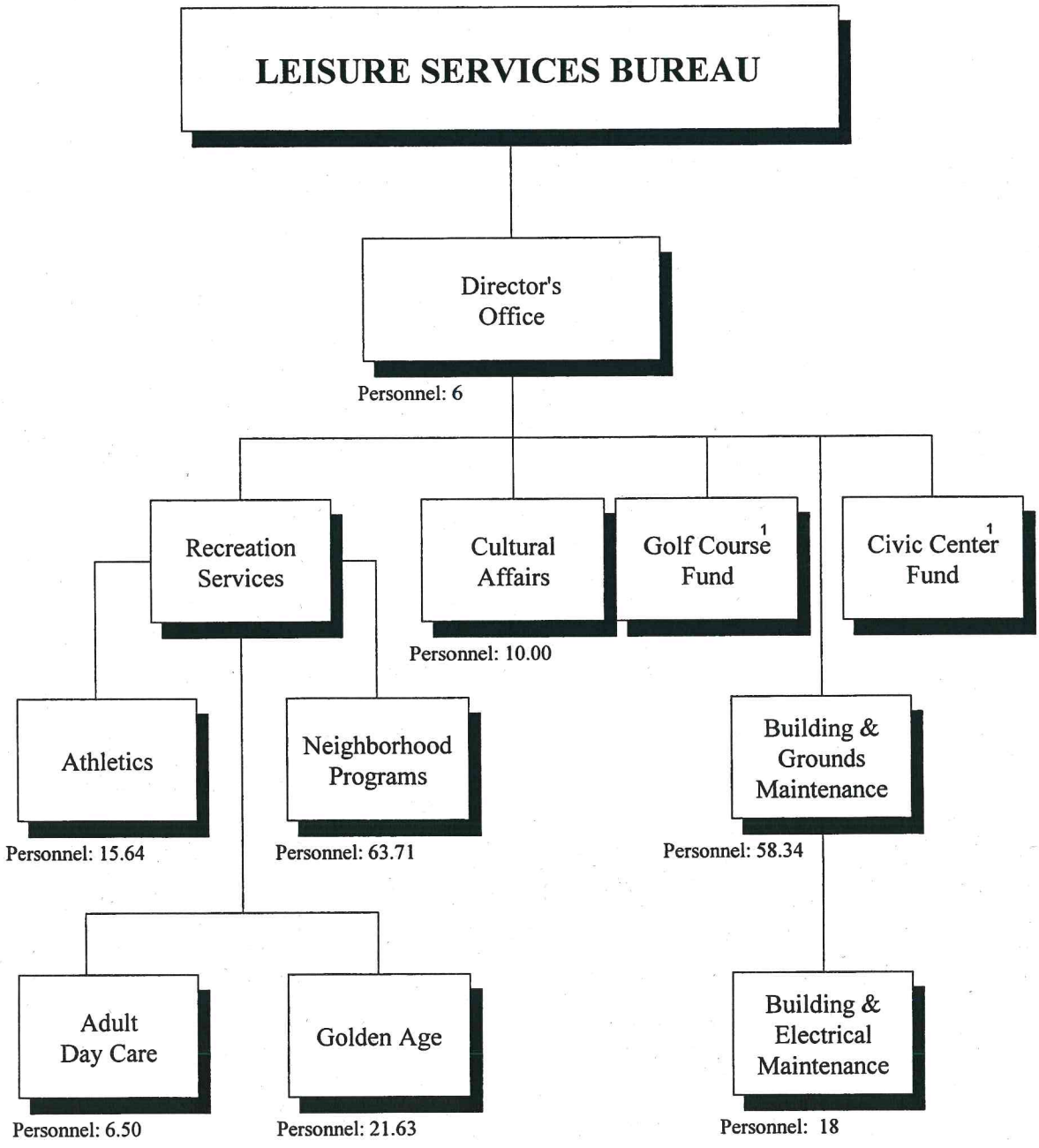
Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 9,501,548	$ 10,565,323	$ 11,530,564	9.1
Outside Services	347,161	354,340	358,668	1.2
Commodities	376,018	402,516	365,241	-9.3
Interfund Services	363,140	454,150	463,702	2.1
Capital Outlay	126,552	326,243	209,350	-35.8
Interfund Transfer	19,482	14,000	0	-100.0
Other Expenses	273,828	289,875	279,241	-3.7
TOTAL	$ 11,007,729	$ 12,406,447	$ 13,206,766	6.5

Positions

Class Title	2000	2001	2002	Grade
Firefighter Trainee	0.00	18.00	18.00	13
Firefighter	87.00	87.00	87.00	14
Master Firefighter	80.00	80.00	80.00	17
Fire Captain	45.00	48.00	48.00	22
Fire Battalion Chief	6.00	6.00	6.00	30
Asst. Fire Chief	1.00	1.00	1.00	36
TOTAL	219.00	240.00	240.00	

Budget Highlights

- Personal Services increases $965,241 primarily due to the 18 firefighters that were added in late 2001 and the wage increase.



[1] Administered in separate funds.

LEISURE SERVICES BUREAU

In 2002, the budget for the Leisure Services Bureau will be $11,218,144. This expenditure level represents an increase of $423,551 or 3.9% over the projected 2001 budget. Changes in the 2002 operating budget can be attributed to increases for wages and benefits and for various internal services costs. The 2002 operating budget supports the completion of the "Black Box" theatre and bureau accreditation.

Although the Leisure Services Bureau is supported by the General Fund, many programs and activities are revenue producing. The table below contains revenues for Leisure Services activities.

Revenues By Source

Overall, 2002 revenues in the Leisure Services Bureau are anticipated to increase $42,762 or 5.5% compared to projected 2001 revenues. Revenues derived from client fees are expected to continue increasing in 2002. The increases in revenues from client fees are primarily projected in three areas: tennis, adult day care, and park and square events. Increased revenue is also projected from athletic team registration. The projected revenue includes several fee increases. Revenues from grant sources are projected to decrease in 2002. Projected revenues from fee and grant sources are listed in the following table.

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Paulson Concessions	$ 15,259	$ 18,775	$ 20,000	6.5
Grayson Stadium Rent	9,997	10,000	10,000	0.0
Misc. Vending Concessions	10,650	7,500	7,500	0.0
Tennis Concessions	115,328	105,012	108,335	3.2
Athletic Fees	39,846	41,755	48,825	16.9
Softball Fees	69,390	63,150	71,700	13.5
Athletic Tournament Fees	11,932	14,000	14,000	0.0
Softball Tournament Fees	17,109	18,000	18,000	0.0
Cultural Arts Fees	79,818	70,000	75,600	8.0
Neighborhood Center Programs Fees	78,390	74,430	75,230	1.1
Golden Age Fees	20,631	14,833	15,575	5.0
Adult Day Care	51,721	50,000	51,000	2.0
Park and Square Event Fees	43,175	58,800	64,252	9.3
Subtotal- Fees	$ 563,246	$ 546,255	$ 580,017	6.2
State Grant - Elderly	54,583	45,000	55,000	22.2
State Grant - CRDC	169,730	169,000	169,000	0.0
Leisure Services Grant	40,201	0	0	--
Yamacraw Sports Club Grant	28,500	19,000	19,000	0.0
Cultural Affairs Grants	12,857	1,000	0	-100.0
Subtotal-Grants	$ 305,871	$ 234,000	$ 243,000	3.8
TOTAL	$ 869,117	$ 780,255	$ 823,017	5.5

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 6,680,487	$ 7,192,241	$ 7,705,142	7.1
Outside Services	1,587,549	1,971,808	1,928,044	-2.2
Commodities	772,751	823,593	824,330	0.1
Interfund Services	449,299	444,572	507,824	14.2
Capital Outlay	46,074	128,962	76,673	-40.5
Interfund Transfers	57,869	32,000	0	-100.0
Other Expenses	165,000	201,417	176,131	-12.6
TOTAL	$ 9,759,029	$ 10,794,593	$ 11,218,144	3.9

LEISURE SERVICES DIRECTOR

Mission

To develop and offer opportunities for recreation and leisure which enrich the quality of life for all citizens, and to efficiently manage public resources placed under its stewardship.

Trends and Issues

The Leisure Services Bureau provides residents of Savannah and the entire coastal community with affordable access to quality recreational programs, performing arts projects, and well maintained parks, buildings and open space areas. This is accomplished through the efforts of the five departments within Leisure Services: Recreation Services, Cultural Affairs, Buildings and Grounds, Civic Center and Golf Course.

While each department is diverse in its mission and operations, the accomplishments of their varied work programs assure the success of the bureau-wide mission. As the missions of these five departments are different, so are the issues and challenges that must be addressed.

As the central administrative office for the Leisure Services Bureau, the director's office will address the following issues in 2002:

- Implementation of the Comprehensive Recreation Plan to address community needs;
- Acquire new park land to assure the protection of open space in the future by utilizing the State Greenspace Initiative and SPLOST funding;
- Marketing City programs and facilities while enlightening non-City residents on the cost and benefits of the leisure time programs and facilities they enjoy; and
- Evaluate programs and facilities to ensure the best possible use of financial resources.

Goals and Objectives

Goal: A city in which all citizens have convenient and affordable access to leisure time facilities and programs.

Objectives:

- To ensure that all departments' service level objectives are completed.
- To ensure all Leisure Services departments do not exceed approved expenditure levels.
- To ensure all Leisure Services departments meet or exceed revenue projections.

Service Levels

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Facility Inspections	n/a	n/a	n/a	n/a	n/a
- Greenspace Acres Acquired	n/a	n/a	119	48	n/a
- Marketing Plan Implemented	100%	0%	5%	100%	100%
- Public Satisfaction Level[1]	3	3	3	3	3
Efficiency Measure					
- % of budget spent	100%	94.8%	100%	100%	100%

[1] Public rating of programs and facilities: 4= excellent, 3 = good, 2 = fair and 1 = poor.

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 307,275	$ 338,189	$ 355,201	5.0
Outside Services	39,973	42,820	23,368	-45.4
Commodities	6,582	7,871	7,500	-4.7
Interfund Services	11,557	9,556	9,850	3.1
Capital Outlay	3,220	0	0	--
Other Expenses	8,520	1,932	3,470	79.6
TOTAL	$ 377,127	$ 400,368	$ 399,389	-0.2

Positions

Class Title	2000	2001	2002	Grade
Office Assistant	1.00	1.00	1.00	7
Administrative Assistant	1.00	1.00	1.00	13
Program Coordinator	1.00	1.00	1.00	22
Leisure Services Coordinator	1.00	1.00	1.00	23
Management Projects Coordinator	1.00	1.00	1.00	25
Leisure Services Director	1.00	1.00	1.00	43
TOTAL	6.00	6.00	6.00	

Budget Highlights

- Increases are projected in , Interfund Services due to increased costs in internal services related charges and Other Expenses reflecting an increase in the vehicle capital use charge.

RECREATION SERVICES

Mission

To meet the needs of youth, adults and senior citizens by providing convenient, affordable and accessible recreational activities and services.

Trends and Issues

Recreation Services is responsible for planning and supervising programs and services offered through participation in Athletics, Centers, After-School Programs, Supervised Playgrounds, Yamacraw Sports Club, Adult Day Care, and Golden Age.

In recent years, additional centers have opened; a computer program has been implemented and evaluation of programs and services to meet the communities needs and expectations is ongoing.

There are several issues facing the department in 2002:

- Expansion of programs and services to compliment facility renovations and additions
- Accommodation of growth in all programs and with short and long range plans.

ATHLETICS
Goals and Objectives

Goal: A city in which all citizens have convenient and affordable access to athletic programs and facilities in a safe environment.

Objectives:

- To achieve a 90% customer satisfaction rating by user groups participating in athletic leagues.
- To increase the number of volunteer coaches certified in 2002 by 10%.
- To achieve a 2% increase in the number of user groups participating in athletic leagues.

Service Levels

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
Participants					
- Youth Baseball	1,500	1,723	1,500	1,600	1,700
- Youth Basketball	675	643	675	584	600
- Youth Football	950	1,365	900	1,392	1,400
- Youth Soccer	1,300	1,380	1,450	1,408	1,436
- Youth Tennis	245	269	245	325	325
- Cheerleader Camp	135	161	140	161	161
– Blackshear Sports Camp	125	96	125	90	90
– Adult Softball	1,800	2,605	2,800	2,800	2,800
- Adult Flag Football	60	0	na	60	80
– Adult Tennis	1,200	203	1,200	1,275	1,300
– Adult Basketball	na	203	na	217	230

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Efficiency Measures					
Cost Per Participant					
- Youth Baseball	$118	$103	$118	$126	$104
- Youth Basketball	$118	$124	$118	$136	$133
- Youth Football	$92	$64	$92	$63	$63
- Youth Soccer	$32	$23	$32	$32	$26
- Adult Softball	$164	$100	$164	$148	$105
- Adult Tennis	$54	$77	$54	$54	$54
- Cheerleading	$48	$60	$48	$48	$46
– Adult Basketball					
– % of Budget Spent	100%	102.9%	100%	100%	100%
Effectiveness Measure					
- Participant Satisfaction Rating of Team Sports	90%	90%	90%	90%	90%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01 - 02
Personal Services	$ 622,953	$ 614,766	$ 630,771	2.6
Outside Services	249,641	250,635	253,239	1.0
Commodities	130,772	142,948	141,846	-0.8
Interfund Services	16,252	20,991	25,266	20.4
Capital Outlay	5,325	13,900	8,600	-38.1
Other Expenses	6,504	2,571	2,571	0.0
TOTAL	$ 1,031,447	$ 1,045,811	$ 1,062,293	1.6

Positions

Class Title	2000	2001	2002	Grade
Maintenance Worker	1.59	1.59	1.59	7
Clubhouse Attendant	3.13	3.13	3.13	7
Leisure Services Leader	3.92	4.92	4.92	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	1.00	1.00	17
Tennis Coordinator	1.00	1.00	1.00	22
Athletics Administrator	1.00	1.00	1.00	27
TOTAL	15.64	15.64	15.64	

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 maintain a Tutorial Program at Yamacraw Village with emphasis on improving grades that are below 70.
- To maintain 92% of the After-School Program elementary students' grades at a satisfactory level in both reading and math throughout the 2001-2002 school year's four grading periods.
- To maintain 90% of the middle and high school students' grades at a level of 71% or better in both Reading and Math through each of the 2001 - 2002 school year's four grading periods.
- To maintain a quality Summer Camp program for youth at all regional and neighborhood centers and maintain 95% capacity while achieving a 95% satisfaction level.
- To maintain computer classes at regional and neighborhood centers to serve the After-School Program, Summer Camps, and instructional classes for community residents.

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

Objectives:
- To achieve a minimum of two family events at each center in 2002.
- To maintain activities in 10 targeted neighborhoods by providing activities at Family and Friends Day.
- To increase by 10 the number of adults who mentor youth in daily center activities.

Objectives:
- To achieve a minimum of two family events in 2002.
- To maintain four summer camp sessions with one session specifically to serve mentally, physically, behavior disordered, and adult citizens.
- To increase participation in Special Olympics by 10% in 2002.

Service Levels

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
Participants					
- Centers	8,950	6,500	6,800	6,500	6,800
Summer Camp	1,443	1,376	1,576	1,376	1,446
Fitness	450	450	1,119	450	450
Cultural	300	1,054	1,119	1,054	1,054
Educational	420	450	450	450	450
Special Events	1,100	2,950	3,375	3,000	3,000
Team Sports	500	1,594	1,616	1,594	1,600
- Playgrounds	5,900	5,900	5,900	5,900	5,950
- Yamacraw Youth Sports Club	525	525	525	500	515
- Pools	2,450	2,200	2,400	2,400	2,500
- Therapeutics	250	325	325	325	325
- After School Program	200	350	350	350	375

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
- Weightlifting	n/a	75	75	75	75
- Soccer	100	100	120	100	100
- West Broad YMCA	0	200	200	200	200
Efficiency Measures					
Cost per participant					
- Centers	$106	$106	$106	$146	$140
- Yamacraw Youth Sports Club	$64	$64	$64	$67	$65
- Playgrounds	$64	$64	$64	$64	$64
- Therapeutics	$1,000	$1,000	$1,000	$769	$769
- Pools	$96	$96	$96	$69	$69
- After-School Program	$638	$638	$638	$366	$344
- Soccer	$176	$176	$176	$176	$150
- Weightlifting	$200	$200	$200	$200	$75
- YMCA	$155	$155	$155	$155	$155
Percent of budget spent					
- Neighborhood Programs	100%	107%	100%	101.8%	100%
- Youth Sports Club	100%	97.2%	100%	98.1%	100%
- After School Program	100%	94.3%	100%	123.4%	100%
Effectiveness Measures					
Average Daily Attendance					
- Yamacraw Youth Sports Club	140	150	150	150	150
- After-School Program	90	140	150	150	150
- Centers	996	1,375	1,375	1,375	1,400
- Playgrounds	694	725	725	870	870
- Maintain the % of students in the After-School program With satisfactory scores					
Math	100%	100%	100%	92%	92%
English	100%	100%	100%	91%	91%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 2,012,972	$ 2,121,396	$ 2,230,059	5.1
Outside Services	327,577	407,667	379,479	-6.9
Commodities	118,590	127,572	132,482	3.8
Interfund Services	82,101	75,578	116,761	54.5
Capital Outlay	10,705	15,950	15,950	0.0
Other Expenses	33,324	70,904	29,388	-58.6
TOTAL	$ 2,585,269	$ 2,819,067	$ 2,904,119	3.0

Positions

Class Title	2000	2001	2002	Grade
Lifeguard	6.75	6.75	6.75	7
Office Assistant	1.00	1.00	1.00	7
Lifeguard, Senior	2.25	2.25	2.25	9
Leisure Services Leader	27.65	27.93	27.93	9
Bus Driver	1.00	1.00	1.00	9
Swimming Pool Manager	1.00	1.00	1.00	10
Leisure Services Specialist	1.30	1.30	1.30	13
Administrative Assistant	1.00	1.00	1.00	13
Leisure Services Center Supervisor	10.75	10.75	10.75	14
After-School Program Tutors	2.63	2.63	2.63	15
Computer Services Specialist	0.00	1.00	1.00	16
Leisure Services Supervisor	1.36	1.36	1.36	17
After School Program Coordinator	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	62.44	63.72	63.72	

Budget Highlights

- Personal Services increase $108,663 or 5% due to the wage and benefit increases.

ADULT DAY CARE

Trends and Issues

The Adult Day Care Program is a division of the Recreation Services Department within Leisure Services.

Adult Day Care provides a community based program of services during the day for frail senior adults which helps them to maintain independence and prevent or delay institutionalization.

The Adult Day Care Program receives funding from state and federal Title III Congregate Meals and the Social Services Block Grant. Funds from these services are expected to continue in 2001. The program is serving a more diverse population each year with increased needs for services.

Goals and Objectives

Goal: A city in which all frail senior citizens, regardless of physical and mental capacities, have convenient and affordable access to Adult Day Care centers and programs.

Objectives:

- To implement a daily individual plan based on needs and ability of each participant.
- To achieve a minimum rating of 90% on adult day care standards.

Service Levels

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Participants	110	103	110	105	105
- Congregate Meals	13,000	15,980	16,000	13,000	13,000
- One Way Trips	22,026	26,159	34,000	19,972	20,000
- Participant Hours	73,200	77,271	80,000	75,726	n/a
Efficiency Measures					
- Cost Per Participant	$2,739	$2,739	$2,739	$2,869	$2,739
- Cost Per Meal	$4.00	$9.00	$2.37	$9.00	$9.00
- Cost Per Round Trip	$8.00	$8.00	$8.00	$8.00	$8.00
- % of Budget Spent	100%	105.6%	100%	101.6%	100%
Effectiveness Measures					
- Average Daily Attendance	50	52	54	52	52
- Adult Day Care Standards Achieved	9.9	90%	90%	90%	90%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 206,492	$ 227,116	$ 235,147	3.5
Outside Services	90,297	94,852	93,650	-1.3
Commodities	13,755	11,729	12,304	4.9
Interfund Services	7,760	8,152	15,283	87.5
Other Expenses	8,604	11,021	8,455	-23.3
TOTAL	$ 326,908	$ 352,870	$ 364,839	3.4

Positions

Class Title	2000	2001	2002	Grade
Bus Driver	1.00	1.00	1.00	9
Leisure Services Leader	2.00	2.00	2.00	9
Office Assistant, Senior	0.50	0.50	0.50	9
Leisure Services Center Supervisor	1.00	1.00	1.00	14
Leisure Services Supervisor	1.00	1.00	1.00	17
Program Coordinator	1.00	1.00	1.00	22
TOTAL	6.50	6.50	6.50	

Budget Highlights

- Personal Services increase $11,969 or 4% as a result of the wage increase; and there is an increase in Interfund Services for garage charges.

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 by providing daily programs at centers. The services include daily congregate lunch meals, transportation trips from home to the center and return to home in the afternoon, weekly field trips, and physical fitness, nutrition and health education.

Federal and state funding for Title III congregate meals will continue in 2002 under the Older Americans Act.

Goals and Objectives

Goal: A city in which all senior citizens have convenient and affordable access to leisure time facilities and programs.

Objectives:

- To implement the Golden Age Program at a Regional Center.
- To achieve one daily session of physical fitness at all Golden Age Centers.
- To achieve a minimum of one nutrition, health and education training session per month at all Golden Age Centers.

Service Levels

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Total Participants	915	919	975	900	915
- Congregate Meals	81,000	79,042	84,750	84,500	84,500
- One Way Trips	18,096	14,170	17,500	16,140	17,500
- Participant Hours	630,393	649,150	630,400	630,393	n/a
Efficiency Measures					
- Cost Per Participant Hour	$1,085	$1,085	$1,085	$1,103	$1,085
- Cost Per Congregate Meal	$9.00	$10.00	$3.18	$10.00	$10.00
- Cost Per Trip	$10.00	$10.00	$13.80	$10.00	$10.00
- % of Budget Spent	100%	98.3%	100%	100%	100%
Effectiveness Measure					
- Average Daily Attendance	475	541	550	525	525

Expenditures By Type

Expenditure Area		2000 Actual		2001 Projected		2002 Budget	% Change 01 - 02
Personal Services	$	653,977	$	719,408	$	748,911	4.1
Outside Services		365,025		422,953		427,168	1.0
Commodities		30,314		37,325		37,180	-0.4
Interfund Services		12,528		11,685		8,342	-28.6
Capital Outlay		6,347		2,200		1,000	-54.5
TOTAL	$	1,068,191	$	1,193,571	$	1,222,601	2.4

Positions

Class Title	2000	2001	2002	Grade
Leisure Services Leader	11.63	11.63	11.63	9
Leisure Services Center Supervisor	9.00	9.00	9.00	14
Program Coordinator	1.00	1.00	1.00	22
TOTAL	21.63	21.63	21.63	

Budget Highlights

- Personal Services will increase $29,030 or 4% due to the wage increase.

CULTURAL AFFAIRS

Mission

To nurture excellence and diversity to improve the social fabric and quality of life for Savannah's citizens, regardless of income, education, disabilities, or ethnicity; and To provide leadership in fostering programs that educate and expose citizens to a rich and diverse range of cultural expressions, 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 offers Savannah's residents and visitors the opportunity to enjoy a rich and varied cultural life through the arts. It accomplishes this responsibility by directly administering the scope of services purchased from Savannah's cultural agencies; producing and presenting classes, workshops, festivals, youth programs, exhibitions, and performances; providing technical assistance to cultural organizations; and marketing its cultural services.

As Savannah's economic and social life have changed, so has the role of the Department Of Cultural Affairs changed and expanded. The Department is entering, renewing, and reinforcing, relationships with the sectors behind economic development, tourism, revitalization, education and programming for older persons, at-risk youth or persons with disabilities. Through these relationships, the Department will use the arts as a tool to achieve the public purpose and satisfy the community's needs through cultural and artistic endeavors.

A commitment to an expansion of the Youth Arts Programming and of the Cultural Tourism Initiative has led to their inclusion in the Contracted Services program. Proposals that provide a measurable impact on the quality of life in Savannah are a funding priority.

Expanding the accessibility of cultural opportunities remains an integral component of the Department's focus. The Department has expanded its marketing efforts to include press releases, public service announcements, brochures, newsletters, and an educational cable television program. Effective use of these marketing tools and cultivating positive media relations are the keys to creating and sustaining an expanded cultural audience, as evidenced by a surge in event and class participation.

While some arts organizations have enjoyed a surge in participation and budgets, still others continue to have challenges as a result of organizational instability and fiscal crises. Instability affects the ability of these organizations to provide quality programming, while limiting the inventory of available cultural programming. Increasing the amount of technical assistance provided to local agencies will address this concern in the coming year.

The Department's Cultural Arts Program creates and implements programming that addresses the community's needs which are not currently being met by existing arts organizations. The use of the Henry Street facility allows the department to fulfill community needs by providing space for productions, exhibitions, classes and community workshops produced in-house by individuals or by community groups. Facility and equipment improvements are needed to support the continued work of the department to fulfill the unmet cultural needs of the public through the arts.

Goals and Objectives

Goal: A city where the diversity of presented cultural events and programs motivate citizen and visitor engagement and participation.

Objectives:

- Purchase a minimum of 910 art services from local agencies in 2002.
- Fund two (2) eligible cultural events through the Cultural Tourism Program.

Goal: A city where the arts, artists and cultural programs play an integral role in youth development.

Objective:

- Purchase sixty (60) art based youth programs from local art agencies to be provided during after school hours.
- Produce twenty (20) art based youth programs to be provided during after school hours.

Service Levels

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
-#Services purchased	575	706	900	900	910
-#Audience/participants of contracted services	n/a	n/a	180,000	200,000	200,000
-#New recipients of cultural information	575	1,194	n/a	1,350	1,350
-#Cultural programs specifically for youth	n/a	n/a	78	78	80
-#Organizations receiving Tourism allocations	n/a	n/a	2	1	2
-#Presentations and workshops	11	15	25	25	25
-#User fees collected	700	867	870	870	1,500
-#Registered participants in arts programs	700	760	700	700	750
-#Performing arts volunteers	285	267	285	285	300
-#Performing arts audience	15,500	13,785	15,000	15,000	15,000
-#Performing arts tickets sold	3,000	1,888	577	1,880	1,900
Efficiency Measures					
- Cost per participant/purchased services	$6	n/a	$6	$6	$6
- Cost per participant/cultural arts program	$14	$14	$13	$13	N/A
- Ratio of City allocations to Cultural Tourism program income	n/a	n/a	1:8	1:2	1:4
- % of budget spent	100%	100.5%	100%	100%	100%
Effectiveness Measures					
- Ratings of purchased programs as excellent	95%	80%	95%	80%	80%
- Ratings of informational/technical services as excellent	98%	n/a	95%	90%	90%
- Ratings of availability of cultural arts programs as excellent	95%	90%	95%	95%	95%
- Media reviews and editorials	150	145	125	150	150

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01 - 02
Personal Services	$ 396,480	$ 418,485	$ 450,473	7.6
Outside Services	164,769	154,831	154,773	0.0
Commodities	57,950	45,488	46,806	2.9
Interfund Services	14,304	17,064	16,095	-5.7
Capital Outlay	0	27,712	4,000	-85.6
Other Expenses	7,068	3,390	0	-100.0
TOTAL	$ 640,571	$ 666,970	$ 672,147	0.8

Positions

Class Title	2000	2001	2002	Grade
Leisure Services Specialist	2.00	2.00	2.00	13
Administrative Assistant	2.00	2.00	2.00	13
Arts Coordinator	2.00	2.00	2.00	17
Cultural Affairs Coordinator	1.00	1.00	1.00	20
Cultural Arts Coordinator	1.00	1.00	1.00	20
Marketing/Festival Coordinator	1.00	1.00	1.00	20
Cultural Affairs Director	1.00	1.00	1.00	36
TOTAL	10.00	10.00	10.00	

Budget Highlights

- The 2002 operating budget is consistent with the 2001 budget. Increases reflect increased costs for supplies and equipment related to various crafts such as ceramics and the theater.

BUILDINGS AND GROUNDS MAINTENANCE

Mission

To maintain 150 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 has as its mission the development and maintenance of City buildings and facilities (excluding Water and Sewer). This responsibility entails the development and administration of a scheduled maintenance and capital development plan for each of the parks and buildings. The plan is updated yearly to reflect changing situations and to address issues that have arisen since the last plan evaluation. The department is divided into three sections: Grounds Maintenance, Building and Electrical Maintenance, and Design and Construction Group. Each section works together to address common goals and assist in efforts for the common good of the City.

There are several issues facing the department in the year 2002:

- Custodial services need to be revamped to ensure consistency of effort and reduce the dependence on contractual services;
- Staffing needs to provide HVAC maintenance while not affecting other work programs.
- The continuous growth of Athletic Field maintenance.
- Continued growth in developing staff skills which make job completion and quality better.

In-service training is the key to securing and keeping qualified staff to perform tasks. This is true in each of the divisions within Buildings and Grounds. The training effort will continue in 2002 to better enable staff to properly design buildings, maintain City buildings, and keep City parks in acceptable condition. Training programs are being developed internally, while exploring opportunities to train staff through outside resources. Several staff members are pursuing licensing credentials within their professions to perform duties in accordance with respective professions. The department continues to explore methods and processes that will save financial resources and maximize the skills of staff.

Goals and Objectives

Goal: A city where all parks and playgrounds are maintained in an aesthetically pleasing, safe, and 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, safe, and 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.
- 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 2002.

Objectives:
- Request funding through the five-year Capital Plan.
- Request funding for eligible projects through CDBG.

- Update the *Comprehensive Recreation Plan* annually.

Goal: All physical building structures maintained in a safe, accessible, visually pleasing, and structurally sound condition.

Objectives:

- To improve the appearance of city buildings.
- To reduce the number of emergency requests.
- To continue to evaluate all city buildings for renovation and/or repair needs.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
INSPECTIONS					
- Playground	720	713	720	720	720
- Swimming Pool	1,200	1,274	1,200	1,200	1,200
REPAIRS					
- Buildings	1,200	1,154	1,200	n/a	n/a
- Park/Playground	1,000	1,033	1,000	1,000	1,000
- Athletic Field	200	196	200	200	200
- Swimming Pool	500	460	500	500	500
CLEANINGS					
- Building	6,500	6,536	6,500	6,500	6,500
- Park/Playground	9,600	9,107	9,600	9,600	9,600
MOWINGS					
- Park	2,200	1,954	2,000	2,500	2,000
- Athletic Field	1,000	936	1,000	1,000	1,000
SITE PREPARATIONS					
- Athletic Field	2,500	2,533	2,500	2,500	2,500
- Miscellaneous	24	24	24	24	24
Efficiency Measures					
INSPECTIONS					
- Cost per playground	$75	$76	$75	$75	$75
- Cost per swimming pool	$50	$47	$50	$50	$50
REPAIRS					
- Buildings	$250	$260	$250	n/a	N/A
- Cost per park/playground	$100	$97	$100	$91	$100
- Cost per athletic field	$130	$133	$130	$115	$130
- Cost per swimming pool	$100	$109	$110	$100	$110

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
CLEANINGS					
- Cost per building	$110	$109	$110	$106	$106
- Cost per park/playground	$50	$53	$50	$50	$50
MOWINGS					
- Cost per park mowings	$100	$102	$125	$125	$125
- Cost per athletic field	$435	$465	$422	$425	$425
SITE PREPARATIONS					
- Cost per athletic field	$150	$148	$160	$160	$160
- Cost per miscellaneous	$200	$200	$200	$200	$200
Effectiveness Measures					
INSPECTIONS					
- % rated good or better	90%	92%	90%	90%	90%
- Swimming Pool	90%	95%	90%	90%	90%
- Athletic Field	90%	91%	90%	90%	90%
REPAIRS					
- % completed within 24 hrs. of report	100%	100%	100%	100%	100%
- Athletic Field	100%	100%	100%	100%	100%
- Swimming Pool	100%	100%	100%	100%	100%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 1,676,770	$ 1,887,129	$ 2,046,101	8.4
Outside Services	304,690	468,348	482,616	3.0
Commodities	286,419	282,646	295,873	4.7
Interfund Services	268,319	268,068	277,733	3.6
Capital Outlay	20,477	50,200	36,836	-26.6
Interfund Transfers	19,500	32,000	0	-100.0
Other Expenses	78,888	83,435	98,646	18.2
TOTAL	$ 2,655,063	$ 3,071,826	$ 3,237,805	5.4

Positions

Class Title	2000	2001	2002	Grade
Contract Compliance Coordinator	1.00	0.00	0.00	--
Bldg. Maintenance Technician	2.00	2.00	0.00	--
Civil Engineer, Senior	1.00	0.00	0.00	--
Custodian	5.84	5.84	5.84	6
Maintenance Worker	18.00	20.00	20.00	7
Office Assistant	1.00	1.00	1.00	7
Light Equipment Operator	1.00	1.00	1.00	8
Maintenance Worker, Senior	4.00	4.00	4.00	9
Medium Equipment Operator	6.00	6.00	6.00	10
Engineering Aide	0.50	0.50	0.50	11
Landscape Specialist	2.00	3.00	3.00	11
Maintenance Crew Chief	4.00	4.00	4.00	13
Administrative Assistant	1.00	1.00	1.00	13
Grounds Equipment Maintenance Specialist	1.00	1.00	1.00	16
Maintenance Supervisor	3.00	2.00	2.00	18
Construction Inspector	1.00	1.00	1.00	18
Contract Analyst	0.00	1.00	1.00	22
Landscape Supervisor	0.00	1.00	1.00	22
Maintenance Superintendent	1.00	1.00	1.00	24
Civil Engineer	1.00	1.00	1.00	25
Architect Coordinator	1.00	1.00	1.00	25
Buildings & Grounds Maintenance Administrator	1.00	1.00	1.00	27
Architect	0.00	1.00	1.00	32
Buildings & Grounds Director	1.00	1.00	1.00	36
TOTAL	57.34	60.34	58.34	

Budget Highlights

- Increases in the 2002 operating budget are primarily related to Contract Services for training needed to maintain professional and occupational certifications and Commodities increases reflect repairs to Bartow Pool.
- Two Building Maintenance Technician positions are being transferred to Building and Electrical Maintenance, within the Leisure Services Bureau, to reflect their work location.

BUILDING AND ELECTRICAL MAINTENANCE

Trends and Issues

In 2002, Building and Electrical Maintenance will continue preventive maintenance as a major focus of the division.

The Building and Electrical Maintenance Division is responsible for maintenance of all HVAC systems for buildings owned by the City of Savannah. Staff training is on-going to ensure that system problems are correctly identified and analyzed to perform the necessary maintenance tasks to minimize breakdowns.

The Building and Electrical Maintenance Division will continue to pursue training and staff development to ensure the highest quality of maintenance possible.

Goals and Objectives

Goal: All physical building structures maintained in a safe, accessible, visually pleasing, and structurally sound condition.

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.

Goal: A building maintenance system which addresses minor construction and operational needs in a timely and workmanlike manner.

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.

Service Levels

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Electrical repairs	1,608	2,008	2,000	2,230	2,100
- Plumbing repairs	352	400	350	486	450
- Structural repairs	1,000	1,024	110	940	1,100
- Emergency repairs	64	124	120	144	120
- Preventive inspections	100	408	400	400	400
- Work requests addressed	1,680	2,220	2,200	2,260	2,200
- Code violations corrected	60	60	60	60	60
- Mechanical repairs	190	1,228	1,200	1,446	1,400
- Building evaluations	138	126	125	126	125
- Building cleaning	n/a	n/a	n/a	n/a	n/a
Efficiency Measures					
- Cost per electrical repair	$175	$168	$175	$175	$175
- Cost per plumbing repair	$125	$97	$125	$125	$125

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
- Cost per structural repair	$1,500	$1,325	$1,500	$1,500	$1,500
- Cost per code violation correction	$350	$417	$350	$350	$350
- Cost per mechanical repairs	$145	$172	$145	$145	$145
- Cost per building evaluation	$45	$45	$45	$45	$45
- % of budget spent	100%	100.5%	100%	100%	100%
Effectiveness Measures					
- Average response time for emergency request	2 hrs	2 hrs	2 hrs	2 hrs	2 hrs
- % of buildings with leaking roofs	60%	55%	55%	55%	55%
- % of buildings rated green [1]	10%	11%	11%	11%	11%
- % of buildings rated yellow [1]	40%	46%	46%	46%	46%
- % of buildings rated red [1]	50%	43%	43%	43%	43%
- % of buildings with properly functioning HVAC systems	32%	35%	35%	35%	35%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 803,568	$ 865,752	$ 1,008,479	16.5
Outside Services	45,577	129,702	113,751	-12.3
Commodities	128,369	168,014	150,339	-10.5
Interfund Services	36,478	33,478	38,494	15.0
Capital Outlay	0	19,000	10,287	-45.9
Interfund Transfers	38,369	0	0	--
Other Expenses	22,092	28,164	33,601	19.3
TOTAL	$ 1,074,453	$ 1,244,110	$ 1,354,951	8.9

Positions

Class Title	2000	2001	2002	Grade
Painter	0.00	1.00	1.00	12
Administrative Assistant	1.00	1.00	1.00	13
Carpenter	1.00	1.00	1.00	13
Painter, Senior	1.00	1.00	1.00	14
Roofer	1.00	1.00	1.00	14
Electrician	2.00	2.00	2.00	15
Plumber	1.00	1.00	1.00	15
Senior Carpenter	2.00	2.00	2.00	15
Preventive Maintenance Coordinator	1.00	1.00	1.00	16
Building Maintenance Technician	1.00	1.00	3.00	17

[1] Building condition colors: green - no apparent problems; yellow - upgrade maintenance or repair is, or will be, needed, though not urgently; red - area needs upgrade, repair or replacement urgently.

Positions

Class Title	2000	2001	2002	Grade
Building & Elec Maintenance Supervisor	2.00	3.00	3.00	19
Building & Elec Maintenance Administrator	1.00	1.00	1.00	26
TOTAL	14.00	16.00	18.00	

Budget Highlights

- The increases in the 2002 operating budget include costs related to two additional staff positions as well as wages and benefits; and internal services charges.

INTERDEPARTMENTAL

The 2002 Interdepartmental budget includes those accounts and activities within the General Fund that are not exclusive to a particular operating bureau or department. The 2001 projected expenditures and 2002 budget are summarized below.

Expenditure Summary

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01 - 02
Tourism & Promotion				
Roundhouse/Battlefield Park	$ 322,246	$ 343,978	$ 382,501	11.2
River Street Hospitality Center	71,665	75,922	86,716	14.2
Savannah History Museum	532,729	289,000	268,000	-7.3
Convention & Visitors Bureau	2,235,987	2,238,776	2,399,760	7.2
Tourism Master Plan	877	20,000	20,000	0.0
Trade Center	1,118,216	1,119,724	1,200,240	7.2
Film Services Office	102,462	184,705	164,656	-10.9
Civic Center Promotion	18,425	50,000	50,000	0.0
Farmers' Market	0	5,000	0	-100.0
July 4th Fireworks	11,000	11,000	11,000	0.0
Subtotal	4,413,607	4,338,105	4,582,873	5.6
Planning & Development				
MPC Services	801,901	833,931	803,090	-3.7
Land Bank Authority	26,671	30,000	30,000	0.0
Chamber Aim Program	100,000	50,000	50,000	0.0
Sav'h Development & Renewal Authority	283,979	334,110	394,367	18.0
Subtotal	1,212,551	1,248,041	1,277,457	2.4
Human Services				
Social Services Contributions	342,700	355,200	342,700	-3.5
Youth Futures Authority	500,000	500,000	500,000	0.0
Youth Works	80,000	120,000	120,000	0.0
Subtotal	922,700	975,200	962,700	-1.3
Cultural Services				
Cultural Arts - Tourism	84,000	85,000	85,000	0.0
Other Cultural Contributions	813,553	791,200	791,200	0.0
Subtotal	897,553	876,200	876,200	0.0
City Dues/Memberships				
National League of Cities	7,351	7,645	7,645	0.0
Georgia Municipal Association	27,266	27,263	27,263	0.0
Georgia Chamber of Commerce	3,400	3,700	3,700	0.0
ICMA Superfund Consortium	3,000	3,000	3,000	0.0
ICMA Center for Performance Measurement	0	9,000	9,000	0.0
Inroads	180	7,100	7,100	0.0
Subtotal	41,197	57,708	57,708	0.0

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01 - 02
Prisoner Medical Costs	224,205	50,000	50,000	0.0
Transfer to Other Funds				
Capital Improvement Projects Fund				
-- General Fund	9,662,107	3,966,863	2,361,760	-40.5
-- Preservation Fund	457,750	525,810	444,185	-15.5
-- Sales Tax Stabilization Fund	2,473,000	0	0	--
Transfer to Debt Service	5,531,456	4,762,305	3,943,660	-17.2
Sanitation Contribution	1,814,652	1,693,910	2,145,825	26.7
Civic Center Contribution	144,496	637,404	666,596	4.6
Public Safety Communications Fund	426,433	550,182	413,001	-24.9
Intra-Fund Transfers	0	146,880	60,803	-58.6
Hazardous Material Team Fund	96,366	75,346	84,295	11.9
Community Development Fund	750,000	500,000	750,000	50.0
Subtotal	21,356,261	12,858,700	10,870,125	-15.5
Services from Other Funds				
Civic Center Services	99,996	100,000	100,000	0.0
Sanitation Services	2,302,128	2,332,292	2,472,417	6.0
Engineering Services	438,345	528,688	557,446	5.4
Subtotal	2,840,469	2,960,980	3,129,863	5.7
Other Expenses/Contributions				
Veterans' Day	1,500	1,500	1,500	0.0
Health Department Pension	3,700	4,300	4,700	9.3
Old Pension Plan	120,000	120,000	120,000	0.0
Legislative Liaison	27,346	29,411	30,000	2.0
Cost Savings Incentive	357,674	0	0	--
Professional Services	29,154	62,000	50,000	-19.4
MPC (Master Plan)	25,000	0	0	--
Customer Service Survey	27,388	26,656	26,656	0.0
Coastal Regional Dev. Com.	40,879	52,604	50,703	-3.6
Census	5,819	0	0	--
ICMA Best Practices	7,500	0	0	--
Weed and Seed	79,000	79,000	79,000	0.0
Savannah Day	0	5,000	5,000	0.0
Red Carpet Tour	15,000	15,000	15,000	0.0
Housing Initiatives	0	0	250,000	--
Other	0	53,115	14,081	-73.5
Subtotal	739,960	448,586	646,640	44.2
Contingency	0	0	205,000	--
Total Interdepartmental	$ 32,648,502	$23,813,520	$22,658,566	-4.9

EXPENDITURE DESCRIPTION

The 2002 Interdepartmental budget totals $22,658,566 which is 4.9% less than the projected 2001 expenditures. Major changes are described below.

Tourism & Promotion.. The 2002 allocation for these services is projected to increase $244,763. The increased allocation to the **Roundhouse/Battlefield Park** increases 11.2% to create a marketing and public relations position that will market the History Museum and Battlefield Park. The allocation to the **Convention and Visitors Bureau and the Trade Center** increases 7.2% each based on the expected change in the Hotel/Motel Tax. Funding for the **Savannah History Museum** decreases 7.3% due to a planned increase in the museum entrance fee. The budget for the **Film Services Office** decreases 10.2% due to a planned decrease in computer and capital expenses.

Planning & Development. The allocation to the **Savannah Development & Renewal Authority (SDRA)** increases 18% to plan and support program implementation, enhance image development activities for Greater Downtown Savannah, and costs associated with SDRA's anticipated office move.

Human Services. A detailed list of the City's social agency contributions is available in the Appendix section of this document.

Cultural Services. An allocation of $876,200 is provided for cultural arts activities of which $85,000 will be used to promote tourism. A detailed list of all cultural programs or services is available in the Appendix section of this document.

Transfer to Other Funds. A total of $10,870,125 is budgeted in 2002. The major changes are highlighted below:

- **Capital Improvement Plan**. Recommended projects are listed in the Capital Improvement Plan section of this document.

- **Transfer to Debt Service.** Debt Service decreases $818,645 as a result of the refinancing of bonds in 1998. This refinancing freed up funds to help cover the increasing debt service requirements in the Sanitation Fund.

- **Contribution to Sanitation**. The $2,145,825 contribution to Sanitation will help stabilize debt service and support general operating costs.

- **Transfer to Community Development Fund.** The General Fund will contribute $750,000 to the Community Development Fund to cover administrative costs. This contribution is $250,000 above the usual allocation of $500,000. This contribution will make more federal funds available for implementation of the housing plan.

- The $1.00 preservation fee goes into a separate account that is used to support various project categories that may include restoration and maintenance of squares and monuments, tourism drop-off points, infrastructure in the historic district and Riverfront areas, etc. Details of all of the projects to be funded can be found in the Capital Improvement Plan section of the budget.

Other Expenses/Contributions. In 2002, an allocation of $250,000 is included to support **Housing Initiatives**. Other expenses/contributions are highlighted below:

- **Weed and Seed**. In 2002, the contribution to Weed and Seed is $79,000.

- **Customer Service Survey.** Funds in the amount of $26,656 are budgeted to conduct the annual customer service survey.

PUBLIC SAFETY COMMUNICATIONS FUND

The Public Safety Communications Fund consists of the Police Communications Center and the Fire Communications Center. Customer service for all users of these Communications Centers will be improved and police officer safety will be enhanced with the addition, in 2002, of three Communications Specialists in the Police Communications Center. This service improvement is budgeted at $74,243. One Communications Specialist was added to the Fire Communications Center in 2001.

As authorized by state legislation, a $1.00 per month fee will be implemented on January 1, 2002 on wireless telephones in the City of Savannah. This fee is expected to produce $312,000 to be used to support the operations of the Communications Center and to purchase enhancements to the system which benefit wireless users.

Revenues By Source

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
User Fees				
E911 Telephone Fee	$ 1,384,736	$ 1,406,339	$ 1,605,684	14.2
E911 Wireless Telephone Fee	n/a	n/a	312,000	--
Subtotal	$ 1,384,736	$ 1,406,339	$ 1,917,684	36.4
Interfund Revenues				
General Fund Contribution	$ 426,433	$ 550,182	$ 413,001	-24.9
TOTAL	$ 1,811,169	$ 1,956,521	$ 2,330,685	19.1

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01 - 02
Personal Services	$ 1,497,012	$ 1,620,400	$ 1,866,519	15.2
Outside Services	190,070	216,784	218,372	0.7
Commodities	20,796	27,166	34,796	28.1
Interfund Services	69,380	92,171	110,398	19.8
Capital Outlay	33,931	0	7,000	--
Interfund Transfers	0	0	93,600	--
TOTAL	$ 1,811,189	$ 1,956,521	$ 2,330,685	19.1

POLICE COMMUNICATIONS

Trends and Issues

The Communications Center provides all communications needs for the SPD including responses to E911 calls and law enforcement dispatching. It is the primary point of contact for citizens and the essential line of communication for officers on the street. In 2001, it handled 795,000 phone calls as well as 300,000 radio transmissions between police officers and communications personnel.

Over the past several years, the workload of the Communications Center has steadily increased. The Center receives an average of 2,178 calls each day, of which 548 are E911 calls. In 2001, the Communications Center is projected to handle 200,000 E911 calls, dispatch 219,000 calls for service, and respond to 59,000 Georgia Crime Information Center/National Crime Information Center (GCIC/NCIC) inquiries.

In 2001, an upgrade to the Computer Aided Dispatch (CAD) software was implemented. Plans for 2002 include the availability of access to computerized information in the field through mobile laptops or some other electronic means. This would provide instant information, and would provide for the future capability for voiceless dispatching and paperless electronic report writing.

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 2:30 minutes for emergency calls.
- To ensure that dispatch delays do not exceed 4:00 minutes for immediate calls.

Service Levels

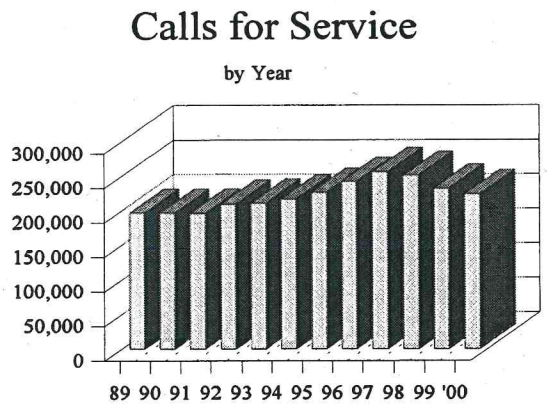
	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- E911 Calls	220,000	199,000	208,500	200,000	200,000
- Calls for Service	245,000	223,822	230,000	219,000	220,000
- GCIC/NCIC Inquiries	55,000	44,685	50,000	59,000	55,000
Efficiency Measures					
- Cost per Call for Service	$6	$ 7	$8	$8	$8
- % of Budget Spent	100%	102%	100%	100%	100%
Effectiveness Measures					
- Average Dispatch Delay, Emergency	2:50	2:50	2:30	2:49	2:30
- Average Dispatch Delay, Immediate	3:50	3:31	4:00	3:37	4:00

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01 - 02
Personal Services	$ 1,308,581	$ 1,419,997	$ 1,613,397	13.6
Outside Services	184,428	208,946	212,024	1.5
Commodities	18,395	25,791	27,926	8.3
Interfund Services	65,164	87,549	105,254	20.2
Capital Outlay	0	0	7,000	--
Other Expenses	0	0	0	--
Interfund Transfers	0	0	93,600	
TOTAL	$ 1,576,568	$ 1,742,283	$ 2,059,201	18.2

Positions

Class Title	2000	2001	2002	Grade
Communications Specialist	33.00	34.00	37.00	11
Communications Specialist, Senior	4.00	4.00	4.00	12
Comm Center Coordinator	1.00	1.00	1.00	20
Systems Analyst, Senior	1.00	1.00	1.00	24
TOTAL	39.00	40.00	43.00	



Budget Highlights

- The number of calls for service has increased from 196,662 in 1989 to 223,822 in 2000. This is a 13.8% increase during that period.
- Three Communications Specialists will be added in 2002 at a cost of $74,243 to improve customer service and to enhance officer safety.

FIRE COMMUNICATIONS

Mission

To route sufficient fire emergency services resources to mitigate any type of emergency situation in the corporate limits of the city as needed by any resident, business or visitor and to serve as the primary contact point of the fire bureau for all non emergency related communications.

Trends and Issues

Fire Communications is responsible for coordinating all emergency and some non-emergency communications functions for the Fire Bureau, as well as providing emergency dispatch for several smaller municipalities. Coordinating communications is especially important during an emergency because the conditions of an incident can change instantly. Communications personnel must therefore monitor all radio traffic to help ensure that sufficient personnel and equipment to mitigate the emergency are brought to bear as quickly and safely as possible.

In 2002, Communications will continue to work on reducing the time it takes to process and dispatch any emergency services call, and to work on plans for maintaining communications during any type of disaster. Communications personnel will continue to explore other communications media, which might have to be employed in the event that the current system is disabled.

Testing of the automatic vehicle locator system was planned for 2001, but was rescheduled due to the demands of expanded service to the recently annexed westside areas. This type of vehicle enhancement will allow for the fastest type of responses because tactical maps in communications will display the exact position of an emergency vehicle relative to a call for service site. At a glance, the closest vehicle can be dispatched.

During 2002, Communications personnel will be working with firefighting personnel to conduct pre-incident site surveys in the westside area and to develop resource and contact lists that will aid in quickly mitigating any west Savannah emergency.

Disaster planning for communications in the coming year will include the continuing development of plans to maintain communications functions during any type of disaster, natural or man-made and the use of technology that is currently available that will enable emergency services personnel to contact citizens in a timely manner whenever small or large disasters occur.

Goals and Objectives

Goal: A city in which fast and accurate emergency dispatching and fire communications is provided to the citizens and visitors of Savannah and Chatham County.

Objectives:

- To ensure that there are no emergency dispatch delays exceeding one minute.
- To ensure that all non-emergency calls are processed quickly and professionally.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Emergency Calls	3,400	3,400	3,500	4,000	4,000
- Administrative Calls	52,500	54,500	54,500	55,000	55,000
- Other Calls	300	350	400	400	400
Efficiency Measures					
- Cost per Emergency Call	$3.40	$4.04	$3.79	$3.32	$3.32
- Cost per Administrative Call	$3.00	$4.00	$4.00	$4.00	$4.00
- Cost per Other Call	$6.00	$4.00	$3.00	$6.00	$6.00
- % of Budget Spent	100%	100%	100%	100%	100%
Effectiveness Measures					
- % of Emergency Calls Dispatched Within 45 Seconds	100%	100%	100%	100%	100%

Expenditures By Type

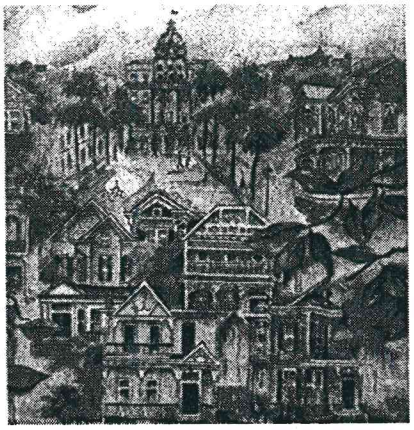
Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01 - 02
Personal Services	$ 188,431	$ 200,403	$ 253,122	26.3
Outside Services	5,642	7,838	6,348	-19.0
Commodities	2,401	1,375	6,870	399.6
Interfund Services	4,216	4,622	5,144	11.3
Capital Outlay	33,931	0	0	0.0
TOTAL	$234,621	$ 214,238	$ 271,484	26.7

Positions

Class Title	2000	2001	2002	Grade
Communications Specialist	5.00	6.00	6.00	12
Communications Specialist, Sr	1.00	1.00	1.00	14
TOTAL	6.00	7.00	7.00	

Budget Highlights

- One Communications Specialist position was added in June 2001 in response to expansion on the west side of the cty and other annexed areas.
- The 2002 budget for commodities has increased due to the purchase of new chairs and equipment repair parts.



HAZARDOUS MATERIAL TEAM FUND

The Fire Bureau receives revenue for the Hazardous Materials Team through this reimbursement agreement: 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 hazardous material fee on area private sector industries as their share of the expenses.

Revenues By Source

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01 - 02
User Fees				
Haz Mat Reimbursement	$ 169,300	$ 204,382	$ 217,699	6.5
Interfund Revenues				
General Fund Contribution	$ 96,366	$ 75,346	$ 84,295	11.9
Other Revenues				
Miscellaneous Revenue	$ 510	$ 0	$ 0	0.0
TOTAL	$ 266,176	$ 279,728	$ 301,994	8.0

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01- 02
Personal Services	$ 203,998	$ 210,241	$ 228,468	8.7
Outside Services	11,878	13,658	12,939	-5.3
Commodities	16,761	12,722	10,584	-16.8
Interfund Services	15,921	24,592	33,726	37.1
Capital Outlay	0	2,905	0	-100.0
Other Expenses	17,612	15,610	16,277	4.3
TOTAL	$ 266,170	$ 279,728	$ 301,994	8.0

HAZARDOUS MATERIAL TEAM

Mission

To provide the highest level of protection possible to the Citizens of Savannah and Chatham County from the effects of hazardous material releases both naturally occurring and man-made.

Trends and Issues

The Hazardous Material Division of the Savannah Fire and Emergency Services Bureau is tasked with protecting life, property and the environment from intentional or accidental release of hazardous materials that are manufactured, used, stored and transported in the City of Savannah and Chatham County. The division employs strategies involving risk management planning, emergency response and public education to reach these goals.

Risk Management Planning (RMP) involves an assessment to identify the materials that are present in the community, their quantities and storage locations, and those processes, control devices and procedures available to assist in prevention of accidental hazardous material releases. The bureau maintains a 24 hour response readiness to such events with the appropriate training and equipment to minimize the effects to our citizens and their property. For 2002, the team will continue to take a pro-active approach to develop additional training programs addressing emergency response to both fixed facility and transportation mediums. The transportation of hazardous materials poses the greatest threat to the community and requires constant reassessment of response plans.

Continued education of both the public and the industrial community provides a partnership for cooperation and trust to reduce risks associated with with chemical releases. The Hazardous Material Team must re-evaluate training and equipment needs to provide the best possible response to these type of events.

The team is continually updating chemical databases and information resources to keep pace with the ever-changing developments in hazardous materials response. The bureau will continue to provide and expand the training for team members using all the information available from internal and external sources.

Finally, the Hazardous Material Team is being called on increasingly to handle bio-waste from accidents and violent encounters in the city and surrounding areas. Management and timely disposal of this type of hazardous material are issues that the team will continue to address during 2002.

Goals and Objectives

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.

Objective:

- To reduce the risk of hazardous materials incidents in 2002 by completing 30 pre-incident site plans and 30 community education projects.

Goal: A city in which the potential for hazardous materials incidents is minimized and the community is prepared to take the necessary actions to reduce its risk from the adverse effects of chemical emergencies.

Objectives:

- To maintain a response readiness to any chemical emergency with appropriate training, expertise and equipment.
- To develop and present programs to the community that advance their understanding of the potential for releases of dangerous materials into the environment and the options available for their protection.

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 the collection/disposal of construction and demolition waste. The 2002 revenues include a rate increase in the Residential Refuse Fee. It increases from $20.00 to $21.00 per month. The Commercial Waste Disposal Fee increases from $2.80 to $3.00 per cubic yard. The Commercial Waste Collection Fee increases 5% .

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
User Fees				
Residential Refuse Fees	$ 9,391,514	$ 9,840,237	$ 10,328,000	5.0
Commercial Refuse Fees	1,215,866	1,293,195	1,356,000	4.9
Refuse Disposal Tip Fees	208,720	197,220	120,000	-39.2
Ash Disposal	2,358,859	3,032,032	3,168,000	4.5
Commercial Disposal Fee-City Hauled	1,618,071	1,701,217	1,824,000	7.2
Commercial Disposal Fee-Private Hauler	3,438,051	3,790,562	4,076,000	7.5
C & D Waste Fees	402,156	438,000	459,900	5.0
Special Trash Collection Fee	25,724	21,700	23,000	6.0
Private Lane Refuse Services on Public Property	9,040	6,000	6,800	13.3
Refuse Cart Sales	2,640	1,500	1,500	0.0
Senior Citizens Discount	(7,369)	(8,000)	(8,000)	0.0
Subtotal	$ 18,663,272	$ 20,313,663	$ 21,355,200	5.1
Interfund Revenues				
Interfund Disposal Fees	$ 708,266	$ 1,100,497	$ 1,109,977	0.9
Interfund Commercial Fees	215,304	229,499	229,499	0.0
Services to General Fund	2,302,128	2,332,292	2,472,417	6.0
General Fund Contribution	1,814,652	1,693,910	2,145,825	26.7
Subtotal	$ 5,040,350	$ 5,356,198	$ 5,957,718	11.2
Fines, Forfeits, & Penalities				
Sweeper Parking Citations	$ 208,399	$ 242,000	$ 249,260	3.0
Other Revenues				
Miscellaneous Revenue	$ 26,337	$ 20,000	$ 15,000	-25.0
Miscellaneous Rents	2,459	0	0	--
Miscellaneous Reserve	(22)	(5,000)	(5,000)	0.0
Subtotal	$ 28,774	$ 15,000	$ 10,000	-33.3
TOTAL	$ 23,940,795	$ 25,926,861	$ 27,572,178	6.4

Expenditures By Type

The Sanitation Fund expenditures increase $1,645,317 or 6% in 2002. The primary areas of expense are the Resource Recovery Service Fee within Other Expenses and Personal Services for the more than 180 employees in this fund. In 2002 , two service improvements are included in this budget. They are: the addition of two pick-up trucks for the citation writing program and a third pick-up truck for the Street Cleaning Administrator. The cost of these service improvements is $54,513.

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 5,814,550	$ 6,338,418	$ 6,693,664	5.6
Outside Services	364,200	413,414	405,369	-1.9
Commodities	660,673	620,157	666,969	7.5
Interfund Services	2,361,307	2,302,447	2,360,090	2.5
Capital Outlay	124,720	138,773	104,550	-24.7
Debt Related Charges	1,799,444	1,809,663	2,104,501	16.3
Interfund Transfers	457,869	1,087,378	413,146	-62.0
Other Expenses	12,090,924	13,216,611	14,823,889	12.2
TOTAL	$ 23,673,687	$ 25,926,861	$ 27,572,178	6.4

SANITATION DIRECTOR

Trends and Issues

The Sanitation Bureau will continue its efforts to provide prompt, courteous, effective, efficient, environmentally safe, and cost effective solid waste services to City residents on a prescribed, scheduled basis. In 2002, Sanitation will continue to ensure that the Dumpster Free Zone is free of litter and is clean. The Sanitation Bureau will implement a midpoint rating system to evaluate the effectiveness of litter control citywide, as well as in the dumpster free zone. The Bureau will continue to work cooperatively with Keep Savannah Beautiful in educating the public on litter control and encouraging participation in maintaining the City's level of cleanliness.

The Bureau will continue the process of expanding the disposal capacity at Dean Forest Landfill, constructing a new lined disposal facility in the Southwest Quadrant following the removal of the waste buried there. The expansion of the Dean Forest 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 Sanitation Bureau 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, provide financial assurance for landfill closure to Environmental Protection Division and the Department of Community Affairs. Solid waste volume reduction levels at the landfill will continue to improve as well as exceed State solid waste reduction limits.

The Sanitation Bureau will also keep its Street Sweeping program at the optimum service level and improve mid-point cleanliness ratings in all neighborhoods.

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 267,633	$ 361,296	$ 383,339	6.1
Outside Services	17,885	12,847	12,940	0.7
Commodities	4,951	7,130	7,341	3.0
Interfund Services	10,373	9,602	8,892	-7.4
Capital Outlay	3,220	2,141	1,200	-44.0
Other Expenses	2,160	2,161	2,161	0.0
TOTAL	$ 306,222	$ 395,177	$ 415,873	5.2

Positions

Class Title	2000	2001	2002	Grade
Secretary	1.00	1.00	1.00	10
Administrative Assistant	1.00	1.00	1.00	13
Code Enforcement Officer	3.00	3.00	3.00	14
Environmental Compliance Coord.	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	8.00	8.00	8.00	

Budget Highlights

- This budget increases $20,696 or 5% due to the wage increase.

RESIDENTIAL REFUSE

Mission

To provide refuse and trash collection services to City residents and ensure that City streets, lanes and rights-of-way are litter free through the utilization of effective and cost-efficient collection strategies.

Trends and Issues

The Residential Refuse Collection Department has work programs that focus on maintaining cleanliness and the collection of residential refuse and trash from households and small commercial establishments citywide. Work programs such as residential collection, day and night litter control, community service, bulk item pickup, special collection and recycling, accomplish these objectives.

The steady growth in tourism activity and the behavior of citizens continue to pose major problems with controlling litter. In the year 2002 the department will continue to work cooperatively with community groups and other City departments to inform the public of their responsibilities in helping to maintain the City's cleanliness. Cooperative efforts such as the City's relationship with the Georgia Department of Corrections and the use of community service workers along with Keep Savannah Beautiful and its litter control initiatives will continue to assist tremendously in keeping the City of Savannah litter free. It is projected that the Community Service Program will continue to grow which significantly assists in maintaining a litter free community by affording the City the opportunity to provide more frequent service to problem areas and to provide litter control services at least once weekly to the entire City at little cost.

During the year 2002, the department will continue to focus on strategies to address the litter issue as well as issues that may arise affecting residential refuse collection

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 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Collect Residential Refuse & Trash	42,000	42,000	42,000	42,000	42,000
- Collect Refuse & Trash for Elderly/Disabled	1,200	1,200	1,000	1,200	1,200
- Collect Non-Residential Refuse & Trash	1,774	1,774	1,700	1,700	1,700
- Collect Bulk Item Trash	44,974	44,974	44,700	44,900	44,900
- Requested Special Collections	150	177	164	166	170
- Illegal Dump Sites Serviced	85	142	148	108	120
- Day Litter Control (Blocks)	150,000	160,065	180,000	160,000	170,000
- Night Litter Control (Blocks)	88,500	60,825	85,000	60,000	70,000
- Litter Baskets Serviced (Per Month)	3,114	3,855	3,400	3,200	3,400
- Community Service Litter Control (Blocks)	40,000	54,163	45,000	45,000	45,000
- Drop-Off Recycling Centers	21	9	12	12	12
- Vehicles Washed/Sanitized	500	422	425	400	425
Efficiency Measures					
- Cost Per Residential Unit	$72	$75	$77	$76	$78
- Cost Per Non-Residential Unit	$72	$75	$77	$76	$78
- Cost Per Household for Bulk Item Pick-up Collection	$13	$13	$14	$14	$15
- Cost Per Special Collection/Dumpsite	$32	$23	$26	$29	$29
- Cost Per Block (Day Litter)	$1	$5	$5	$5	$6
- Cost Per Block (Night Litter)	$1	$1	$1	$1	$1
- Cost Per Litter Basket	$1	$1	$1	$1	$1
- Cost Per Block (Community Service)	$2	$3	$2	$2	$2
- Cost Per Drop-Off Site	$3,783	$2,160	$2,737	$2,626	$2,802
- Cost Per Vehicle (Wash & Sanitize)	$46	$78	$59	$59	$59
- % of Budget Spent	100%	98%	100%	98%	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%
- % of Service Requests Completed Within 2 Days	100%	100%	100%	100%	100%
- % of City Blocks Provided Litter Control at Least Once Weekly	98%	95%	100%	95%	100%
- % of Downtown City Blocks Provided Litter Control Nightly	98%	98%	98%	90%	98%

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
- % of Scheduled City Blocks Provided Litter Control by Community Service Workers	90%	95%	100%	100%	100%
- % of Vehicles Washed and Sanitized Daily	100%	90%	95%	95%	95%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 3,635,668	$ 3,984,530	$ 4,207,867	5.6
Outside Services	3,578	32,235	22,483	-30.3
Commodities	300,159	273,380	302,532	10.7
Interfund Services	761,605	763,357	785,237	2.9
Capital Outlay	0	9,000	9,000	0.0
Interfund Transfers	182,869	171,378	124,146	-27.6
Other Expenses	571,080	532,121	532,121	0.0
TOTAL	$ 5,454,959	$ 5,766,001	$ 5,983,386	3.8

Positions

Class Title	2000	2001	2002	Grade
Sanitation Worker	71.00	72.00	72.00	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	127.00	127.00	

Budget Highlights

- The 2002 budget increase is primarily in Commodities. The increase reflects the proposed purchase of curbside carts for new customers and replacements due to damage.

REFUSE DISPOSAL

Mission

To effectively manage the solid wastes generated in the City, in accordance with all applicable state and federal environmental standards.

Trends and Issues

Refuse Disposal will continue to aggressively execute its mission in 2002 through the operation of the Resource Recovery Facility, Dean Forest Road Solid Waste Reclamation and Disposal Center (Landfill), Bacon Park Transfer Station, and ancillary programs. The Department will sustain its strong record of meeting or exceeding all applicable environmental standards through quality operations, staff development, and the proactive resolution of potential environmental problems.

Groundwater contamination and remediation is a potential issue for the Dean Forest Road Landfill. Phase I of this facility, originally opened in 1984, is a 130 acre tract roughly divided into quadrants. Three of the four quadrants are unlined and could impact groundwater in the future. The fourth quadrant consists of two lined cells and is currently in use for active disposal operations.

Due to its closure after October 1993, the Southwest Quadrant is subject to capping requirements under State solid waste regulations. In order to better utilize the landfill site and to avoid the cost of capping this section of the facility, the City made a written commitment to the Environmental Protection Division (EPD) to excavate the wastes disposed in the Southwest quadrant by 2002. A new lined disposal facility will be constructed on the Southwest Quadrant following the removal of wastes buried there. The administrative process for this major landfill expansion is in progress, with an updated site suitability study and a new landfill design and operation plan/permit application currently under EPD review. Waste excavation will need to commence in early in 2002 in order to meet the year end objective.

Finally, landfills are now regulated under the federal Clean Air Act. Due to its aggregate disposal capacity, the Dean Forest Road Landfill could be subject to requirements for the installation of gas collection and control systems. Currently actual landfill gas emissions are required to be monitored on the basis of field sampling and analysis on a five-year interval. The evaluation was last conducted for calender year 1997 and is scheduled to be reevaluated for 2002.

Goals and Objectives

Goal: A city where public reclamation and disposal of solid waste does not deplete land resources, does not contaminate surface or groundwater resources, does not degrade air quality, and does not create visual blight.

Objectives:

- To achieve a 200,000 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 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Reference Tons MSW Available for Resource Recovery	156,000	188,214	156,000	180,000	156,000
- Tons of Resource Recovery Processible Waste Landfilled	20,000	18,041	20,000	20,000	20,000
- Tons of Resource Recovery Non-processible Waste Landfilled	50,000	41,009	50,000	50,000	50,000
- Tons of Combustion Residue Landfilled	44,000	43,063	44,000	44,000	44,000
- Tons Transferred	5,000	6,110	5,000	6,000	6,000
- Volume Reduction Tons	5,000	7,056	5,000	5,000	5,000
Efficiency Measures					
- Cost per Reference Ton Available for Resource Recovery	$66.64	$55.87	$58.50	$62.48	$62.48
- Cost Per Ton Received at Landfill	$22.44	$25.43	$58.50	$30.00	$30.00
- Cost Per Ton Transferred	$10.00	$12.78	$13.00	$13.50	$13.50
- % of Budget Spent	100%	99%	100%	100%	100%
Effectiveness Measures					
- Landfill Capacity Saved	250,000	228,507	250, 000	200,000	200,000
- % of EPD Standards Met at Landfill	100%	100%	100%	98%	100%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 490,627	$ 513,556	$ 559,915	9.0
Outside Services	283,681	336,564	338,425	0.6
Commodities	82,363	91,720	95,979	4.6
Interfund Services	93,667	141,608	153,337	8.3
Capital Outlay	47,400	73,232	39,950	-45.4
Debt Service	1,779,920	1,790,585	2,085,895	16.5
Other Expenses	10,800,154	11,972,199	13,716,256	14.6
TOTAL	$ 13,577,812	$ 14,919,464	$ 16,989,757	13.9

Positions

Class Title	2000	2001	2002	Grade
Sanitation Worker	1.00	0.00	0.00	7
Maintenance Worker	0.00	2.00	2.00	7
Senior Maintenance Worker	0.00	1.00	1.00	9
Transfer Station Attendant	0.00	1.00	1.00	9
Secretary	1.00	1.00	1.00	10
Heavy Equipment Operator	2.00	2.00	2.00	12
Heavy Construction Equip. Operator	2.00	2.00	2.00	13
Heavy Construction Equip. Oper./Tech.	1.00	1.00	1.00	14
Landfill Crew Chief	1.00	1.00	1.00	15
Landfill Administrator	1.00	1.00	1.00	25
Refuse Disposal Director	1.00	1.00	1.00	36
TOTAL	10.00	13.00	13.00	

Budget Highlights

This budget increases $2,070,293 or 14%.

- Personal Services increase due to the wage increase and vacancies in 2001.
- Debt Service increases $295,310 as a result of a planned bond issue for a 2002 CIP, excavation and construction of the Southwest Quadrant.
- Within Other Expenses, the Resource Recovery Fee increases $1,773,688.

STREET CLEANING

Mission

To maintain an acceptable cleanliness level, free of litter and debris on all paved and curbed streets throughout the City of Savannah by effectively and efficiently providing the required services that are performed through combined efforts of street sweeping, citation writing, front end loader operations and sign maintenance.

Trends and Issues

The Street Cleaning Department provides the highest level of scheduled sweeping and cleaning of all paved/curbed streets throughout the City. Although the sweeping of streets is the department's main focus, areas that are inaccessible to street sweeper vehicles such as lane ends, median ends catch basins and dead ends are also maintained. These combined efforts supply the residents of Savannah with an all optimum level of cleanliness. Scheduled sweeping of streets in America is a rarity. In most cities the sweeping of streets is cyclical, meaning that once an area is completed, the sweeping cycle is started again. The City of Savannah sets some of the highest and most effective standards for street cleaning because each paved/curbed street is swept on a scheduled basis, i.e., the same day or night of the week or month every time. On zoned routes, where citations are written for illegally parked cars, the streets are swept at the times according to their zones.

The Street Cleaning Department has four work programs: day/night sweeping, a front end loader operation that cleans areas that are not actually swept, a citation writing program and a newly implemented sign maintenance program. The street sweeping operation maintains more than 32,000 curb miles and the front end loader crew cleans in excess of 960 miles of median ends, catch basins and other areas that are difficult to reach. The amount of signs maintained has increased because of the recently implemented dedicated sign crew. However, now that the new program is in place, miles cleaned have increased by more than 24%.

The abundance and beauty of the trees in Savannah create an ambience that is aesthetically unparalleled, but along with this beauty comes a very heavy leaf fall season. What this means is for about five months of a year, street cleaning conditions are quite demanding. Although this demand challenges the cleanliness standard set for street litter, the department consistently maintains a 3.00 or above citywide midpoint cleanliness average which is beyond the acceptable standard.

The Street Cleaning Department continues to be stable and open to growth. The new sign maintenance effort has enhanced operations and service delivery. Other improvements such as video cameras for the citation program and increased sweeping during leaf fall season, are being proposed for 2002 and will optimize Street Cleaning efforts to better serve the residents of Savannah.

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.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Daytime Street Miles Swept	7,300	7,032	7,300	7,300	7,300
- Nighttime Street Miles Swept	25,000	25,633	25,000	25,000	25,000
- Citations Written	31,200	24,866	29,000	29,200	26,000
- Median Ends, Catch Basins, Land Ends, Corners Cleaned	760	744	744	744	1,000
- Signs Maintained	0	0	1,500	0	1,500
Efficiency Measures					
- Cost per Mile Swept	$35	$35	$35	$35	$35
- Cost per Citation Written	$8	$10	$8	$9	$8
- Cost per Mile Cleaned	$207	$187	$199	$199	$160
- Cost per Sign Maintained (Replaced, Repaired, Added)	$0	$0	$33	$33	$33
- % of Budget Spent	100%	101%	100%	97%	100%
Effectiveness Measures					
- Number of Scheduled Routes Not Swept or Made Up	0	0	0	0	0
- Service Requests Not Completed Within the Standard Response Time	0	0	0	0	0
- % of Total Citations Written Voided Due to an Administrative Error	1%	0.6%	1%	1%	1%
- Number of Service Units Rated (Twelve) That Were Below the Acceptable Standard of 3.00 at the End of the Year	1	0	1	0	0
- % of Signs Not Maintained. (Corrected, installed, replaced and repaired)	0	0	0	0	0

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 748,422	$ 817,436	$ 855,966	4.7
Outside Services	4,878	5,096	5,300	4.0
Commodities	139,601	129,205	142,647	10.4
Interfund Services	475,281	409,447	416,126	1.6
Capital Outlay	0	2,400	2,400	0.0
Interfund Transfer	0	16,000	39,000	--
Other Expenses	182,244	154,795	153,037	-1.1
TOTAL	$ 1,550,426	$ 1,534,379	$ 1,614,476	5.2

Positions

Class Title	2000	2001	2002	Grade
Medium Equipment Operator	5.50	6.50	6.50	10
Heavy Equipment Operator	12.00	12.00	12.00	12
Code Enforcement Officer	1.00	1.00	1.00	14
Sanitation Supervisor	2.00	2.00	2.00	19
Street Cleaning Administrator	1.00	1.00	1.00	26
TOTAL	21.50	22.50	22.50	

Budget Highlights

- The increase of $80,097 primarily reflects an increase in Personal Services due to the wage increase. Also, in 2002, the department has two approved service improvements for four vehicles, which is reflected in Interfund Transfers.

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 903 containers and 25 self-contained roll-off compactors periodically from some 1,065 commercial establishments totaling 23,500 tons of refuse annually. Commercial Refuse Collection operates in direct competition with private industry. The department's main emphasis is city cleanliness and customer satisfaction.

The Construction and Demolition Waste Program which was designed to generate additional burnable tonnage for the Resource Recovery Facility, continues to experience tremendous growth during the first six months of 2001. The container inventory is 105 and the number of containers pulled has increased by 12%. The Commercial Refuse Collection Department will continue to solicit and use its resources to market the Construction and Demolition Waste program.

In 2002, Commercial Refuse Collection will continue to offer customers quality and professional service at competitive prices with strong emphasis on cleanliness and customer satisfaction. The department will continue improving productivity in all existing programs and concentrate on creating a verifiable method for determining solid waste quantity rates for all commercial businesses within the compactor zone.

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 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Cubic Yards Collected/Month	57,000	57,392	57,000	57,000	57,000
- C&D Container Pulls per Month	79	109	94	100	94
- Containers Repaired	200	165	200	200	200
- Containers Painted	300	262	300	300	300
Efficiency Measures					
- Cost Per Cubic Yard	$4.18	$4.18	$4.18	$4.35	$4.35
- Cost Per Container Pulled	$271	$211	$245	$197	$222

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
- Cost Per Container Repaired/Painted	$152	$210	$210	$206	$189
- % of Budget Spent	100%	109%	100%	98%	100%
Effectiveness Measures					
- Average Number of Containers Missed per Month	0	0	0	0	0
- % of Containers in Condition 1 or 2 Status	96%	95%	95%	95%	95%
- Priority 1 Requests for Container Maintenance Services Completed Within Standard	100%	100%	100%	100%	100%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 619,777	$ 661,600	$ 686,577	3.8
Outside Services	52,985	26,293	26,221	-0.3
Commodities	133,519	118,722	118,470	-0.2
Interfund Services	299,308	257,214	257,618	0.2
Capital Outlay	74,100	52,000	52,000	0.0
Other Expenses	329,988	353,335	210,314	-40.5
TOTAL	$ 1,509,677	$ 1,469,164	$ 1,351,200	-8.0

Positions

Class Title	2000	2001	2002	Grade
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 Admin	1.00	1.00	1.00	26
TOTAL	16.00	16.00	16.00	

Budget Highlights

- Budgeted expenditures for Commercial Refuse decrease $117,964 or 8% primarily as a result of a $143,021 or 40% reduction in Vehicle Use charges due to the final payment of a 5 year loan. This decrease is offset by a $24,977 or 4% increase in Personal Services for the wage increase.

SANITATION INTERDEPARTMENTAL

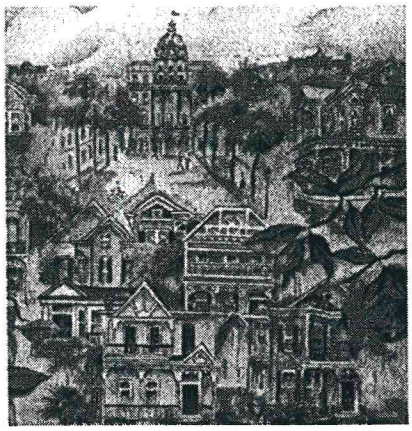
The Interdepartmental activity includes items such as the cost of services provided by the General Fund, payment collection services provided by the Water Fund, and Debt Service.

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Services by General Fund	$ 557,208	$ 540,017	$ 553,669	2.5
Services by Utilities Services	103,596	108,800	108,800	0.0
Engineering Department Service	60,269	72,402	76,411	5.5
Amortization of Bond Discounts	19,524	19,078	18,606	-2.5
Contribution to CIP	275,000	900,000	250,000	-72.2
Bad Debt Expense	205,298	202,000	210,000	4.0
Personal Services	52,423	0	0	--
Outside Services	1,193	379	0	--
Commodities	80	0	0	--
TOTAL	$ 1,274,591	$ 1,842,676	$ 1,217,486	-33.9

Budget Highlights

- The decrease of $625,190 is primarily due to a decrease in the contribution to capital improvement projects.



CIVIC CENTER

Revenues By Source

The Civic Center provides the venue for a variety of cultural, business, social and sporting events. User Fees, the largest operating revenue source, includes building, box office, and equipment rent collected from event sponsors. Also included are fees for parking. Fees are charged to event patrons and to the general public for non-event parking. The next largest operating revenue source, the auto rental tax, is expected to generate approximately $932,000 in 2002.

Operating revenue is projected to decrease in 2002. The decreases in rental income, concessions and ticket fee revenue reflect the difficulty in marketing a small, 30 year old arena to high revenue producing shows.

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Taxes				
Auto Rental Tax	$ 968,059	$ 932,000	$ 932,000	0.0
User Fees				
Rental Income				
Building	$ 588,011	$ 617,000	$ 613,000	-0.6
Box Office	55,411	55,000	52,000	-5.5
Equipment	44,219	50,500	41,000	-18.8
Parking	77,603	93,000	92,000	-1.1
Concessions				
Food/Beverage	364,567	310,000	294,500	-5.0
Catering	38,921	50,000	42,500	-15.0
Ticket Fee	216,126	160,000	152,000	-5.0
Reimbursed Labor	9,303	14,000	14,000	0.0
Novelty Sales	18,773	13,000	15,000	15.4
Subtotal	$ 1,412,934	$ 1,362,500	$ 1,316,000	-3.4
Interfund Revenues				
Services To General Fund	$ 99,996	$ 100,000	$ 100,000	0.0
General Fund Contribution	144,496	637,404	666,596	4.6
Subtotal	$ 244,492	$ 737,404	$ 766,596	4.0
Interest Earned				
Interest Earned	$ 51,601	$ 60,000	$ 50,000	-16.7
Other Revenues				
Miscellaneous Revenue	$ 14,670	$ 5,000	$ 5,000	0.0
TOTAL	$ 2,691,756	$ 3,096,904	$ 3,069,596	-0.9

Expenditures By Type

Civic Center expenditures are primarily for Personal Services for permanent and temporary labor for Civic Center operations. In addition, a major portion of the spending is for building related Outside Services such as electricity, gas and maintenance. Debt Service within Interfund Transfers and Contribution to Capital Improvement Projects are two other major expenditure categories for this fund.

Expenditure Area	2000 Actual	2001 Projected	2001 Budget	% Change 01-02
Personal Services	$ 961,590	$ 1,009,597	$ 1,028,359	1.9
Outside Services	497,592	549,685	601,612	9.4
Commodities	223,291	250,035	214,391	-14.3
Interfund Services	181,155	178,544	223,822	25.4
Capital Outlay	0	10,675	0	-100.0
Debt Related Charges	422,722	427,403	427,803	0.1
Interfund Transfers	400,000	661,402	570,000	-13.8
Other Expenses	8,106	9,563	3,609	-62.3
TOTAL	$ 2,694,456	$ 3,096,904	$ 3,069,596	-0.9

Mission

To provide quality cultural, spectator and family entertainment opportunities for the region.

Trends and Issues

The Savannah Civic Center is in its thirtieth 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 landmark downtown historic district, the building is City owned and operated and requires a General Fund subsidy to support capital projects and debt service. In 2002, several major issues will continue to concern the Civic Center. Family shows, concerts and sporting events are major revenue producers for the facility and the current size of the arena has affected financial feasibility of many touring shows. Very few concerts have been able to play at the arena. The cost to address access/egress issues associated with the arena are costs that will not produce revenue to offset these major projects. It is a continuing challenge to balance necessary expenditures of the aging arena with revenue. A 'Future of the Civic Center Arena" study is scheduled to be completed in 2001 and should provide recommendations whether the City should proceed with the present arena, a renovated, or a new arena.

The theatre continues to be extremely active with a variety of quality shows. Small concerts and other events produce good revenue and entertain audiences. With increased competition in the area, programmatic considerations will be made to make sure the Mercer Theater continues to be the heart of Savannah's theatrical district.

Goals and Objectives

Goal: A city with a Civic Center that provides entertainment for all segments of the region and supports the economic growth of the area while remaining financially sound.

Objective:

- To achieve 100% of all box office deposits balanced and made per procedures.

- To achieve a 85% rating on all weekly inspections made by Civic Center staff.
- To increase daily parking revenues by 10% over the 2001 earnings.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
Events Hosted					
- Concerts	15	22	15	20	20
- Sporting	34	31	34	25	20
- Family	30	49	30	45	35
- Cultural	150	157	150	161	150
- Trade	45	29	45	21	17
- Social	125	109	125	130	140
- Conventions	45	32	45	29	23
- Meetings	500	361	500	250	250
Total Events	944	790	944	681	655
- Ticketed events	70	126	70	140	118
- Food/Beverage events	140	157	140	140	125
- Parking events	150	131	150	150	150
Efficiency Measures					
- % of budget spent	100%	99.8%	100%	102%	100%
- Daily operating cost	$7,395	$7,410	$8,322	$8,484	$8,409
Effectiveness Measures					
- User Survey Results: (Scale of 1 to 5) Overall experience	4.5	4.5	4.50	na	na
- Amount of revenue earned	$2,240,500	$2,547,260	$2,462,000	$2,459,500	$2,403,000
- General Fund Contribution as % of total revenue	10%	5.4%	18%	22%	22%

Positions

Class Title	2000	2001	2002	Grade
Maintenance Worker	4.00	4.00	4.00	7
Clubhouse Attendant	1.00	1.00	1.00	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
Maintenance Crew Chief	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

Positions

Class Title	2000	2001	2002	Grade
Building Maintenance Technician	3.00	3.00	3.00	17
Concessions Supervisor	1.00	1.00	1.00	17
Maintenance Supervisor	1.00	1.00	1.00	18
Events Coordinator	1.00	1.00	1.00	19
Civic Center Finance Administrator	1.00	1.00	1.00	30
Civic Center Operations Administrator	1.00	1.00	1.00	27
Civic Center Director	1.00	1.00	1.00	36
TOTAL	20.50	20.50	20.50	

Budget Highlights

- The Civic Center budget decreases $27,308 or less than 1%. Outside Services increases 9% to reflect an expected increase in electricity. Commodities decrease 14% primarily because fewer small fixed assets will be purchased in 2002, and Interfund Services increases 25% to provide for increased charges for Risk Management.

WATER FUND

Revenues By Source

The major source of revenue for the Water Fund is water sales. It accounts for 76% of the fund's total revenue. Reimbursements from Other Funds and Tap-in Fees are the second and third largest revenue sources, respectively. The three leading revenue sources reflect the cost of supply and demand, government services and development.

Revenues for 2002 do not include rate increases. The typical water bill for "Inside" City customers will remain the same.

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
User Fees				
Water Sales-Inside	$ 8,312,130	$ 8,087,942	$ 8,174,873	1.1
Water Sales-Outside	3,589,634	3,557,425	3,788,244	6.5
Wholesale Water Sales	7,140	18,915	39,000	106.2
Crossroads	130,000	130,000	130,000	0.0
Senior Citizens Discount	(7,593)	(7,966)	(8,000)	0.4
Water Meter Install	305,530	226,800	220,500	-2.8
Water Tap-In	1,014,380	993,000	952,500	-4.1
Water Cut-On	177,540	182,857	175,000	-4.3
Misc Surcharges	240,382	198,932	108,250	-45.6
Subtotal	$ 13,769,143	$ 13,387,905	$ 13,580,367	1.4
Interfund Revenues				
Reimbursement from I&D	$ 240,388	$ 352,512	$ 286,717	-18.7
Reimbursement from Sanitation	103,596	108,746	112,240	3.2
Reimbursement from Sewer	1,135,530	1,301,824	1,221,000	-6.2
Water Purchased/Other Funds	182,301	180,932	186,000	2.8
Subtotal	$ 1,661,815	$ 1,944,014	$ 1,805,957	-7.1
Interest Earned				
Interest Earned	$ 272,241	$ 256,880	$ 259,000	0.8
Other Revenues				
Fire Sprinkler Reimbursement	$ 33,124	$ 75,000	$ 16,200	-78.4
Transmitter Tower Rent	48,713	28,941	31,000	7.1
Miscellaneous Revenue	16,243	8,842	8,000	-9.5
I & D Non-Contract Profit	(91,988)	(33,219)	(75,000)	125.8
FEMA Reimbursement	165,284	0	0	--
Subtotal	$ 171,376	$ 79,564	$ (19,800)	-124.9
TOTAL	$ 15,874,575	$ 15,668,363	$ 15,625,524	-0.3

Expenditures By Type

The proposed 2002 budget for the Water Fund decreased $42,839 or 0.3% below the projected 2001 expenditures.

The reduced budget is an effort by the bureau to efficiently manage resources. The largest increase in the 2002 budget is for Personal Services, which increases $283,789 to reflect wage and benefits increases, no applied vacancy rates and budgeting the Conveyance and Distribution Director entirely within the Fund.

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 3,904,499	$ 4,349,431	$ 4,633,220	6.5
Outside Services	1,365,705	1,424,840	1,448,940	1.7
Commodities	1,959,251	1,118,295	1,137,008	1.7
Interfund Services	517,909	1,624,256	1,711,543	5.4
Capital Outlay	38,174	96,740	87,550	-9.5
Debt Related Charges	1,932,883	2,054,706	2,590,030	26.1
Other Expenses	801,193	930,272	922,409	-0.8
Capital Projects	5,045,000	3,969,823	2,994,824	-24.6
Contingencies	0	100,000	100,000	0.0
TOTAL	$ 15,564,614	$ 15,668,363	$ 15,625,524	-0.3

WATER AND SEWER DIRECTOR

Mission

To manage and plan the activities of the Water and Sewer Bureau to provide for future growth; to operate and maintain existing Water and Sewer infrastructure; and to ensure regulatory compliance.

Trends and Issues

Both political and environmental regulations will continue to dominate the mission of the Water and Sewer Bureau in the year 2002. Due to the Interim Groundwater Strategy implemented by the State EPD in 1997, the Savannah water supply is emerging as the regional water supply in Chatham, southern Bryan and southern Effingham counties. Both Bryan and Effingham counties are in the early stages of negotiating with Savannah for additional water supply. Pooler and Port Wentworth have consummated water agreements with the City of Savannah and are currently purchasing water for their continued growth.

Several large water using merchant power plants are considering locating to the south Georgia area and have expressed interest in purchasing either finished potable water or secondary sewage effluent for their cooling operations.

The increased interests in Savannah's capabilities to produce and deliver water by governmental entities and industries are meeting the targets of our long range plan to take the lead role in this region as the primary water purveyor. The Savannah River will continue to dominate the interests of many competing users of this resource. The state EPD has designated the River as an impaired source not fully supporting designated users. This designation has resulted in a myriad of new regulations that all users will have to comply with. The Georgia Ports Authority continues with their plan to deepen the river which has numerous environmental impacts and may also impact the water quality at the raw water intake of the I & D water supply system.

As water supplies become more depleted in North Georgia, Savannah must be aware of a growing interest to divert water from the Savannah River to serve the high growth areas around Augusta. This concept, Inter-basin transfers, will be a much debated topic in the preparation of the Governors Statewide water plan.

Recent policy changes adopted by the Board of Natural Resources will have a significant impact on municipal-run utilities. These changes were adopted to address the noncompliance problems plaguing Atlanta and Macon. However, the policies and rules were adopted for statewide implementation and will result in increased capital expenditures to comply with these new mandates. These new rules will address:

- Sewer spills reporting
- Posting of signs at all sewer discharge locations
- CMOM, (Capacity, Maintenance, Operation and Monitoring Program Infrastructure);
- TMDL, (Total Maximum Daily Loads)

Due to all the concerns for the environmental health of the Savannah River and availability of future water supplies, the Water and Sewer Director Office is an active participant in numerous committees to address our concerns. Ongoing committee and/or study groups are:

- Sound Science Committee - study of the Floridan Aquifer which will be used to develop a final groundwater strategy for the coastal counties;
- GPA Stakehoulders Evaluation Group - primary purpose is to review the GPA's proposal to deepen the Savannah Harbor and its impact on water supply and water quality;
- Statewide Water Plan - recent legislation, House Bill 142, created a study committee to develop a statewide water plan for Georgia;
- Upper Savannah River Basin Committee - purpose is to develop a comprehensive plan for the entire Savannah River from Lake Hartwell to the Savannah Harbor;
- ACCG and GMA Water Police Committee - provide direction for future statewide water policy.

The issues and trends impacting the Water and Sewer bureau may dictate increased travel and training, as well as additional public relations/communications activities. The Water and Sewer Director Office will continue to participate to ensure both Savannah and the region's interest are protected. Savannah will continue to be a good steward of the environment as growth continues in southeast Georgia.

Goals and Objectives

Goal: A city where water and sewer facilities perform at maximum efficiency in accordance with regulatory requirements to meet customer needs.

Objectives:
- To ensure adherence to defined Bureau standards and mission requirements.
- To increase customer satisfaction with the overall Water & Sewer system by 5% based on the citizen survey.
- To ensure all water wells are SCADA-monitored 100% of operating time.
- To ensure all regional wastewater treatment plants are SCADA-monitored 90% of operating time.
- To increase SCADA monitoring of sewage lift stations by 5% annually.
- To improve Water and Sewer employee relations by providing an organized communications network.

Goal: A city involved in groundwater protection through educational and water reduction programs as well as safe water source controls.

Objectives:
- To increase the availability of Water Conservation kits by 10% annually.
- To increase the frequency of water audits by 5% annually.
- To increase water conservation education opportunities by 10% annually.

Goal: A city involved in groundwater quality protection initiatives.

Objectives:
- To create and map 50 non-public wells of the Upper Floridan Aquifer.

Goal: A city with an engineering project management system which ensures all projects are completed efficiently, within budget and schedule, in accordance with applicable City, State and Federal standards and regulations.

Objectives:
- To ensure all active projects are completed within +/- 10% of budget by December 31, 2002.
- To ensure all signed and correct invoices are paid to vendors, consultants and/or contractors within 10 working days 100% of the time.
- To ensure all construction projects are completed within schedule 100% of the time.
- To ensure the construction contracts are completed in accordance with City specifications 100% of the time.

Service Levels

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- # of sewage lift stations receiving SCADA monitoring system	7	11	7	7	7
- # of educational water source books distributed	n/a	39	90	90	100
- # of water conservation community outreach events/presentations	50	113	110	110	121
- # of plumbing retrofit programs initiated	1	1	1	1	0
- # of indoor and outdoor water audits provided	100	294	50	110	121

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
- # of water conservation studies conducted using water billing data	2	1	2	1	1
- # of public service announcements distributed	n/a	n/a	n/a	n/a	n/a
# of public wells mapped on GIS	215	215	100	n/a	n/a
# of non-public wells mapped on GIS	n/a	n/a		50	50
# of on-site Water& Sewer Capital Improvement Project inspections	1,824	1,611	2,400	n/a	n/a
- Implement Capital Projects:					
In-House (Design)	6	6	4	4	14
RFP Development	n/a	6	4	4	3
Consultant	n/a	6	4	4	3
Construction Contract	1	11	6	6	5
- Review Plans and Specifications	10	9	15	15	12
- Provide inflow & infiltration project designs	8	3	4	4	14
- # of Bureau personnel issues meetings	n/a	4	6	4	6
Efficiency Measure					
- % of budget spent	100%	98%	100%	100%	100%
Effectiveness Measures					
- % of bureau-wide objectives met as projected	n/a	n/a	n/a	n/a	n/a
- % of time water wells were SCADA-monitored	90%	93%	90%	90%	90%
- % of sewage lift stations SCADA-monitored	90%	94%	90%	90%	90%
- % of regional wastewater treatment plants SCADA-monitored	90%	99%	90%	90%	90%
- % Priority 1 service requests completed within standard by:					
Water Operations	100%	100%	90%	95%	90%
Water Quality Control	100%	100%	100%	100%	100%
- % of customers satisfied with overall Water & Sewer system based on citizen survey	86.5%	75%	76%	76%	77%
- Engineering projects completed on schedule	95%	98%	100%	100%	100%
- Engineering projects completed within +/- 10% of budget	100%	100%	100%	100%	100%
- All correct and signed engineering invoices paid within standard	100%	100%	100%	100%	100%
- % of annual service levels reflecting Bureau's management performance without significant system failure or environmental permit violation	n/a	87%	95%	95%	95%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 555,378	$ 595,834	$ 622,078	4.4
Outside Services	135,998	136,973	136,793	-0.1
Commodities	9,978	10,069	10,205	1.4
Interfund Services	22,287	32,585	32,132	-1.4
Capital Outlay	0	0	0	0.0
Other Expenses	17,728	8,517	10,650	25.0
TOTAL	$ 741,369	$ 783,978	$ 811,858	3.6

Positions

Class Title	2000	2001	2002	Grade
Plant Operator	1.00	0.00	0.00	--
Contract Compliance Coordinator	1.00	0.00	0.00	--
Engineering Technician	1.00	1.00	1.00	19
Administrative Assistant	1.00	1.00	1.00	13
SCADA Technician	0.00	1.00	1.00	17
Construction Inspector	2.00	2.00	2.00	18
Contract Analyst	0.00	1.00	1.00	22
SCADA Coordinator	2.00	1.00	1.00	24
Civil Engineer	1.00	1.00	1.00	25
Water & Sewer Project Coordinator	1.00	1.00	1.00	27
Civil Engineer, Senior	1.00	1.00	1.00	32
Water & Sewer Director	1.00	1.00	1.00	43
TOTAL	12.00	11.00	11.00	

Budget Highlights

- Increases in the 2002 budget include the replacement of the Auto Cad software and printer.

WATER AND SEWER PLANNING AND ENGINEERING

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 Engineering is to review all private and capital improvement projects for compliance with federal, state and local requirements. In addition, the department provides technical support to all other departments within the Water & Sewer Bureau through Utility Plan Review, Industrial Pretreatment, in-house Engineering Design Services and Sanitary Sewer Delegation.

The department also collects tap-in and additional connection fees, maintains and inventories water and wastewater systems, maintains and manages the Bureau's Geographical Information System (GIS), operates, maintains and manages the Bureau's Valve Program, maintains, manages and updates the Bureau's water and wastewater as -built plans, provides user friendly Water & Sewer information to engineers and the general public and assist the operations departments in achieving the objectives for the Water and Sewer Bureau.

Two issues that the department will encounter in the year 2002 are:

- Water Modeling System Upgrade
- Global Positioning (Station) System (GPS)

Water Modeling Upgrade: The existing water modeling software will be upgraded to current version of AutoCAD. The new software will be WINDOWS based and will be compatible to the Geographical Information System (GIS).

Global Positioning (Station) System (GPS): With the purchase of GPS, the department will maintain and upgrade the water and sewer utilities. This system will allow us to verify information submitted by the consultants and enable us to locate water and sewer structures more quickly and accurately.

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 99% 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 field locate, sketch, tabulate and map 95% of the valves in AutoCAD as-built plans for new developments that are submitted.
- To update 95% of water lines in the Cybernet Water Model in linear feet (l.f.) based on submitted as-built plans.
- To update 95% of sewer lines in the Eagle Point Sewer Model in linear feet (l.f.) based on submitted as-built plans.
- To update 95% of water and sewer lines in linear feet in AutoCAD/GIS 1"-400' scale maps based on submitted as-built plans.

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 by sampling 100% of industrial customers.
- To review 100% of the self-monitoring

reports submitted by industrial customers within 3 working days.
- To perform on-site inspections of 100% 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 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Review plans and specifications	450	424	450	450	$450.00
- Process water tap connections	200	167	200	200	$200.00
- Collect industrial wastewater samples	80	121	184	184	$184.00
- Review self-monitoring reports	240	258	240	240	$240.00
- On-site inspections of industrial customers	38	18	31	31	$31.00
- Field locate and sketch valves	450	1,137	1,000	700	$700.00
- Map valves in AutoCAD	450	1,724	1,200	2,000	$1,200.00
- Tabulate valves	450	3,266	2,000	2,000	$2,000.00
- Update Eagle Point Sewer Model based on submitted as-builts (l.f.)	20,000	122,440	50,000	150,000	$50,000.00
- Update Cybernet Water Model based on submitted as-builts (l.f.)	25,000	275	10,000	40,000	$30,000.00
- Maintenance tasks/repairs at well sites	50	178	50	50	$50.00
- Maintenance tasks/repairs at lift stations	60	97	60	60	$60.00
- Update AutoCAD/GIS 1"-400' scale maps for sewer lines based on submitted as-builts (l.f.)	20,000	21,115	20,000	40,000	$20,000.00
Update AutoCAD/GIS 1"-400' scale maps for water lines based on submitted as-builts (l.f.)	25,000	21,642	20,000	20,000	$20,000.00
Efficiency Measures					
- Cost per plan review	$918	$537	$674	$640	$676
- Cost per water tap request	$818	$153	$181	$173	$181
- Cost per industrial sample	$241	$118	$113	$110	$116
- Cost per inspection	$137	$213	$181	$176	$185
- Cost per review of self-monitoring report	$208	$143	$224	$217	$229
- Cost per valve located and sketched	$151	$17	$26	$36	$38
- Cost per valve mapped in AutoCAD	$152	$11	$22	$13	$22

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
- Cost per valve tabulated	$152	$6	$14	$13	$13
- Cost per linear feet of sewer model updated	$1	$0.09	$0.31	$0.10	$0.32
- Cost per linear feet of water model updated	$1	$41	$2	$0.38	$0.53
- Cost per maintenance task/repair at lift stations	$712	$328	$728	$692	$729
- Cost per maintenance task/repair per well site	$855	$178	$873	$830	$875
- Cost per linear feet of 1"-400' sewer maps updated	$1	$0.53	$0.79	$0.38	$0.80
- Cost per linear feet of 1"-400' water maps updated	$1	$0.52	$0.79	$0.76	$0.80
- Percent of budget spent	100%	79.03%	100%	100%	100%
Effectiveness Measures					
- % of plans reviewed within 10 working days	98%	100%	100%	100%	100%
- % of taps processed within 2 working days	99%	100%	100%	100%	100%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 384,187	$ 501,832	$ 549,031	9.4
Outside Services	33,176	37,579	40,026	6.5
Commodities	7,870	12,216	11,096	-9.2
Interfund Services	41,267	53,248	52,511	-1.4
Other Expenses	10,812	10,809	9,450	-12.6
TOTAL	$ 477,312	$ 615,684	$ 662,114	7.5

Positions

Class Title	2000	2001	2002	Grade
Secretary	1.00	0.00	0.00	--
Carpenter	1.00	1.00	0.00	--
Industrial Pretreatment Technician	1.00	0.00	0.00	--
Industrial Pretreatment Coordinator	0.00	1.00	0.00	--
Maintenance Worker, Senior	1.00	1.00	1.00	9
Administrative Assistant	1.00	1.00	1.00	13
Engineering Aide, Senior	1.00	1.00	1.00	13
Carpenter, Senior	0.00	0.00	1.00	15
GIS Technician	0.00	1.00	1.00	15

Class Title	2000	2001	2002	Grade
GIS Technician	0.00	1.00	1.00	15
Industrial Pretreatment Coordinator	0.00	1.00	1.00	22
Bldg/Elec Maintenance Supervisor	1.00	1.00	1.00	19
Engineering Technician	2.00	2.00	1.00	19
Water and Sewer Utilities Coordinator	1.00	1.00	1.00	19
GIS Analyst	0.00	0.00	1.00	20
Civil Engineer, Senior	1.00	1.00	1.00	32
Water and Sewer Engineering Dir	1.00	1.00	1.00	36
TOTAL	12.00	12.00	12.00	

Budget Highlights

- Increases in the 2002 budget reflect wage and benefits increases and increases in clothing and laundry to provide all qualifying employees with City purchased uniforms and work attire.

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

For many years, the Water Supply & Treatment activity has provided the city of Savannah and much of Chatham County with a safe dependable water supply. It is the mission of this activity to continue to do so while meeting the needs of the community and to helping promote and accommodate growth. The water issues facing coastal Georgia continue to escalate. The summer of 2001 marks the second consecutive year of water restrictions. These restrictions limit non-essential outdoor water uses, such as grass and landscape watering. Proper planning and conservation will be paramount in the years to come.

The area served by the Water and Sewer Bureau continues to grow. The Water Supply & Treatment activity has been able to accommodate this growth without the addition of new employees. This has been accomplished through use of the Supervisory Control & Data Acquisition (SCADA) System and increased responsibilities of existing staff. Innovative ideas from staff members have also helped to accomplish the high level of service our customers have come to expect. However, as the water system continues to grow, additional staff will be needed to maintain current service levels.

The Water Supply & Treatment activity is geared towards planning for the future. Federal and state regulations are becoming increasingly stringent. Every member of the staff is committed to improvements which will ensure that these regulations are met or exceeded. These improvements are necessary, but they will lead to a more expensive product.

The future will be challenging for all water purveyors in southeast Georgia. Future growth, water quality issues and alternative water sources will demand the best planning and program implementation to ensure the continued fulfilment of our mission in the years to come.

Goals and Objectives

Goal: To provide safe potable fluoridated water equitably at pressures and flows adequate to accommodate residential, commercial, and industrial needs and to promote their growth.

Objectives:

- To ensure there are no violations of the Federal Safe Drinking Water 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 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 all complaints of unsightly well sites.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Water pumped (million gallons/day)	26.00	25.02	26.00	25.00	25.50
- Samples collected and analyzed	2,800	3,452	2,850	3,460	2,850
- Well sites monitored for pressure each day	40	40	40	40	40
- Million gallons of water fluoridated each day	24.00	22.83	24.00	23.00	23.50
- Well sites maintained	39	39	39	39	39
Efficiency Measures					
- Cost per million gallons pumped	$181	$180	$187	$185	$193
- Cost per sample collected and analyzed	$65	$44	$65	$63	$67
- Cost per well site monitored	$8,478	$7,430	$8,892	$8,800	$9,064
- Cost per million gallons fluoridated	$12	$10	$12	$11	$11
- Cost per site to maintain	$3,437	$2,957	$3,565	$3,565	$3,672
- Percent of budget spent	100%	92.50%	100%	97%	100%
Effectiveness Measures					
- Violations of the Safe Drinking Water Act	0	0	0	0	0
- % of water quality complaints responded to within one day	100%	100%	100%	100%	100%
- % of customers satisfied with overall water quality based on citizen survey	n/a	84%	76%	75%	76%
- Valid water quality complaints	93	82	90	90	93
- Valid pressure complaints	0	0	0	0	0
- Valid unsightly well complaints	0	0	0	0	0

Expenditures by Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 837,413	$ 900,853	$ 912,038	1.2
Outside Services	1,102,454	1,121,132	1,144,943	2.1
Commodities	211,531	251,612	257,276	2.3
Interfund Services	151,579	206,773	162,177	-21.6
Capital Outlay	25,316	49,800	49,100	-1.4
Other Expenses	37,386	26,985	26,985	0.0
TOTAL	$ 2,365,679	$ 2,557,155	$ 2,552,519	-0.2

Positions

Class Title	2000	2001	2002	Grade
Plant Operator	16.00	16.00	16.00	12
Maintenance Mechanic	1.00	0.00	0.00	--
Administrative Assistant	1.00	1.00	1.00	13
Electronic Control Technician	1.00	1.00	1.00	18
Water & Sewer Supervisor	2.00	2.00	2.00	19
Water & Sewer Supt	1.00	1.00	1.00	24
Water & Sewer Admin	1.00	1.00	1.00	30
TOTAL	23.00	22.00	22.00	

Budget Highlights

- Overall, the 2002 budget is $4,636 or 0.2% below projected 2001 expenditures. The largest decrease was $44,596 in Interfund 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 and maintenance of seven distributions systems. These systems include 71,290 metered services, 4,000 fire hydrants and 16,000 main line valves and appurtenances. The activity also helps to ensure the community has water of sufficient flow and pressure to meet its needs, including fire protection. Maintaining the existing infrastructure is only one of the activity's responsibilities. Planning for future growth in the community is also an important task.

The Georgetown/Gateway, Whitemarsh Island and Savannah Quarters systems are constantly expanding in size. Further developments on Hutchinson Island and in the Crossroads area will require additional water and sewer infrastructure. This development will increase the size of the distribution system the department is required to maintain.

All residents of the Savannah/Chatham County area are faced with important issues regarding water conservation. Water Distribution plays an extremely important role in these water conservation issues. The lateral replacement program, the Capital Improvement Projects, and the in-house water line projects have reduced the number of water leaks by 65% in the past 20 years. This reduction in leaks is conserving water that can be utilized to meet existing and future demands. Staff must be innovative and find new ways to further strengthen our distribution system and reduce groundwater usage. The expansion of the I&D surface water treatment plant has been completed. This plant expansion will reduce the demand on the ground water system and allow for community growth and development.

Sections of the existing infrastructure are over 100 years old. These areas will require rehabilitation or complete replacement in the future. Major capital expenditures will be required to complete these projects. Our management strategy must continue to provide resources to address these needs and to meet the needs of future development.

The activity must continue to reduce leaks, conserve water, and look for ways to improve services and reduce overall operating costs while also providing for the 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 ensure 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 recording metering flow.
- To ensure all service requests for the water meter program are completed within the

standard.

Goal: A municipal water supply free of contamination from backflow of toxic or obnoxious chemicals from public or private establishments.

Objective:

- To ensure there is zero backflow of toxic and obnoxious chemicals into the potable water system.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Leaks repaired	1,125	1,131	1,100	1,120	1,120
- Hydrants replaced	30	35	30	30	30
- Hydrants repaired	285	162	225	350	285
- Hydrants inspected, serviced, exercised	4,500	4,728	4,500	4,700	4,500
- Meters installed	900	769	900	756	800
- Meters serviced	9,200	9,831	9,200	9,500	9,200
- Cross connection inspections	3,350	3,364	3,350	3,350	3,350
- Water & Sewer lines located	7,800	8,309	8,000	8,400	8,000
Efficiency Measures					
- Cost per leak repaired	$656	$645	$782	$770	$805
- Cost per hydrant replaced	$1,795	$1,781	$2,355	$2,300	$2,400
- Cost per hydrant repair	$179	$178	$187	$150	$192
- Cost per hydrant inspected, serviced, exercised	$14	$13	$17	$16	$17
- Cost per meter installed	$197	$176	$201	$200	$220
- Cost per meter serviced	$21	$21	$24	$24	$25
- Cost per cross connection inspection	$34	$32	$37	$36	$38
- Cost per locate	$6	$5	$8	$8	$8
- % of budget spent	100%	97.89%	100%	98%	100%
Effectiveness Measures					
- Average leak rate per mile	1.44	1.41	1.40	1.40	1.37
- % non-functioning hydrants repaired within 14 days	90%	100%	100%	95%	90%
- Priority 1 requests for water meter service completed within the standard	90%	99.9%	90%	95%	95%
- % of meters 2" and larger accurately registering flow	99%	99%	99%	99%	99%
- Incidents of contamination due to backflow	0	0	0	0	0
- % of customers satisfied with water pressure based on citizen survey	65%	n/a	76%	76%	76%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 1,257,577	$ 1,421,465	$ 1,572,048	10.6
Outside Services	50,725	59,720	59,084	-1.1
Commodities	562,761	663,389	678,158	2.2
Interfund Services	125,744	136,605	145,237	6.3
Capital Outlay	12,857	18,450	18,450	0.0
Other Expenses	87,120	79,549	79,549	0.0
TOTAL	$ 2,096,784	$ 2,379,178	$ 2,552,526	7.3

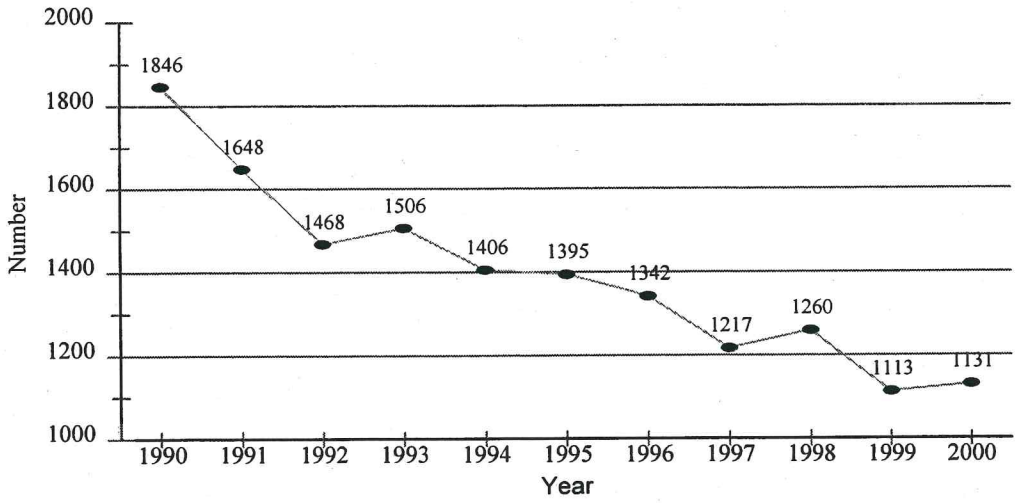
Positions

Class Title	2000	2001	2002	Grade
Maintenance Worker	4.00	4.00	4.00	7
Maintenance Worker, Senior	9.00	9.00	9.00	9
Meter Technician	5.00	5.00	5.00	10
Medium Equipment Operator	4.00	4.00	4.00	10
Secretary	1.00	1.00	1.00	10
Customer Service Rep	1.00	1.00	1.00	11
Maintenance Crew Chief	9.00	9.00	9.00	13
Water & Sewer Locator Tech	2.00	2.00	2.00	17
Construction Inspector	2.00	2.00	2.00	18
Maintenance Supervisor, Principal	2.00	2.00	2.00	19
Water & Sewer Superintendent	1.00	1.00	1.00	24
Water & Sewer Conveyance & Distribution Director	0.00	1.00	1.00	36
TOTAL	40.00	41.00	41.00	

Budget Highlights

- The 2002 budget increases $173,348 or 7.3%. over 2001 projected expenditures. Personal Services is impacted by the bureau re-organization and the addition of a director's salary being budgeted in the activity.

Number of Leaks in the Water System



- Between 1990 and 2000, the number of leaks in the system has been reduced 39%. The lateral replacement program, miscellaneous water line projects, and in-house water line replacements are primarily responsible for the reduction.

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 is completely funded through the Water Fund, but operates within the Revenue Department. Utility Services 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 Utility Services 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 generates and processes bills for water, sewer and refuse service charges.

- The Water Meter Reading Unit reads approximately 66,000 water meters six times each year using hand-held computer devices. This process includes generating maintenance and repair work requests as necessary. The meter readings provide the basis for calculating water and sewer service charges. In the latter months of 2001 and 2002, the division will be looking at more advanced meter reading technology that possibly will provide more efficient meter reading while preventing the need for increasing meter reading staff.

- 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 and securing service cut-off by locking and removing meters as necessary.

The Utility Services Division is facing several trends and issues in 2002 and into the 21st century.

- Maximizing Revenues/Minimizing Costs. 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;

- Quality Customer Services. The Division must continue its strong emphasis on providing courteous, responsive and timely customer services as a part of the quality initiatives. In cooperation with the Treasury Division, Utility Services will continue to investigate programs to expand payment options for our customers and will implement such options when practical. For 2002, the division will review telephone system enhancements and staffing needs to maintain an acceptable level of customer service; and

- 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 and utility systems owned by other governmental units.

Goals and Objectives

Goal: Collect water, sewer and refuse service fees.

Objectives:

- Maintain the percentage of customer service requests completed correctly as requested at 99.8%.
- Maintain collections at 99.5% of net water, sewer and refuse billings.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Total meters read	392,600	392,500	392,600	396,000	396,800
- Total annual billings	369,100	365,700	369,100	359,000	360,500
- Customer service transactions	192,200	189,000	192,200	189,300	189,000
Delinquent notices mailed	100,000	104,636	100,000	106,300	106,500
- Delinquent cut-offs*	20,000	7,829	10,000	1,020	10,800
Efficiency Measures					
- Cost per meter reading	$1	$1	$1	$1.10	$1.10
- Cost per billing	$1	$1	$1	$1.10	$1.10
- Cost per customer service transaction	$2	$2	$2	$ 2.10	$2.10
- Cost per delinquency notices mailed	$1	$1	$1	$1	$1
- Cost per delinquent cut-off	$27	$257	$27	$25	$25
- Percent of budget spent	100%	94	100%	100%	100%
Effectiveness Measures					
- Meters read within 2 days of schedule	98%	96%	98%	96%	96%
- Complete customer service transactions correctly	99.8%	98%	98%	96%	98%
- Maintain collections at 99.5% of net billings	99.50%	97.6%	98%	98%	98%

*Changed "cut-off" procedure in 2000

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 850,466	$ 929,447	$ 978,025	5.2
Outside Services	42,872	68,736	67,394	-2.0
Commodities	147,451	181,009	180,273	-0.4
Interfund Services	177,035	148,142	145,947	-1.5
Capital Outlay	0	28,490	20,000	-29.8
Other Expenses	10,368	10,370	11,733	13.1
TOTAL	$ 1,228,192	$ 1,366,194	$ 1,403,372	2.7

Positions

Class Title	2000	2001	2002	Grade
Water Meter Reader	5.00	5.00	5.00	10
Water Service Representative	6.00	6.00	6.00	10
Account Clerk, Senior	2.00	2.00	2.00	11
Customer Service Representative	9.00	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 2002 budget increases 2.7% above projected 2001 expenditures. These increases are in Personal Services and Other Expenses.

WATER INTERDEPARTMENTAL

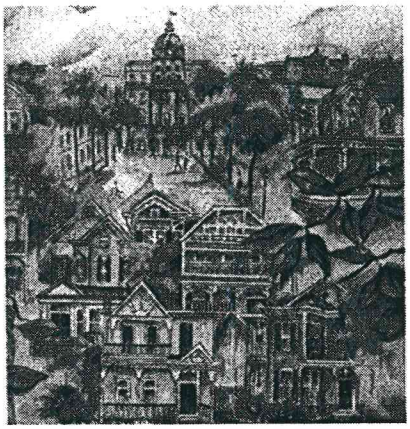
The Interdepartmental activity encompasses costs shared by the entire Water Fund for such items as bond indebtedness, services provided by the General Fund, and the Contribution to Capital Projects. The largest expenditure type is Contribution to Capital Projects which is projected to account for 39% of 2002 Interdepartmental expenditures.

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 19,512	$ 0	$ 0	--
Outside Services	483	700	700	0.0
Interfund Services	1,019,624	1,046,903	1,173,539	12.1
Debt Related Charges	1,932,883	2,054,706	2,590,030	26.1
Other Expenses	637,797	894,042	784,042	-12.3
Capital Projects	5,044,979	3,969,823	2,994,824	-24.6
Contingencies	0	0	100,000	--
TOTAL	$ 8,655,278	$ 7,966,174	$ 7,643,135	-4.1

Budget Highlights

- Interfund Services' anticipated increase in 2002 is primarily due to an increase in the cost of services provided by the General Fund to the Water Fund.



SEWER FUND

Revenues By Source

The Sewer Fund collects revenue from the sources outlined in the following table. Rates proposed for sewer service for 2002 are higher than 2001. The proposed base charge for 2002 is unchanged from 2001; only the consumption charge is proposed to increase. The increase for customers inside the City is $0.06 per 100 cubic feet (CCF) for the first 15 CCFs bi-monthly, and the same increase for over 15 CCFs. The increase for customers outside the City is $0.09 per CCF for the first CCFs bi-monthly and the same increase for over 15 CCFs.

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
User Fees				
Sewer Service - Inside City	$ 11,539,414	$ 11,563,674	$ 12,282,196	6.2
Sewer Service - Outside City	4,451,786	4,730,778	5,161,829	9.1
Septic Tank Disposal	107,963	143,332	115,000	-19.8
Reclaimed Water Sales	99,948	98,120	100,000	1.9
Senior Citizens Discount	(7,370)	(7,732)	(8,000)	3.5
Sewer Connection Fees	603,765	673,500	562,500	-16.5
Line Televising Fees	50,494	77,714	50,000	-35.7
Miscellaneous Surcharges	1,673,358	1,693,167	1,107,460	-34.6
Sewer Cut-On Fees	137,875	144,003	145,000	0.7
Crossroads Development Fees	130,000	130,000	130,000	0.0
Wholesale Sewer Service	784,420	798,623	874,500	9.5
Subtotal	$ 19,571,653	$ 20,045,179	$ 20,520,485	2.4
Interfund Revenues				
Services Purchased by Other Funds	$ 78,129	$ 77,542	$ 80,000	3.2
Interest Earned				
Interest Earned	$ 601,331	$ 419,120	$ 420,000	0.2
Other Revenue				
Miscellaneous Revenue	$ 33,390	$ 23,001	$ 5,000	-78.3
Miscellaneous Accounts Receivable Reserve	18,708	0	0	--
FEMA Reimbursement	165,284	0	0	--
Subtotal	$ 217,382	$ 23,001	$ 5,000	-78.3
TOTAL	$ 20,468,495	$ 20,564,842	$ 21,025,485	2.2

Expenditures By Type

The budget for the Sewer Fund is $21,025,485 which is a 2.2% increase over 2001 projected expenditures.

Personal Services increase $307,309 due to position vacancies in 2001 and the wage increase in 2002.

Also included for 2002 are service improvements that add a Construction Inspector for the grease abatement work program, and a Laboratory Technician position to increase testing of water samples. Both positions will be assigned to the President Street Plant.

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 4,163,360	$ 4,560,215	$ 4,867,524	6.7
Outside Services	2,679,187	3,511,716	3,710,467	5.7
Commodities	1,114,026	1,475,576	1,496,057	1.4
Interfund Services	2,630,529	2,835,826	3,013,113	6.3
Capital Outlay	216,545	240,174	313,072	30.4
Debt Related Charges	4,652,886	4,651,121	4,646,714	-0.1
Interfund Transfers	3,858,500	1,990,288	1,514,839	-23.9
Other Expenses	1,137,971	1,299,926	1,313,699	1.1
Contingencies	0	0	150,000	--
TOTAL	20,453,004	$ 20,564,842	$ 21,025,485	2.2

SEWER MAINTENANCE

Mission

To ensure the collection and uninterrupted transportation of sanitary sewage 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 is responsible for ensuring the availability of continuous wastewater service to all customers in the City of Savannah and Chatham County. The division continues to face the major challenge of the repair, replacement and general maintenance of an aging wastewater sewer infrastructure that is, in some cases, centuries old. This challenge has been at the forefront of efforts in recent years to assure that customers have continuous, reliable wastewater services. Increased regulatory oversight related to sanitary sewer spills into the environment is requiring more details in reporting incidents and problems to the Environmental Protection Division. Sewer Maintenance will continue its pro-active program of repairing and maintaining the sanitary sewer infrastructure to reduce the possibility of spills. Along with providing wastewater services to the public, the goal of the division is to have no spills.

The Sewer Maintenance division also has the responsibility of responding to sanitary sewer overflows. Controlling such occurrences in a manner compliant with the increasing regulatory oversight of the Environmental Protection Division is a major issue facing the division. The age of the infrastructure itself will, in some cases, cause discharge of sanitary sewage into the environment. Another issue is the continued improvement of the preventative maintenance program as to preclude problems in the system from occurring. The addition of a jet-vac in 2001 has assisted in the cleaning of the system, preventing blockages, back-ups and spills. Proper management of available resources and the ability to use these resources effectively and efficiently will continue as an issue. Proper cleaning and repair, as well as capital projects in replacing and relining parts of the system, will be an important means of complying with more demanding environmental rules and regulations.

Goals and Objectives

- **Goal:** A city where all gravity sanitary sewers are free of stoppages and sewer line breaks.

  Objectives:
  - To reduce the number of sewer line breaks in the City's sanitary sewer collection system by 5% annually.
  - To reduce the number of gravity line stoppages by 5% annually.
  - To increase the total gravity line footage cleaned by 5% annually.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Breaks repaired	190	137	200	150	175
- Feet of line repaired	3,000	3,528	3,000	2,000	2,600
- Stoppages cleared	980	856	980	900	850
- Feet of line cleaned	210,000	184,064	250,000	200,000	450,000
Efficiency Measures					
- Cost per break repaired	$9,000	$8,894	$7,000	$10,000	$7,000
- Cost per stoppage cleared	$500	$497	$500	$500	$500
- Cost per foot cleaned	$1.25	$1.58	$1.50	$2.00	$1.25
- % of budget spent	100%	91%	100%	100%	100%
Effectiveness Measure					
- % of homes which have not experienced problems with sewer stoppages or slow sewage flow based on customer survey	80%	99%	70%	70%	80%
- % of Priority 1 service requests completed within standard	100%	100%	100%	100%	100%
- Sewer line breaks/overflows resulting in major (over 10,000 gallons) spills	n/a	n/a	n/a	n/a	0
- Sewer line breaks/overflows resulting in minor spills reaching waters of the state	n/a	n/a	n/a	n/a	0

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 1,108,381	$ 1,237,091	$ 1,329,293	7.5
Outside Services	324,104	442,019	441,781	-0.1
Commodities	146,113	229,989	237,562	3.3
Interfund Services	237,651	204,810	258,960	26.4
Capital Outlay	20,127	20,150	18,600	-7.7
Interfund Transfers	0	204,500	0	-100.0
Other Expenses	111,276	114,202	109,662	-4.0
TOTAL	$ 1,947,652	$ 2,452,761	$ 2,395,858	-2.3

Positions

Class Title	2000	2001	2002	Grade
Office Assistant	1.00	1.00	1.00	7
Maintenance Worker	4.00	4.00	4.00	8
Maintenance Worker, Sr	10.00	8.00	8.00	9
Medium Equipment Operator	9.00	9.00	9.00	9
Customer Service Representative	1.00	1.00	1.00	11
Heavy Construction Equipment Op	1.00	4.00	4.00	13
Maintenance Crew Chief	5.00	4.00	4.00	13
Maintenance Supervisor, Principal	2.00	2.00	2.00	19
Maintenance Superintendent	1.00	1.00	1.00	24
TOTAL	34.00	34.00	34.00	

Budget Highlights

- The total budget for 2002 has decreased by 2.3% from the previous year primarily due to the purchase in 2001 of the Jet-Vac truck.

LIFT STATIONS

Mission

To facilitate efficient transportation of sanitary sewage to the City's wastewater treatment plants.

Trends and Issues

The flat topography of Savannah will not allow wastewater to flow to treatment facilities without the support of lift stations strategically placed throughout the service area. The Lift Stations division is responsible for ensuring the proper maintenance of these lift station facilities. As the service delivery area continues to expand, the need for designing and constructing new lift stations becomes increasingly important. Additional inspections of all stations is critical in assuring that equipment is operational and in preventing spills. The trend of increased regulatory oversight as related to sanitary sewer maintenance is also true for lift stations. Lift Station personnel will have to respond to spills and potential spills with even more urgency.

The continuous improvement and expansion of fail safe systems at all lift stations remains a major issues for the division. These systems include emergency by-passes, SCADA, auto-dialers and station alarms, and are the city's first line of defense against wastewater spills entering the environment. Increased regulation means not only more liability to the city in the area of spill management, but in preparedness for controlling spills. These issues make upgrade of fail safe systems a top priority for 2002. Upgrade and modernization of all equipment at the lift stations will reduce the risk of spills and increase the ability of personnel to respond quickly to emergencies. Another issue to be addressed is the proper maintenance and updating of files and records on lift stations in accordance with new Environmental Protection Agency (EPA) regulations on records management. The division is already keeping such records but a review will be conducted to ensure that the record keeping system is in compliance with the new regulations.

Goals and Objectives

Goal: A city where a continuous flow in the sanitary sewer system is maintained by elevating sewage through a series of stoppage free pumping facilities.

Objectives:
- To have no sanitary sewage spills.
- To have no lift station failures due to preventable mechanical or electrical breakdown.
- To schedule all lift station maintenance checks and assure they are completed.

Service Levels

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Operate lift stations	160	157	165	160	164
- Operate odor control units	5	9	9	5	9
- Maintenance tasks at lift stations					
Electrical	8,050	115,333	8,050	115,000	115,000
Mechanical	8,050	111,277	8,050	120,000	111,000
Grounds	6,900	2,793	6,900	1,500	12,000
Total	23,000	228,403	23,000	236,500	238,000
- Lift station checker inspections	23,196	18,578	23,196	20,000	19,000
- Analyze head/capacity data on pumping stations	6	44	21	22	20

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Efficiency Measures					
- Cost to operate a station	$5,500	$5,681	$5,000	$5,500	$5,500
- Cost per maintenance task	$40	$7	$40	$7	$7
- Cost per station to analyze head/capacity data	$12,000	$7,986	$12,000	$8,000	$8,000
- % of budget spent	100%	95%	100%	100%	100%
Effectiveness Measure					
- Spills	0	0	0	0	0
- Lift Station failures resulting in major (over 10,000 gallons) spills	n/a	n/a	n/a	n/a	0
- Lift Station failures resulting in minor spills reaching waters of the state	n/a	n/a	n/a	n/a	0

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 826,441	$ 906,453	$ 945,302	4.3
Outside Services	743,557	875,194	924,458	5.6
Commodities	237,215	400,481	393,589	-1.7
Interfund Services	45,150	47,263	50,664	7.2
Capital Outlay	91,301	107,250	147,200	37.2
Interfund Transfers	17,500	0	0	0.0
Other Expenses	45,600	63,263	60,558	-4.3
TOTAL	$ 2,006,764	$ 2,399,904	$ 2,521,771	5.1

Positions

Class Title	2000	2001	2002	Grade
Maintenance Worker, Senior	2.00	2.00	2.00	9
Secretary	1.00	1.00	1.00	10
Maintenance Mechanic	6.00	6.00	6.00	12
Maintenance Mechanic, Senior	6.00	6.00	6.00	14
Electronic Control Technician	2.00	2.00	2.00	18
Maintenance Supervisor	2.00	2.00	2.00	18
Maintenance Superintendent	1.00	1.00	1.00	24
Water & Sewer Administrator	1.00	1.00	1.00	30
TOTAL	21.00	21.00	21.00	

Budget Highlights

- The total budget for 2002 has increased by 5% over the previous year partly because $120,000 is budgeted to purchase new pumps in 2002. The new pumps will replace deteriorating pumps at the lift stations.

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 primary facility for providing continuous wastewatertreatment service to customers in the City of Savannah and Chatham County. Water is treated in accordance with all regulations of the Environmental Protection Agency (EPA) and the Environmental Protection Division (EPD). In addition to wastewater treatment services, the President Street Plant also provides administrative and management functions for water quality control activities, laboratory services, televising inspections, and inflow and infiltration functions. The major trend facing the department is the increasing regulatory requirements of treatment sampling and air emissions that will change priorities and challenge the department to keep up with new rules and assure compliance with all applicable permits including both treatment and reuse discharges and air emissions.

In treatment, the Total Maximum Daily Load (TMDL) for all receiving waters will be closely monitored. This means the President Street Plant must assure treatment is completed within established parameters and the laboratory will see increased sampling to assure compliance.

The Georgia EPD and environmental groups will be monitoring to assure that permitted limits are not exceeded. This will also effect the inflow and infiltration program, designed to eliminate connections of the sanitary system to the storm water system, and vice versa. Elimination of these sites will reduce the amount of untreated sewage in the receiving waters, and reduce the amount of storm water flowing to the treatment facilities. Overall, the President Street Plant will continue to deal with the issue of providing service to the customers while, at the same time, operating both the conveyance and treatment divisions in the most effective and efficient means possible. With proper management, the Sewer Department can continue to provide high quality service at minimal cost increases to the customers.

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 permit exceptions.
- To perform 100% of all equipment manufacturer's recommended maintenance tasks.
- To perform 100% of required sample analysis for permit compliance, spill monitoring and other analysis.
- Evaluate 100% of all videotapes to identify sanitary sewer maintenance needs.
- To locate and investigate 30 inflow and infiltration cross connections to the sanitary sewer system.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY02 Base
Workload Measures					
- Treat wastewater (mg/year)	5,000	6,449	6,000	6,000	5,500
- Analyze lab samples					
Permit compliance	61,750	58,902	63,960	71,000	75,250
Spill monitoring	2,250	187	2,313	80	0
Other	n/a	n/a	527	1,000	527
Total	60,000	67,266	66,800	65,000	75,777
- Maintenance tasks at plant and grounds					
Mechanical	4,150	4,110	6,640	500	500
Electrical	650	351	1,040	3,500	4,000
Grounds	200	2,391	320	1,400	1,400
Total	5,000	6,852	8,000	5,400	5,900
- Televise miles of existing sewer lines	16	22	18	20	18
- Televise miles of new sewer lines	10	9	10	8	10
- Inflow & infiltration cross-connection locates and investigations	30	102	30	300	200
Efficiency Measures					
- Cost to treat wastewater per mg	$325	$341	$300	$500	$400
- Cost per lab test	$7	$7	$7.25	$7	$7.00
- Cost per televising of sewer line mile	$9,800	$7,986	$8,000	$8,500	$8,500
- % of budget spent	100%	!00%	100%	100%	100%
Effectiveness Measure					
- NPDES permit exceptions					
Treatment	0	1	0	0	0
Reclaimed water	0	0	0	0	0
Total	0	1	0	0	0

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 1,734,052	$ 1,869,009	$ 2,046,937	9.5
Outside Services	1,068,066	1,458,245	1,541,540	5.7
Commodities	514,681	607,170	624,968	2.9
Interfund Services	156,895	167,944	205,088	22.1
Capital Outlay	52,318	72,220	92,777	28.5
Interfund Transfers	0	0	24,500	100.0
Other Expenses	84,419	48,214	50,685	5.1
TOTAL	$ 3,610,431	$ 4,222,802	$ 4,586,495	8.6

Positions

Class Title	2000	2001	2002	Grade
Maintenance Worker	7.00	7.00	7.00	8
Maintenance Worker, Senior	0.00	1.00	1.00	9
Medium Equipment Operator	2.00	2.00	2.00	9
Storekeeper	2.00	2.00	2.00	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	3.00	4.00	12
Lab Technician, Senior	1.00	1.00	1.00	13
Administrative Assistant	2.00	2.00	2.00	13
Maintenance Crew Chief	1.00	0.00	0.00	13
Maintenance Mech, Senior	1.00	1.00	1.00	14
Televising Inspection Technician	2.00	2.00	2.00	14
Electronic Control Technician	2.00	2.00	2.00	18
Lab Supervisor	1.00	1.00	1.00	18
Construction Inspector	0.00	0.00	1.00	18
Maintenance Supervisor	1.00	1.00	1.00	18
Water & Sewer Supervisor	5.00	5.00	5.00	19
Industrial Pretreatment Coordinator	0.00	0.00	1.00	22
Chemist	1.00	1.00	1.00	24
Water & Sewer Superintendent	2.00	2.00	2.00	24
Water & Sewer Administrator	1.00	1.00	1.00	30
Water Quality Control Director	1.00	1.00	1.00	36
TOTAL	51.00	52.00	55.00	

Budget Highlights

- A new Construction Inspector position and a new pickup truck have been added as part of a service improvement for the grease abatement and control work program at a cost of $51,554. This new position will coordinate regular inspections of grease traps in commercial establishments, and will conduct a public information program to educate citizens about the proper methods for grease disposal.
- A new Laboratory Technician position has been added as part of a service improvement at a cost of $24,748. This position will assist with the testing and sampling analysis of discharge from the water treatment plants. Federal and state environmental regulations are requiring an increasing amount of such testing.
- The total budget for 2002 has increased 8.6% from the previous year in part due to the service improvements.

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

Three regional plants located at Wilshire, Georgetown, and Travis Field provide high quality wastewater treatment service to the customers in those areas. These plants operate according to the same regulations followed by the President Street Plant, although the scale of treatment is smaller. Like treatment at the President Street Plant, the trend of new and ever increasing regulations will be the major factor influencing Regional Plants in 2002. Oversight will increase, so assurances need to be made that all treatment permit parameters are met by all plants. The Total Maximum Daily Loading (TMDL) limits on the Savannah River will affect the Travis Field and Wilshire Treatment facilities due to their outfall locations on the Savannah River. Close monitoring of the treatment processes, to assure compliance, will be needed. At Georgetown, the trend of expanded growth in the area may in time necessitate the upgrade of the plant and staffing the facility 24 hours a day.

One major issue at both Wilshire and Georgetown, will continue to be biosolids management. Both facilities now are investigating solutions to the problem of sludge handling. Industrial growth in the Crossroads area has also increased the flow and loading at the Travis Field Plant. Plans are underway to determine the most appropriate site for the Crossroads facility. Before that is determined, a decision on the future of Travis Field will be made. Overall, the regional plants must face the same issues including increased regulation oversight, as the President Street Plant. Our permits require we stay within certain permitted effluent discharge boundaries, and it is now more imperative we do so.

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 at any of the three wastewater treatment facilities.
- 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 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Operate the following plants:					
Travis Field (mg/year)	500	306	400	350	400
Wilshire (mg/year)	830	868	1,000	1,000	1,000
Georgetown (mg/year)	400	459	500	450	500
Total mg/year	1,730	1,634	1,900	1,800	1,900
- Analyze lab samples:					
Travis Field					
Compliance	2,730	2,617	3,703	3,500	4,000
Spill Related	0	0	0	500	0
Other	100	16	100	100	100
Total	2,830	2,633	3,803	4,100	4,100
Wilshire					
Compliance	3,693	3,475	4,357	3,600	4,350
Spill Related	0	0	0	0	0
Other	100	40	100	50	100
Total	3,377	4,575	4,457	4,150	5,100
Georgetown					
Compliance	3,693	3,475	4,740	3,600	4,350
Spill Related	0	0	0	0	0
Other	100	0	100	0	0
Total	3,793	3,475	4,840	3,600	4,450
Total samples	10,000	10,683	13,100	15,400	13,650
- Maintain plants & grounds:					
Travis Field					
Mechanical	833	1,293	800	800	800
Electrical	130	66	130	130	130
Grounds	40	191	40	40	40
Total	1,003	1,550	4,701,003	970	970
Wilshire					
Mechanical	1,886	2,677	1,886	1,886	1,886
Electrical	267	204	267	180	200
Grounds	82	429	82	50	50
Total	2,215	3,310	2,235	2,116	2,136
Georgetown					
Mechanical	1,069	1,784	1,059	1,400	1,400
Electrical	167	94	167	167	167
Grounds	51	314	51	51	51
Total	1,287	2,219	1,287	1,618	1,618
Total maintenance tasks	4,525	7,079	4,525	4,525	4,724
Efficiency Measures					
- Cost per mg of wastewater treated	$500	$554	$500	$500	$500
- Cost per sample analyzed	$25	$25	$25	$25	$25
- Cost per maintenance task	$35	$46	$55	$60	$60
- Percent of budget spent	100%	87%	100%	100%	100%

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Effectiveness Measure					
- NPDES permit exceptions:					
Travis Field	0	1	0	0	0
Wilshire	0	49	0	49	0
Georgetown	0	0	0	0	0
Total	0	50	0	49	0

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 492,158	$ 547,662	$ 545,992	-0.3
Outside Services	542,624	735,058	801,488	9.0
Commodities	216,017	237,936	239,938	0.8
Interfund Services	173,453	202,928	197,174	-2.8
Capital Outlay	52,799	40,554	54,495	34.4
Interfund Transfers	35,000	0	8,500	100.0
Other Expenses	28,600	31,698	29,836	-5.9
TOTAL	$ 1,540,651	$ 1,795,836	$ 1,877,423	4.5

Positions

Class Title	2000	2001	2002	Grade
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 Superintendent	1.00	1.00	1.00	24
Water & Sewer Administrator	1.00	1.00	1.00	30
TOTAL	12.00	12.00	12.00	

Budget Highlights

- The budget for 2002 has increased 4.5% from the previous year partly due to increased purchases of pumps, meters, and other equipment needed to operate the water treatment facilities in accordance with federal and state environmental regulations.

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

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 2,328	$ 0	$ 0	--
Outside Services	836	1,200	1,200	0.0
Interfund Services	2,017,380	2,212,881	2,301,227	4.0
Debt Related Charges	4,652,886	4,651,121	4,646,714	-0.1
Interfund Transfers	3,806,000	1,785,788	1,481,839	-17.0
Other Expenses	868,076	1,042,549	1,062,958	19.5
Contingencies	0	0	150,000	--
TOTAL	$ 11,347,506	$ 9,693,539	$ 9,643,938	-0.5

Budget Highlights

- Funds in the amount of $44,464 have been included as the Sewer Fund's share of the new Water & Sewer Conveyance Director's position.

I & D WATER SUPPLY

Revenues By Source

Revenues are projected at $7,207,774 in 2002 for the Industrial & Domestic Water Supply Fund and will equal planned expenditures. I & D Water operations are funded by rate charges to its customers. The majority of the I & D Water revenue is from five industrial customers: Willamette (formerly Stone Container), Kerr-McGee (formerly Kemira), International Paper, Savannah Sugar Refinery, and Englehard. Data for the two major revenue accounts are listed below.

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
User Fees				
Water Sales	$ 6,178,840	$ 6,926,185	$ 7,110,315	2.7
Interfund Revenue				
Admin. Services to Water Fund	$ 119,103	$ 119,103	$ 58,496[1]	-50.9
Grant Revenue				
Tritium Grant	$ 0	$ 51,632	$ 38,963	-24.5
TOTAL	$ 6,297,943	$ 7,096,920	$ 7,207,774	1.6

The I & D Water Supply Fund consists of Plant/Laboratory Operations and Maintenance. The 2002 operating budget is anticipated to increase $110,854 or 1.6% over the projected expenditures for the 2001 operating budget. Increases are attributed to equipment maintenance and building repairs. Projected expenditures for 2001 year-end and the 2002 operating budget are listed in the table below.

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 1,413,269	$ 1,501,414	$ 1,504,484	0.2
Outside Services	1,214,681	1,667,138	1,959,385	17.5
Commodities	534,523	679,100	744,211	9.6
Interfund Services	519,007	640,964	395,509	-38.3
Capital Outlay	36,247	12,800	31,050	142.6
Debt Related Charges	2,540,190	2,545,446	2,540,076	-0.2
Interfund Transfers	0	16,999	0	--
Other Expenses	40,026	33,059	33,059	0.0
TOTAL	$ 6,297,943	$ 7,096,920	$ 7,207,774	1.6

[1]The decrease in 2002 reflects the Fund's staff re-organization.

I & D WATER

Mission

To provide industries safe potable water equitably at flows and pressures 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

For the past several years, the economic health of many of America's cities has become more dependent upon the availability of safe and affordable drinking water. The City of Savannah is no exception in this regard. The leadership role of Savannah as well as the continued economic high within the southeastern Georgia region has, in large part, been due to the past and present proactive efforts of Savannah in maintaining its drinking water supplies at the highest possible levels. This proactive approach has allowed safe drinking water to be available to Savannah's long time customers and citizens at affordable rates, as well as providing a system ready to accept new residential, commercial and industrial growth throughout the region.

The continuance of an economically sound drinking water system has progressed in spite of mandated restrictions and even cut-backs placed on ground water withdrawals as well as increasingly stringent and numerous federal and state regulations. This is in large part due to the City's foresight in understanding the role of and continued development of the I & D surface water system.

Since the late 1990's, world economics have seen a gradual slow down. This trend has been locally realized in the increased volatility of the local industries who are greatly dependent upon global economics. In the past three years, essentially every major industry within the Savannah area has seen a change through buy-outs, downsizing or complete closure. However, continued action by Savannah to expand its market of water sales into neighboring communities for both residential/commercial service, as well as emerging industrial service, has allowed the cost of service to remain attractive for new customers and relatively unchanged for existing customers. In 2002, it will be vital that Savannah continue its proactive approach to its drinking water supplies by continuing to meet the challenges of increased regulatory requirements while also increasing system economic stability by continuing to broaden its service base and diversity.

During 2002 the focus for I & D will be meeting the challenges of emerging regulations through improved treatment processes, while maintaining the physical integrity of the system and ensuring that drinking water supplies are not a stumbling block, but are an enhancement to growth and economic vitality within the Savannah area.

Goals and Objectives

Goal: A city where industries are provided safe potable water equitably at flows and pressures 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 time of emergency situations.

Objectives:

- To produce safe potable water in compliance with rules and regulations of the Safe Drinking Water Act/National Pollutant Discharge Elimination System.
- To produce water which does not exceed industrial maximum permissible levels for industrial process operations.
- To perform chemical and bacteriological tests.
- To perform preventive maintenance and repairs.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Pump, treat, and sell water (million gallons/year)	13,012	10,902	13,012	13,012	13,012
- Perform chemical and bacteriological tests	102,000	93,684	102,000	98,000	102,000
- Instrument calibrations	2,025	2,270	2,025	2,250	2,250
Efficiency Measures					
- Average unit cost ($/million gallons)	$600	$593	$584	$584	$584
- Cost per laboratory test	$13	$13	$13	$13	$14
- Cost per calibration	$34	$30	$35	$32	$33
- % of budget spent	100%	81%	100%	100%	100%
Effectiveness Measures					
- Total Environmental Protection Division violations	0	1	0	0	0
- Test per unit of water (million gallons)	11.8	8.6	7.8	7.5	7.8
- Total valid complaints	0	0	0	0	0
- Calibrations completed within frequency standard	675	929	675	925	925

Positions

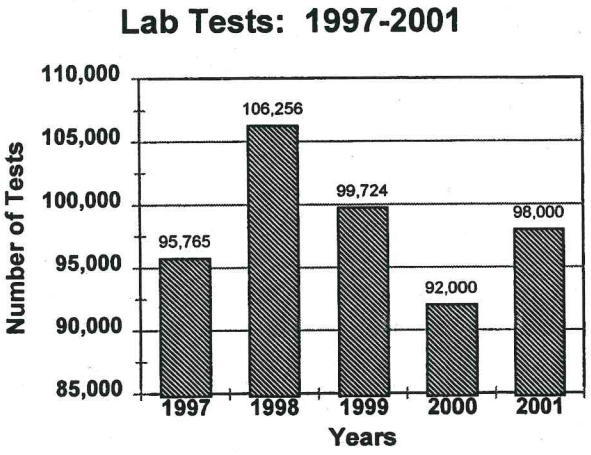
Class Title	2000	2001	2002	Grade
Secretary	1.00	0.00	0.00	--
Water Plant Operations Coordinator	1.00	1.00	0.00	--
Water & Sewer Engineer	1.00	1.00	0.00	--
Maintenance Worker	3.00	3.00	3.00	7
Plant Operator	8.00	8.00	8.00	12
Lab Technician	3.00	3.00	2.00	12
Painter	1.00	1.00	1.00	12
Maintenance Mechanic	4.00	4.00	4.00	12
Administrative Assistant	1.00	1.00	1.00	13
Lab Technician, Senior	1.00	1.00	1.00	13
Maintenance Crew Chief	1.00	1.00	1.00	13
Lab Supervisor	0.00	0.00	1.00	18
Electronic Control Technician	2.00	2.00	2.00	18
Water & Sewer Supervisor	4.00	4.00	4.00	19
Maintenance Supervisor, Principal	1.00	1.00	1.00	19
Chemist	1.00	1.00	1.00	24
Maintenance Superintendent	1.00	1.00	1.00	24
Water & Sewer Superintendent	1.00	1.00	1.00	24
Water & Sewer Administrator	0.00	0.00	1.00	30
Water Operations Director	1.00	1.00	1.00	36
Water Supply & Treatment Director	0.00	0.00	1.00	36
TOTAL	36.00	35.00	35.00	

Budget Highlights

- With the return of major industrial customers, and the cost of the dewatering facility primarily impacting the 2001 operating budget, the proposed 2002 budget increases less than 2%. The proposed 2002 operating budget will be impacted by the following:

    1) A federal grant to monitor tritium levels in the Savannah River at U.S. 301.
    2) Continued increased scrutiny for contaminants requiring water assessments, water shed sampling, engineering services and outside laboratory services will increase professional services.
    3) The re-roofing of the main plant facility will necessitate a sizable increase in the building repair account.
    4) Completion of the facility for the "pilot" program to test various existing and new treatment methods and chemicals used in the treatment process.

The number of annual lab tests has varied over the past five years. Although the annual numbers are higher than those from the mid 1990's, various factors have impacted their consistency. The increase since 1995 (79,987) is attributed to increased monitoring requirements due to more stringent water quality regulations. These tests include treatment chemical trials, disinfection by-product studies and water quality modeling for blending of surface and ground waters. In addition, an increasing number of quality assurance/quality control tests are required to assure precise laboratory operations. The number of tests decreased in 1999 and 2000 due to the streamlining of the laboratory operations and improvements in efficiency. Tritium and automatic sampling have contributed to the increase in 2001.



PARKING SERVICES FUND

Revenues By Source

The largest revenue sources for the Parking Services Fund are parking meter fees, parking citation fines, and garage/lot fees.

The parking garage daily maximum rate will increase from $6 to $7 effective January 1, 2002. This is anticipated to generate $42,000 in additional revenue.

The increase in parking meter revenue is projected based on a full year of the 2001 rate increase. Revenue from the Liberty Street lot is projected at $0 for 2002 due to construction of a new garage on the site.

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
User Fees				
Parking Meters	$ 1,216,214	$ 1,350,000	$ 1,600,000	18.5
Liberty Street Parking Lots	49,067	50,000	0	-100.0
River Street Parking Lots	12,338	0	0	--
Visitors' Center Lot	149,011	178,000	178,000	0.0
State Street Parking Garage	394,526	462,000	485,000	5.0
Robinson Parking Garage	374,712	444,000	457,000	2.9
Bryan Street Parking Garage	500,864	564,000	580,000	2.8
Commercial Vehicle Decals	171,731	175,000	180,000	2.9
Leased Parking Spaces	34,393	35,000	35,000	0.0
MPC Rents - State Street	22,000	21,000	21,000	0.0
Visitor Day Pass	76,563	90,000	100,000	11.1
Subtotal	$ 3,001,419	$ 3,369,000	$ 3,636,000	7.9
Interfund Revenues				
Services to Sanitation Fund	$ 127,464	$ 123,750	$ 123,750	0.0
Services to General Fund	173,604	166,125	163,814	-1.4
Subtotal	$ 301,068	$ 289,875	$ 287,564	-0.8
Fines, Forfeits & Penalties				
Parking Citations	$ 1,606,929	$ 1,750,000	$ 1,800,000	2.9
Taxi Citations	n/a	4,000	10,000	150.0
Subtotal	$ 1,606,929	$ 1,754,000	$ 1,810,000	3.2
Interest Earned				
Interest Earned	$ 301,585	$ 300,000	$ 300,000	0.0
Other Revenues				
Miscellaneous Revenue	$ 80,098	$ 65,000	$ 65,000	0.0
TOTAL	$ 5,291,099	$ 5,777,875	$ 6,098,564	5.6

The Parking Services Fund is an enterprise fund that operates the City's parking management program, consisting primarily of on-street parking, parking garages, and off-street lot parking. The 2002 budget is $6,098,564, or 5.6% above the 2001 projected expenditures.

Personal Services increase $128,491 primarily due to the wage increase and vacancies in 2001. Commodities decrease $76,734 mainly because of the purchase of electronic meters in 2001 for a test program, as well as parts to convert meters for the 2001 rate increase. Capital Outlay decreases $56,587 due to the planned purchase of replacement radios in 2001. Debt Service increases $396,310 for construction of the new Liberty Street Garage south of the Civic Center.

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 1,529,335	$ 1,678,241	$ 1,806,732	7.7
Outside Services	516,394	607,199	592,530	-2.4
Commodities	153,405	234,460	157,726	-32.7
Interfund Services	415,721	470,289	474,162	0.8
Capital Outlay	10,320	56,587	0	-100.0
Debt Related Charges	945,830	891,830	1,288,140	44.4
Interfund Transfers	809,275	1,720,565	1,623,705	-5.6
Other Expenses	99,937	118,704	155,569	31.1
TOTAL	$ 4,480,217	$ 5,777,875	$ 6,098,564	5.6

PARKING ADMINISTRATION AND ENFORCEMENT

Mission

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

This activity is responsible for parking administration, parking enforcement, citation collections and ground transportation services regulation. The parking program serves the parking needs of residents, downtown workers, shoppers, students and visitors to Savannah.

The City's parking management program is designed to encourage long-term parkers to utilize off-street parking facilities, thereby increasing the number of on-street parking opportunities for shoppers and other short-term parkers. Retail activity is promoted by providing parking space turnover and giving shoppers a reasonable expectation of finding on-street parking close to their destination. The City has established a Five Year Parking Plan to address the downtown parking demand. The Five Year Plan includes the design of a new 950 space parking facility on the westside, and a second parking facility on the eastside of the Historic District to relieve pressure in the downtown area.

The approximate 4,800 on-street parking spaces in the managed parking district are comprised of 2,800 metered spaces. Free spaces, freight zone spaces, bus and tour vehicle spaces and loading zones account for the remaining 2000 spaces. Installation of 450 electronic meters has begun on a trial basis. These meters are expected to increase revenue because of their audit capability, slug resistance and reduced maintenance. In addition to the electronic test meters, Parking Services began another test meter program in 2001 utilizing single-bay meters. This test program will run for six months ending in early 2002. At that time a recommendation will be made to Council. These meters are expected to reduce the unsightliness of single-space meters creating a more aesthetically pleasing environment. They also have a bill acceptor feature, making it more customer friendly, and audit controls which should improve revenues.

Tour service activity in the Historic District has significantly improved over the last year due to increased enforcement and the forming of an association by tour companies for the purpose of working through regulatory issues affecting their businesses. A new taxicab ordinance was adopted in 2001, and a Taxicab Appeals Panel formed to ensure standards are being met and satisfied. A citation system was also implemented in lieu of issuing subpoenas which should prove more effective in enhancing overall services.

Parking demand in the downtown areas continue to grow due to increased tourism, hotel construction and related retail and business activity. The City's parking plan, in combination with the parking regulations and enforcement efforts, will ensure that the City is prepared to meet future parking demands.

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.

Objective:

- 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 a 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.

Objective:

- To reduce the number of violations among taxicabs, wreckers, and tour vehicles.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Citations issued	120,000	133,452	132,000	117,464	120,000
- Citation fees collected (000's)	$1,553,000	$1,606,928	$1,700,000	$1,750,000	$1,800,000
- Meters repaired/replaced	850	1,081	1,000	882	800
- Permits issued to taxicabs, wreckers & tour vehicles	900	820	800	820	820
Efficiency Measures					
- Cost per citation	$3	$3	$3	$2	$2
- Cost per $1,000 collected	$324	$284	$324	$275	$275
- Cost per meter repaired/replaced	$135	$161	$135	$302	$302
- Cost per permit	$200	$528	$300	$215	$215
- % of budget spent	100%	101%	100%	101%	100%
Effectiveness Measures					
- % of meters functioning properly daily	99.5%	99.5%	99.5%	99.5%	99.5%
- % of revenue to expenditure ratio (for Parking Fund)	100%	118%	100%	100%	100%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 937,643	$ 1,065,125	$ 1,114,529	4.6
Outside Services	219,582	227,796	237,185	4.1
Commodities	129,287	211,872	136,775	-35.4
Interfund Services	127,068	141,918	141,502	-0.3
Capital Outlay	7,320	55,000	0	-100.0
Interfund Transfers	14,000	0	0	--
Other Expenses	33,062	47,082	36,447	-22.6
TOTAL	$ 1,467,962	$ 1,748,793	$ 1,666,438	-4.7

Positions

Class Title	2000	2001	2002	Grade
Chief Revenue Investigator	2.00	0.00	0.00	--
Parking Services Officer	12.00	12.00	12.00	8
Office Assistant, Senior	1.00	1.00	1.00	8
Cashier	2.00	2.00	2.00	9
Meter Technician	2.00	2.00	2.00	10
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	7.00	7.00	7.00	13
Parking Services Supervisor	1.00	4.00	4.00	19
Revenue Supervisor	1.00	0.00	0.00	19
Marketing Coordinator	1.00	1.00	1.00	20
Parking Services Director	1.00	1.00	1.00	35
TOTAL	34.00	34.00	34.00	

Budget Highlights

- The decrease in Commodities is due primarily to the completion of 2001 purchases of electronic meters for a test program, as well as parts to convert meters for the 2001 on-street rate increase.
- The decrease in Capital Outlay is due primarily to the purchase of replacement radios in 2001.

PARKING GARAGES AND LOTS

Mission

To provide for the safety and convenience of Savannah's citizens and visitors by maximizing off-street parking opportunities.

Trends and Issues

This activity is responsible for the operation of three City parking garages and two surface lots. The goal is to provide off-street parking opportunities for residents and visitors in convenient, safe and well maintained facilities.

The three City garages operate at 100% capacity with a waiting list at the Bryan Street Garage. The Five Year Parking Plan includes construction of the Liberty Street Parking Garage, an eastside facility, and the restoration of Ellis Square with underground parking. Construction of the Liberty Street Garage will begin in 2002 providing some 931 spaces and reducing the parking deficit by 62%. This facility will serve as the gateway to the Historic District from the west and will provide free shuttle service for downtown workers. The second new facility is to be located on the eastside of the Historic District, and will assist with relieving traffic congestion in the downtown core, facilitate historic restoration, and encourage economic development on the Historic District's eastside. The two facilities will provide a net gain of 1,700 spaces.

These additional facilities will greatly reduce the parking deficit and create an environment that will significantly enhance downtown vitality.

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 at all City surface lots.
- To improve reliability of equipment at City garages and lots.

Service Levels

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Garages/lots revenues collected	$1,503,000	$1,480,511	$1,644,800	$1,698,000	$1,700,000
- Garages/lots gate equipment repaired/replaced by outside contractors	400	39	16	45	45
- Total # of garage spaces	1,468	1,468	1,468	1,469	1,469
- Total # of spaces in lots	597	420	667	420	280[1]
Efficiency Measures					
- Operating cost per gate equipment repair	$3,885	$10,717	$3,404	$8,900	$8,500
- Operating cost per garage space	$1,072	$899	$900	$900	$900
- % of budget spent	100%	81%	100%	77%	100%

[1] The City will lose 140 lot spaces on the site where the Liberty Street Garage will be constructed.

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Effectiveness Measures					
- Bryan St. Garage occupancy rate	120%	120%	120%	120%	120%
- Robinson Garage occupancy rate	100%	110%	110%	100%	115%
- State St. Garage occupancy rate	123%	123%	123%	100%	100%
- Liberty Lot #1 occupancy rate	35%	100%	100%	100%	n/a
- Liberty Lot #3 occupancy rate	50%	100%	100%	100%	100%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 570,086	$ 613,116	$ 692,203	12.9
Outside Services	173,106	256,403	232,345	-9.4
Commodities	24,036	22,588	20,951	-7.2
Interfund Services	17,902	20,091	21,583	7.4
Capital Outlay	3,000	1,587	0	-100.0
Debt Related Charges	945,830	891,830	1,288,140	44.4
Other Expenses	6,528	4,122	4,122	0.0
TOTAL	$ 1,740,488	$ 1,809,737	$ 2,259,344	24.8

Positions

Class Title	2000	2001	2002	Grade
Parking Attendant, Senior	1.00	0.00	0.00	--
Security Guard	6.45	6.45	6.45	7
Maintenance Worker	3.00	3.00	3.00	7
Parking Attendant	10.95	11.45	11.45	7
Parking Fac. Shift Supervisor	0.00	1.00	1.00	14
Parking Facilities Supervisor	1.00	1.00	1.00	19
TOTAL	22.40	22.90	22.90	

Budget Highlights

- Debt Service increases $396,310 for the construction of the new Liberty Street Garage south of the Civic Center.

PARKING INTERDEPARTMENTAL

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 21,606	$ 0	$ 0	--
Outside Services	123,706	123,000	123,000	0.0
Commodities	82	0	0	--
Interfund Services	270,751	308,280	311,077	0.9
Contribution to CIP	795,275	0	0	--
Building Renewal/Replacement	0	1,720,565	1,623,705	-5.6
Other Expenses	60,347	67,500	80,000	18.5
Contingencies	0	0	35,000	--
TOTAL	$ 1,271,767	$ 2,219,345	$ 2,172,782	-2.1

Budget Highlights

- Building Renewal/Replacement decreases because fewer funds are available in 2002 to contribute toward future parking structures.

COMMUNITY DEVELOPMENT FUND

Revenues By Source

Revenues for the Community Development Fund are derived primarily from the federal Community Development Block Grant (CDBG) and other federal and state grants. As a result, revenues have been budgeted conservatively. Repayments of CDBG and other loans also provide program income.

The 2002 budget includes a $750,000 contribution from the General Fund to cover Housing programs and a portion of the cost for administration of the Community Development Fund which will provide additional federal funds for implementation of CDBG programs.

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Interfund Revenues				
General Fund Contribution	500,000	500,000	750,000	50.0
Grant Revenues				
CDBG (Fund 221/225)				
Carryforward	$ 4,479,509	$ 3,000,000	$ 3,800,000	26.7
CDBG Entitlement Grant	3,384,000	3,384,000	3,546,000	4.8
Emergency Shelter Grant	117,000	117,000	119,000	1.7
CDBG Program Income	1,215,886	513,500	801,500	56.1
Section 108 Loan	1,000,000	1,000,000	1,000,000	0.0
Miscellaneous Income	75	1,000	6,000	500.0
Subtotal	$ 10,196,470	$ 8,015,500	$ 9,272,500	15.7
State Grants (Fund (223)				
SSBG	$ 70,000	$ 70,000	$ 70,000	0.0
Other Federal Grants (Fund 224/226)				
Carryforward-Other Federal	$ 1,900,000	$ 1,500,000	$ 1,200,000	-20.0
Rental Rehab Program Income	33,000	27,000	23,000	-14.8
EDI Grant	333,333	333,333	333,334	0.0
EDA Revolving Loan Fund	95,000	93,000	175,000	88.2
MLK Program Income	100,736	31,000	50,000	61.3
HOPWA IV Renewal	0	1,229,636	1,229,636	0.0
HOPWA V Grant	1,197,572	0	0	--
HODAG Program Income	62,500	62,500	62,500	0.0
FHIP Grant	131,846	0	100,000	--
Subtotal	$ 3,853,987	$ 3,276,469	$ 3,173,470	-3.1
HOME Grant (Fund 232)				
Carryforward-HOME	$ 2,366,161	$ 3,858,161	$ 3,000,000	-22.2
HOME Entitlement	1,343,000	1,343,000	1,492,000	11.1
HOME Program Income	516,101	410,000	490,000	19.5
Subtotal	$ 4,225,262	$ 5,611,161	$ 4,982,000	-11.2
TOTAL	$ 18,845,719	$ 17,473,130	$ 18,247,970	4.4

Federal and state grants for the departments and activities in Community Development will support the Fund's $18,247,970, 2002 budget. The vast majority of funds are used for programs that are represented in the chart *Expenditures By Type*, in the Interfund Transfers category. The fund's 2002 budget is 774,840 or 4.4% above the 2001 budget.

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 1,211,355	$ 1,433,655	$ 1,475,682	2.9
Outside Services	119,706	113,043	123,162	9.0
Commodities	30,479	33,900	31,147	-8.1
Interfund Services	274,644	323,849	336,636	3.9
Capital Outlay	1,475	0	8,700	--
Interfund Transfers	17,188,419	15,548,842	16,261,974	4.6
Other Expenses	19,641	19,841	10,669	-46.2
TOTAL	$18,845,719	$ 17,473,130	$ 18,247,970	4.4

COMMUNITY PLANNING AND DEVELOPMENT

Mission

To help build a self-reliant and sustainable community through inclusive planning, effective grants management, community capacity-building and coordination of outcome-focused program implementation.

Trends and Issues

Community Planning and Development (CPD) has three primary functions: comprehensive community development planning for Savannah's distressed communities; investment and management of federal and state grants which fund implementation of community development strategies, and coordination of capacity-building activities through the Community Services division (funded through General Funds).

CPD collaborates with citizens to develop the Consolidated Housing and Community Development (HCD) Plan, which is adopted by City Council as the blueprint for community revitalization. CPD also works with target neighborhoods to develop neighborhood revitalization and redevelopment plans which address livability issues: land use; housing; economic development; infrastructure, capacity building; cultural, recreational and historic resources; and public safety.

CPD administers the City's federal entitlement and competitive community development grant awards from the U.S. Department of Housing and Urban Development, the U.S. Department of Commerce and the Economic Development Administration. It guides implementation of the City's Consolidated Housing and Community Development plan through the allocation of funds to other agencies and City departments. Projects administered with these funds include affordable homeownership and rental housing, housing rehabilitation, public facility development, infrastructure improvements, community-based neighborhood improvement projects, economic development, development of neighborhood organizations, and basic services to low-income and homeless persons.

CPD monitors federally funded agencies to ensure compliance with federal regulations and to ensure appropriate use of the grant funds. CPD works to secure additional funds for the community through development of grant applications, collaboration and support of partner agencies on applications for which they are eligible, and information and referral on grant opportunities for community development partners.

Major trends anticipated to impact CPD in 2002 are:

Increased involvement by community-based development organizations. The expansion of grant programs for Community-Based Development Organizations - the Grants for Neighborhoods Program will make community-based development organizations (CBDOs) major partners and developers of their neighborhoods. CPD will continue to provide ongoing training and technical assistance to eligible CBDOs to enable them to comply with pertinent HUD regulations. The new program will create a need to reallocate funds away from traditional community development partners toward community-based organizations, and result in more intense competition for the dollars which remain.

Continuing federal legislative climate which threatens to curtail entitlement funds. In 2001 the City's allocation of CDBG was increased from the 2000 levels. HOME (affordable housing) funds also increased, and Emergency Shelter Grant (ESG) funds increased slightly. The federal 2002 budget is anticipated to remain at the 2001 level. Should CDBG funds be reduced, City and agency service levels will be impacted.

Competitive Grant management. The City of Savannah continues to be successful in applying for competitive grants that fund specific implementation projects of the HCD Plan and leverage private investment. However, the staffing needs for management of these funds can be complex.

Management strategies which maximize existing staff resources must be developed to assure continued effective management of these resources.

Land Use/Zoning Conflicts and impact of Growth Management in target neighborhoods. The growing land use and zoning conflicts in the CDBG-Target Area, and MPC's proposed 2002 initiation of a major update of the City's state-mandated Comprehensive Plan and proposed revision of the City's zoning ordinance will continue to impact City neighborhoods, including CDBG target neighborhoods, by increasing interest in urban development. The Growth Management laws will increase the collaborative planning efforts already under way, by requiring planning among jurisdictions.

2003 - 2007 HCD Plan: The HUD-mandated 2003 - 2007 Consolidated Housing and Community Development Plan is due on November 12, 2002. The City's 2001-2002 Consolidated Housing and Community Development Plan will expire on December 31, 2002, clearing the way for a new 2003-2007 planning process to begin. Efforts are underway to produce a new Neighborhood Analysis Report designed to measure service levels in City neighborhoods. Coordination with City departments and outside agencies will be essential to the successful development of this plan.

2000 Census. The results of the 2000 Census indicated the City lost 6,050 or 4.4% of its population. This may affect the entire CPD effort. Grant awards are based on census information and neighborhoods are determined to be eligible for CDBG-funded improvements based on the number of eligible residents in each neighborhood as determined by the Census.

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 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Grant applications submitted by CPD or in partnership with non-profit agencies	4	4	4	4	4
- Projects administered	42	53	42	42	40
- Public information cases (hearings/workshops/inquiries/ technical assistance)	450	555	450	450	500
- Plans prepared	4	7	45	4	5
- Grant applications received and reviewed	30	40	30	50	40

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
- Interagency reviews completed (zoning petitions, certifications, regional plan review, environmental reviews, coordination of local plans)	50	81	50	50	50
Efficiency Measures					
- Ratio of program costs to administrative costs	20:1	20:1	20:1	20:1	20:1
- Projects administered per staff member	12.8	n/a	12.8	n/a	n/a
- % of budget spent	100%	83%	100%	90%	100%
Effectiveness Measures					
- % of competitive grant applications that are successful	50%	75%	50%	100%	100%
- Persons assisted through human services programs	8,000	4,611	8,000	5,000	5,000
- Jobs created/retained	300	307	300	60	60
- Housing units in which lead hazards are mitigated	150	307	150	n/a	n/a

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 438,864	$ 509,296	$ 519,887	2.1
Outside Services	34,418	32,161	31,634	-1.6
Commodities	12,964	8,750	8,300	-5.1
Interfund Services	131,016	149,993	155,679	3.8
Other Expenses	2,977	4,272	0	-100.0
TOTAL	$ 620,239	$ 704,472	$ 715,500	1.6

Positions

Class Title	2000	2001	2002	Grade
Planner, Sr	1.00	0.00	0.00	--
Compliance Officer	0.00	1.00	0.00	--
Neighborhood Plng/Community Dev Dir	1.00	0.00	0.00	--
Administrative Assistant	0.00	1.00	1.00	13
Planning Specialist	0.00	1.00	1.00	14
Program Analyst	3.00	3.00	3.00	20
Program Analyst, Sr	1.00	1.00	1.00	22
Planner	4.00	3.00	3.00	22
Community Plng/Dev Admin	1.00	2.00	2.00	28
TOTAL	11.00	12.00	11.00	

Budget Highlights

- The 2002 budget increases $11,028 or 1.6% over the projected 2001 budget. Increases in Personal Services and Interfund Services reflect changes in the Risk Management Insurance contribution and the cost of Services by the General Fund.

HOUSING

Mission

To help improve housing conditions and opportunities for low and moderate income homeowners, home buyers and tenants through both public and private partnership and investment. To help stabilize and revitalize neighborhoods through housing improvement and development activities.

Trends and Issues

To maximize impact, the Housing Department will attempt, whenever possible, to focus its resources on projects and programs that are part of an organized initiative to stabilize and/or revitalize housing within a neighborhood, street and/or block.

The Cuyler-Brownsville plan exemplifies a well organized redevelopment initiative embraced by the neighborhood, the City and others. The redevelopment of the Benjamin Van Clark Park and Eastside neighborhoods as part of the HOPE-6 project are examples of what will be a large scale revitalization initiative. On a smaller scale, the Housing Department will look for opportunities to utilize home improvement, rental property improvement, home buyer and infill development programs to help stabilize and /or revitalize a street and/or block. Streets and blocks are likely to be identified on the basis of one or more of the following or similar factors: 1) neighborhood resident commitment; 2) developer interest and/or 3) availability of vacant houses and/or lots.

Partnership development is essential to the success of Housing Department initiatives. Partners will include, but are not limited to, neighborhood residents, volunteer organizations, non-profit housing organizations, churches, developers, builders, realtors, lending institutions and City departments. The Housing Department seeks to develop corporate partnerships in which employers may be interested in providing their low and moderate income employees a financial incentive to purchase and/or rent a house in a revitalization area that is near their place of business. The department will seek to reaffirm existing and develop new partnerships with non-profit and for profit housing developers that are community based and supported.

Leveraging private investment is also essential to the success of Housing Department initiatives. The City cannot finance the initiatives alone. Investments include, but are not limited to, donated land, labor and material, cash investments by program participants and investments made by lending institutions. Private leveraging is most likely to be highest in home buyer programs and rental property improvement programs. Because many homeowners are elderly and on fixed incomes, private investment for home improvement programs is most likely to come in the form of donated labor generated from volunteer programs like: World Changers, Youth Works, Group Work Camps and Christmas-In-April.

The acquisition and re-development of vacant dilapidated property and vacant lots are essential to stabilization and revitalization. The most difficult acquisition challenge is acquiring property with clear marketable title. Eminent domain is likely to be an essential component of any acquisition plan. It provides a mechanism for acquiring property and clearing title problems. For these reasons, it is proving to be essential to the re-development of Cuyler-Brownsville, Benjamin Van Clark Park and Eastside.

While the Housing Department does not oversee housing code enforcement and property maintenance, these City responsibilities can be important neighborhood stabilization and revitalization tools. Efforts will be made to coordinate this activity with initiatives being undertaken by the Housing Department and its partners.

A major issue impacting the delivery of affordable housing in Savannah is HUD's lead based paint regulations that went into effect on September 15, 2000. Some experts estimate these regulations could reduce rehabilitation of affected buildings by 30% to 50%. This is due in part to added costs associated with these regulations. While lead based paint is a problem that generally impacts young children, it is likely to have a major impact on the elderly. The new regulations will require, in most cases, persons living

in a house under repair to be relocated during renovation until the house has been cleared. Consequently homeowners, many of whom are elderly, will have to agree to be temporarily relocated while their houses are under repair. For many elderly owners, the thought of relocation could be so stressful that they will opt not to have their homes repaired. The Housing Department, like similar departments around the country, is trying to develop programs that both comply with the regulations and make common sense. In many cases, these regulations and the lack of funding to aggressively address them, have caused the department to limit non-lead related improvements to $5,000 or less. This leads to smaller projects that include only one or two major repairs to a house. The department's larger owner-occupied home renovation projects will generally be limited to houses located in redevelopment plan areas and to vacant rental property that is being renovated.

Given these trends and issues, the Housing Department will seek to focus its resources on projects and programs that are part of a planned neighborhood, block and/or street revitalization initiative. While this will be the department's major focus, it will also continue to offer home improvement programs to low income homeowners throughout the city. It will do this using volunteer programs and small home repair loans that do not exceed, on average, $7,500 per house and are not intended to completely renovate a house. For these homeowners, the repairs will solve one or two major problems, but not all problems, making the house more comfortable to live in. For low income homeowners who live in a planned revitalization area, the level of repairs and financing offered may be higher and more likely to result in full house renovation. The department will continue to develop homebuyer and rental property improvement programs that focus on and are a part of planned neighborhood, street and/block revitalization initiatives. This is expected to increase the amount of second mortgage financing provided by the department to home buyers.

Goals and Objectives

Goal: A city in which all persons have an opportunity to live in affordable housing and neighborhoods that are in good condition.

Objectives:

- Undertake housing initiatives that benefit low and moderate income home buyers, homeowners and renters.
- Undertake housing initiatives that are part of a stabilization and/or revitalization plan for a neighborhood, block and/or street.
- Maintain productive existing partnerships and develop new partnerships.
- Leverage private investments, donations and other resources.

Goal: A department that operates efficiently and at peak capacity to deliver the highest quality services at an affordable cost to its customers.

Objectives:

- Identify, evaluate and propose solutions to problems that negatively impact the department's efficiency, capacity, services and operating costs.
- Provide staff with a sense of ownership and responsibility for operating portions of the department they are assigned in the most efficient, productive and cost effective manner possible.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Activity Measures					
- Home Buyer Loans	50	54	23	40	50
- Owner-occupied Home Security Improvements	-	-	1	50	60
- Owner-Occupied Home Repairs by Volunteers	125	121	56	100	120
- Owner-Occupied Home Repair Loans	40	36	10	30	40
- Owner-Occupied Home Repair Complete	40	36	22	50	50
- Rental Property Improvement Loans (Units)	30	61	89	100	30
- Rental Property Improvement Complete (Units)	62	50	26	30	100
- Infill Housing Contracts Signed	4	9	7	35	40
- Infill Housing Construction Complete	2	6	0	15	30
- Loans serviced	425	501	484	500	500
Efficiency Measures					
- % of Budget Spent	100%	93%	44%	100%	100%
- Activity Cost per Staff Member	$1,349	$1,101	$1,154	$1,262	$1,176
- Activity per Staff Member	52	59	29	59	64
Effectiveness Measures					
- % Homebuyer Loans	100%	108%	58%	100%	100%
- % Owner-Occupied Home Security Improvements	-	-	2%	90%	100%
- % Owner-Occupied Home Repairs by Volunteers	100%	97%	56%	100%	100%
- % Owner Occupied Home Repair Loans Closed	100%	90%	34%	90%	100%
- % Owner Occupied Home Repair Loans Completed	100%	110%	44%	100%	100%
- % Rental Property Improvement Loans	100%	204%	89%	90%	100%
- % Rental Property Improvement Complete Units	100%	81%	20%	90%	100%
- % Infill Housing Contracts Signed	100%	225%	20%	90%	100%
- % Infill Housing Construction Complete	100%	300%	0%	100%	100%
- % Loans Serviced	100%	118%	97%	100%	100%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 614,574	$ 660,995	$ 297,708	-55.0
Outside Services	70,015	66,898	72,483	8.3
Commodities	13,745	21,050	18,887	-10.3
Interfund Services	140,171	159,512	167,734	5.2
Capital Outlay	1,475	0	5,500	--
Interfund Transfers	0	0	0	--
Other Expenses	16,664	15,569	10,669	-31.5
TOTAL	$ 856,644	$ 924,024	$ 572,981	-38.0

Positions

Class Title	2000	2001	2002	Grade
Office Asst, Senior	1.00	1.00	1.00	8
Account Clerk	1.00	1.00	1.00	10
Secretary	1.00	0.00	0.00	--
Loan Specialist	2.00	2.00	1.00	14
Rehabilitation Technician	3.00	3.00	3.00	16
Loan Officer	1.00	1.00	2.00	16
Program Analyst, Senior	1.00	1.00	1.00	22
Program Coordinator	3.00	3.00	3.00	22
Housing Project Coordinator	1.00	1.00	1.00	24
Assistant Housing Director	1.00	1.00	1.00	28
Housing Director	1.00	1.00	1.00	36
TOTAL	16.00	15.00	15.00	

Budget Highlights

- In 2002, seven full-time permanent staff positions directly involved in program delivery are being charged to program delivery. Overall, the 2002 budget is 37% less than the revised 2001 budget.

ECONOMIC DEVELOPMENT

Mission

To direct the economic development of the city of Savannah in a manner that ensures a stable environment for diverse and vibrant economic activities, and the standard of living for disenfranchised residents is improved..

Trends and Issues

The Economic Development Department provides oversight to City initiated economic development activities through planning, administering of small business loan funds, implementation of poverty alleviation programs and implementation of the Weed and Seed program. The department works in collaboration with other economic development organizations, financial institutions, human service organizations and neighborhood associations.

For the past few years, the local economy has been healthy and the regional unemployment rates are relatively low in comparison to previous decades. However, many of Savannah's residents are not sharing in this prosperity. Pockets of poverty and economic stagnation are still present throughout the city and many residents do not have access to job opportunities that provide adequate salaries. In 2002, the Economic Development Department will begin to implement the Economic Development Plan which addresses commercial corridor revitalization, small and micro-business development, workforce development and poverty alleviation in the CDBG neighborhoods. The department will continue to facilitate partnerships with local organizations, churches and the community to increase: access to capital, financial literacy, investment in the target areas and relevant employment and educational opportunities for :"hard- to-serve" youth and adults. The Entrepreneurial Center is now operating at its new center in the former Gwinnett Street Fire Station. The facility includes a small business incubator which will be fully operational in 2002. Since the MLK Revolving Loan Fund, the Business Improvement Loan Fund, and the Micro Loan fund are targeted toward residents who do not have access to traditional funding institutions, a certain level of risk is involved. The continuing challenge is to balance the intent of the programs and minimize delinquency and default rates. Many of the target area residents lack the financial foundations and credit histories to secure City loans. However, the department will continue to work with churches and community organizations to provide financial literacy classes that will prepare residents for both business loans, and greater financial security.

The Economic Development Plan will serve as a blue print for economic development activities in the CDBG neighborhoods and will be modified annually as new data become available. Throughout the year, the department will identify and secure funds in partnership with other organizations to further City goals for economic development.

Goals and Objectives

Goal: A city with vibrant and sustained economic activities that support business development and a high standard of life for residents.

Objectives:

- To increase small business and micro-enterprise skills and opportunities for residents
- To increase job opportunities for low income and "hard-to-serve" youth and adults
- To Increase partnerships with the private and public sectors, civic organizations and the faith community to alleviate poverty.
- To revitalize commercial corridors in the CDBG target area.

Goal: Residents with information and skills needed to mobilize themselves and leverage resources to revitalize their communities.

Objectives:

- To increase the number of residents with skills to plan and implement neighborhood restoration activities.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Number of applications processed	n/a	19	n/a	20	25
- Number of residents trained in business skill	30	139	141	220	300
Efficiency Measures					
- Cost of business training per resident	$50	$300	$190	$190	$150
- % of Budget Spent	100%	95%	100%	105%	100%
Effectiveness Measures					
- Number of loans made	n/a	7	4	9	20
- Number of jobs committed	n/a	25	9	18	19
- Number of jobs created	n/a	1	4	11	12

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 157,917	$ 263,364	$ 196,304	-25.5
Outside Services	15,273	13,984	19,045	36.2
Commodities	3,770	4,100	3,960	-3.4
Interfund Services	3,457	14,344	13,223	-7.8
Capital Outlay	0	0	3,200	--
TOTAL	$ 180,417	$ 295,792	$ 235,732	-20.3

Positions

Class Title [1]	2000	2001	2002	Grade
Secretary	0.00	1.00	1.00	10
Administrative Assistant	1.00	1.00	1.00	13
Loan Officer	0.00	1.00	1.00	16
Business Development Coordinator	1.00	1.00	1.00	22
Planner	0.00	1.00	1.00	22
Economic Development Director	1.00	1.00	1.00	36
TOTAL	3.00	6.00	6.00	

Budget Highlights

- Efforts to comply with guidelines for CDBG administrative cost resulted in two staff positions being charged to program delivery. Overall, the 2002 budget is 20% less than the projected 2001 budget.

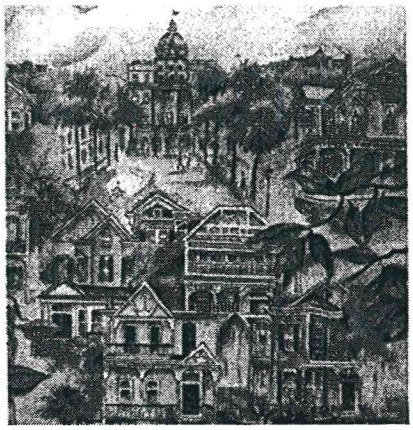
[1] The Loan Officer and Business Development Coordinator are funded in CDBG program costs.

COMMUNITY DEVELOPMENT FUNDS PROGRAM COSTS

The Program Costs allocation is used to provide the funds for direct project delivery services associated with the three administrative departments that are supported by the Community Development Fund. The revenues which correspond to these departments are generally derived from federal and state grants, and other external sources.

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Program Cost	$ 8,442,749	$ 7,190,681	$ 8,723,757	21.3
Carry Forward from Previous Years	8,745,670	8,358,161	8,000,000	-4.3
TOTAL	$ 17,188,419	$ 15,548,842	$ 16,723,757	7.6



INTERNAL SERVICES FUND

The Internal Services Fund is a proprietary fund which includes the following departments: Information Services, Engineering and Vehicle Maintenance. Engineering is administered by the Public Development Bureau while Information Services and Vehicle Maintenance are administered by the Management & Financial Services Bureau. Services provided by these departments are paid for by other City departments to ensure the true cost of City services are reimbursed. Some services are also provided to outside agencies.

Revenues By Source

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Interfund Revenues				
General Fund	$ 4,136,725	$ 4,752,484	$ 4,799,197	1.0
Community Development Fund	74,928	93,613	87,519	-6.5
Internal Services Fund	230,088	214,536	207,431	-3.3
Civic Center Fund	21,372	22,395	19,034	-15.0
Parking Services Fund	166,913	193,801	194,175	0.2
Sanitation Fund	1,496,995	1,514,173	1,511,179	-0.2
Water & Sewer Funds	834,057	956,338	970,366	1.5
I & D Water Fund	69,111	72,394	76,493	5.7
Haz-Mat Fund	6,609	9,627	15,408	60.1
Public Safety Communications Fund	12,284	12,327	10,829	12.5
Grant Funds	10,903	17,000	37,976	123.4
Subtotal	$ 7,059,985	$ 7,858,688	$ 7,929,607	0.9
Other Revenues				
Senior Citizens	$ 26,404	$ 21,674	$ 22,549	4.0
MPC	658	1,520	1,520	0.0
U.S.Marshall	544	100	100	0.0
Georgia Bureau of Investigation	0	100	100	0.0
City of Thunderbolt	12,498	9,675	9,675	0.0
Economic Opportunity Authority	7,407	7,484	7,709	3.0
Savannah Transit Authority	4,704	4,867	5,106	4.9
Youth Futures Authority	3,946	350	0	-100.0
FBI	1,296	1,271	1,144	-10.0
Subtotal	$ 57,457	$ 47,041	$ 47,903	1.8
TOTAL	$ 7,117,442	7,905,729	$ 7,977,510	0.9

The Internal Services Fund "sells" support services to City's bureaus and departments as well as to other local government agencies. How expenditures are allocated in 2002 is depicted on the table below.

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 3,644,850	$ 4,159,199	$ 4,392,277	5.6
Outside Services	816,676	883,121	869,981	-1.5
Commodities	1,090,613	1,386,344	1,348,237	-2.7
Interfund Services	777,774	871,095	907,311	4.2
Capital Outlay	23,044	27,200	28,180	3.6
Interfund Transfers	290,045	46,750	0	–100.0
Other Expenses	474,440	532,020	431,524	-18.9
TOTAL	$ 7,117,442	$ 7,905,729	$ 7,977,510	0.9

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 the 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: Applications, Networks, and Technical Services.

Application Services involves process analysis, development, training and support of computer systems for the operations and reporting needs of departments. Applications solutions may be provided by personal computer software as well as packaged or developed software running on one of the City's server computers. Network Services provides the installation and support of all the devices (PC's, printers, terminals, computers) connected to the Citywide network. Technical Services installs all software and supports the software which controls, measures, and tunes the computer and network environments. Technical Services also provides Help Desk services.

2001 saw the completion of several important projects: Bids and RFPs (Request For Proposal) are now posted on the web site with vendor registration and notification; parking tickets can now be paid on-line; Police and Fire use a new dispatch system and records management software; improvements were made to Code Enforcement and Building Inspections allowing inspectors the use of PDAs (Personal Digital Assistants or handhelds) to access and enter data on site; and a Case Management System was developed and implemented for Savannah Impact.

ISD improved the department Internet connection and Firewall protection. The department reduced the Outside Services expenses by replacing some older technology and better management of several maintenance agreements.

ISD installed 102 new PC's at 17 Neighborhood Centers for After School and other programs run by Recreation Services.

GIS work included the continued conversion of water, sewer and stormwater (utilities) infrastructure into a GIS-based management system. A new Countywide digital orthophotography was generated in 2001. The building layer was also updated to depict all buildings footprints as of February 2001.

In 2002, GIS efforts will focus on the completion of the utilities conversion and use of the data already collected. Two licensed software solutions will allow staff in Water & Sewer and Stormwater to keep the information up-to-date and track work orders to maintain the infrastructure.

The other major initiative will be the linking of addresses to the building layer. ISD will continue to advocate and proliferate the use of GIS data and maps throughout City operations as a means of managing and communicating services. ISD expects to continue the close relationship maintained through SAGIS with Chatham County, Savannah Electric and the MPC.

Plans include a new system for Recorder's Court Case management and Docket functions. Benefits will include easier web access, better integration with the Savannah Police Department and County systems, and document imaging.

ISD expects to continue the trend towards more Web Site development allowing easier access to Government services and information.

Finally ISD expects to upgrade servers and the PC operating system, as well as the word processing, spreadsheets, database, and presentations software.

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 cost of providing services.

Service Levels

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- PC's & network printers supported	943	991	943	1,110	1,200
- Customers supported	1,200	1,234	1,200	1,375	1,400
- Major applications supported	160	168	160	172	175
- PC software packages supported	450	224	450	232	235
- Help Desk calls recorded	5,000	7,000	5,000	7,000	8,000
- Customers attending ISD classes	500	503	500	500	600
- Training classes held	70	62	70	50	60
Efficiency Measures					
- Chargeback cost per PC and printer	$778	$732	$778	$772	$672
- Chargeback cost per login	$580	$485	$580	$507	$472
- Cost per student day of training	$87	$85	$87	$90	$93
- Average time to repair PC/printer	5 hours	5.1 hours	5 hours	5 hours	5 hours
- % of budget spent	100%	98%	100%	100%	100%
Effectiveness Measures					
- Total unscheduled server hours down	150	221	150	150	140
- Visits to City Web Site	n/a	n/a	n/a	360,000	450,000
- % calls resolved by Help Desk	40%	55%	40%	50%	50%
- New systems that reduce costs	4	2	4	4	4
- New systems that improve service	4	4	4	4	4

Revenue By Source

Information Services collects revenue for providing services to a non-City agency as shown in the table below. This revenue is used to offset expenditures.

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
FBI	$ 1,296	$ 1,271	$ 1,144	-10.0

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 1,209,257	$ 1,414,345	$ 1,490,848	5.4
Outside Services	413,740	363,576	349,300	-3.9
Commodities	158,941	294,172	243,772	-17.1
Interfund Services	246,907	266,487	255,396	-4.2
Capital Outlay	4,272	0	0	--
Interfund Transfers	46,537	46,750	0	-100.0
Other Expenses	406,320	456,321	358,572	-21.4
TOTAL	$ 2,485,974	$ 2,841,651	$ 2,697,888	-5.1

Positions

Class Title	2000	2001	2002	Grade
Computer Services Technician	1.00	1.00	1.00	14
Computer Services Specialist	1.00	1.00	1.00	16
Information Services Technician	3.00	4.00	4.00	17
ISD Business Coordinator	1.00	1.00	1.00	17
Information Services Analyst	1.00	1.00	1.00	21
System Analyst	6.00	6.00	6.00	21
System Analyst, Senior	5.00	6.00	6.00	24
Information Services Tech Coordinator	3.00	3.00	3.00	25
Information Services Administrator	3.00	3.00	3.00	31
Information Services Director	1.00	1.00	1.00	40
TOTAL	25.00	27.00	27.00	

Budget Highlights

- The Information Services budget decreases $143,763 primarily due to the following: a lower contribution to the Computer Purchase Fund for new and replacement computer items; less funding needed for maintenance agreements due to upgrades accomplished in 2001; 2000 open purchase orders paid in 2001; start-up costs related to a service improvement in 2001; and a contribution to SAGIS in 2001 that will not be made in 2002.

ENGINEERING

Mission

To provide guidance and oversite for all private development activities and City Capital Improvement Program projects within the City corporate limits.

Trends and Issues

Both nationally and locally, there has been an increase in environmental and regulatory laws and emphasis has been placed on stricter enforcement. At the same time, the suitability of available land has been declining, and the cost of development has been increasing. These added pressures have caused an increased number of incidents where developers, engineers, and land surveyors have cut corners. This has drastically increased the need for more frequent and tighter inspections and better documentation to ensure the protection of the public and to reduce the costs of maintenance and operations of the infrastructure which has been dedicated to the City. This trend is expected to continue in the future with an increase in frequency and severity as money becomes scarce due to the expected economic slowdown.

Goals and Objectives

Goal: To continue high level of service to other City departments, as well as the citizens of Savannah, in the areas of public development, private development inspections, GIS data collection and mapping, surveying and real property coordination.

Objectives:

- To ensure 100% of all private development projects are constructed and completed to the City's requirements.
- To respond to all other City departments' requests for technical assistance according to established standards.
- To effectively coordinate the acquisition and disposition of City property and to provide research assistance to other departments regarding property issues in compliance with city, state and federal regulations.
- To provide high quality, topographic and boundary surveys in support of other user departments.
- To collect data and produce accurate color maps.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Geo-Data Requests by City Departments	950	706	600	600	1,200
- Inspection of Private Development Projects	2,000	19,030	1,500	2,000	2,000
- Public Petitions Processed	26	39	30	30	30
Efficiency Measure					
- % of budget spent	100%	99%	100%	98%	100%

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Effectiveness Measures					
- Surveying Requests Completed in 10 Work Days	100%	98%	100%	100%	100%
- Geo-Data Maps Provided in 5 Work Days	100%	100%	100%	100%	100%
- General Mapping Information Provided in 5 Work Days	100%	100%	100%	100%	100%

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 550,095	$ 620,078	$ 674,527	8.8
Outside Services	21,636	30,761	32,620	6.0
Commodities	20,752	27,533	25,726	-6.6
Interfund Services	130,260	184,578	186,762	1.2
Capital Outlay	8,145	12,270	13,250	8.0
Other Expenses	11,067	12,384	6,984	-43.6
TOTAL	$ 741,955	$ 887,604	$ 939,869	5.9

Positions

Class Title	2000	2001	2002	Grade
Engineering Aide	2.00	2.00	2.00	9
Secretary	1.00	1.00	1.00	10
Administrative Assistant	1.00	1.00	1.00	13
Survey Technician	1.00	1.00	1.00	16
Construction Inspector	2.00	2.00	2.00	18
Land Surveyor	1.00	1.00	1.00	19
GIS Analyst	2.00	2.00	2.00	20
Private Development Coordinator	1.00	1.00	1.00	23
Real Property Coordinator	1.00	1.00	1.00	24
City Engineer	1.00	1.00	1.00	36
TOTAL	13.00	13.00	13.00	

Budget Highlights

- The 2002 budget for Engineering increases $52,265 primarily due to the wage increase and vacancies in 2001.

VEHICLE MAINTENANCE

Mission

To provide high-quality, efficient and cost-effective services by offering safe, economical and environmentally-sound transportation with related support services that are responsive to the needs of users.

Trends and Issues

The Vehicle Maintenance Department provides maintenance support to all City departments with vehicles and equipment. The Vehicle Maintenance Department offers a number of services through seven organizational teams: Inspection and Minor Repair, Heavy and Major Repair, Contract Repair, City Lot Services, Parts, Motor Pool/City Employee Shuttle Service and Administration. Vehicle Maintenance also provides fleet services for several federal, state and local agencies. Oversight of state and federally mandated regulations related to underground storage tanks and handling of waste disposal from Vehicle Maintenance operations are also functions of the Department. To accomplish these tasks, Vehicle Maintenance operates two maintenance facilities and three fueling sites.

Changing technology in the automobile repair industry is fast-paced and continuous. It is imperative that department employees stay up with these enhancements through classrooms and hands-on training. The department will take advantage of all training opportunities for shop personnel.

Over the past few years Vehicle Maintenance has reduced costs for operation and maintenance on vehicles by conducting a vehicle replacement program analysis, by analyzing vehicle data, establishing life trends and reviewing overall expenditures. In order to ensure that this trend continues, the department will need to focus on right-sizing the fleet. This can be accomplished by ensuring maximum utilization of assigned vehicles, assisting departments in writing specifications for equipment, standardizing equipment components, pooling of vehicles to provide centralized control for sharing assets through the Interdepartmental Motor Pool and continued emphasis of the City's shuttle program.

Goals and Objectives

Goal: To provide a safe and reliable fleet for customers in the most cost effective manner.

Objectives:

- To provide the maximum fleet availability to customers.
- To provide timely preventive maintenance on all vehicles.

Service Levels

	FY 00 Adopted	FY 00 Actual	FY 01 Adopted	FY 01 Projected	FY 02 Base
Workload Measures					
- Number of repair orders	9,700	9,599	9,700	7,844	8,000
- Number of preventive maintenance (PM) repairs performed	2,500	2,650	2,500	3,040	2,800
Efficiency Measures					
- Average. cost per PM repair	$285	$123	$127	$130	$140
- Average hours of downtime per PM	48	48	48	41	45
- % of budget spent	100%	94%	100%	100%	100%
Effectiveness Measures					
- Percent of fleet available	97%	96%	97%	96%	96%
- Percent of scheduled vs. non-scheduled repairs	31%	41%	31%	61%	55%

Revenues By Source

Vehicle Maintenance collects revenue for providing services to outside activities as shown in the table below. These revenues are used to offset expenditures.

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Senior Citizens	$ 26,404	$ 21,674	$ 22,549	4.0
MPC	658	1,520	1,520	0.0
U.S. Marshall	544	100	100	0.0
Georgia Bureau of Investigation	0	100	100	0.0
City of Thunderbolt	12,498	9,675	9,675	0.0
Economic Opportunity Authority	7,407	7,484	7,709	3.0
Savannah Transit Authority	4,704	4,867	5,106	4.9
Youth Futures Authority	3,946	350	0	-100.0
Subtotal	$ 56,161	$ 45,770	$ 46,759	2.2
Services to City Departments	$ 3,921,260	$ 4,130,704	$ 4,292,994	3.9
TOTAL	$ 3,977,421	$ 4,176,474	$ 4,339,753	3.9

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 1,885,498	$ 2,124,776	$ 2,226,902	4.8
Outside Services	381,300	488,784	488,061	-0.1
Commodities	910,920	1,064,639	1,078,739	1.3
Interfund Services	400,607	420,030	465,153	10.7
Capital Outlay	10,627	14,930	14,930	0.0
Interfund Transfers	243,508	0	0	--
Other Expenses	57,053	63,315	65,968	4.2
TOTAL	$ 3,889,513	$ 4,176,474	$ 4,339,753	3.9

Vehicle Operations

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 1,666,643	$ 1,831,985	$ 1,899,962	3.7
Outside Services	355,879	444,474	443,391	-0.2
Commodities	896,113	1,051,195	1,065,295	1.3
Interfund Services	339,889	365,874	397,729	8.7
Capital Outlay	10,627	14,930	14,930	0.0
Interfund Transfers	243,508	0	0	--
Other Expenses	16,218	11,686	13,800	18.1
TOTAL	$ 3,528,877	$ 3,720,144	$ 3,835,107	3.1

Positions

Class Title	2000	2001	2002	Grade
Office Assistant, Senior	1.00	0.00	0.00	--
Storekeeper	1.00	2.00	2.00	10
Equipment Mechanic	7.00	8.00	8.00	13
Equipment Mechanic, Senior	3.00	3.00	3.00	15
Auto Parts Buyer	1.00	1.00	1.00	16
Equipment Mechanic, Principal	9.00	7.00	7.00	18
Master Equipment Mechanic	9.00	9.00	9.00	22
Production Control Coordinator	0.00	1.00	1.00	22
Lead Equipment Mechanic	5.00	5.00	5.00	23
Inventory Coordinator	1.00	1.00	1.00	24
Vehicle Maintenance Administrator	1.00	1.00	1.00	28
TOTAL	38.00	38.00	38.00	

Fleet Management

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 190,507	$ 258,121	$ 300,068	16.3
Outside Services	24,590	43,006	43,366	0.8
Commodities	1,924	3,400	3,400	0.0
Interfund Services	35,110	18,116	16,913	-6.6
Other Expenses	8,116	4,191	4,191	0.0
TOTAL	$ 260,247	$ 326,834	$ 367,938	12.6

Positions

Class Title	2000	2001	2002	Grade
Account Clerk	1.00	1.00	1.00	10
Administrative Assistant	0.00	1.00	1.00	13
Management Analyst	1.00	1.00	1.00	21
Projects Coordinator	1.00	1.00	1.00	24
Vehicle Maint Administrator	1.00	1.00	1.00	28
Vehicle Maintenance Director	1.00	1.00	1.00	36
TOTAL	5.00	6.00	6.00	

Motor Pool

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 28,348	$ 34,670	$ 26,872	-22.5
Outside Services	831	1,304	1,304	0.0
Commodities	12,883	10,044	10,044	0.0
Interfund Services	25,608	36,040	50,511	40.2
Other Expenses	32,719	47,438	47,977	1.1
TOTAL	$ 100,389	$ 129,496	$ 136,708	5.6

Positions

Class Title	2000	2001	2002	Grade
Administrative Assistant	1.00	0.00	0.00	--
Driver	0.00	1.00	1.00	9
TOTAL	1.00	1.00	1.00	

Budget Highlights

- The 2002 budget is $163,279 more than 2001, primarily due to the wage increase and vacancies in 2001.
- Interfund Services increase $31,855 is primarily due to an increase in the cost for Services provided by the General Fund and an increase in the contribution to the Risk Management Fund in 2002.

GRANT FUNDS

Grant Fund revenue is comprised of funds received from federal and state grants. These grants can be primarily divided into three categories: Weed and Seed, law enforcement and other. The largest grants are received from the State of Georgia and the US Department of Justice. Local Assistance Grants are being used primarily for building renovation at the Railroad Museum and the Visitors Center, and other renovation/revitalization projects. USDOJ funds support SPD Community Service personnel, officers assigned to the Aggressive Driving Unit and for equipment purchase.

Revenues By Source

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Grant Revenues				
DOJ Weed and Seed Grant	$ 140,326	$ 84,930	$ 171,585	102.0
Bureau of Justice Assistance	0	6,410	0	-100.0
Weed & Seed/FBI Reimbursements	99,254	62,462	60,000	-3.9
Local Law Enforcement Block Grant	381,305	319,331	317,456	-0.6
Advancing COPS	66,537	0	0	--
COPS MORE	0	38,144	130,878	243.1
GOHS Aggressive Driving	0	367,545	172,290	-53.1
Summer Lunch Grant	447,417	379,926	379,926	0.0
Local Assistance Grants	3,753,750	907,500	0	-100.0
Miscellaneous Grants	175,704	200,524	0	-100.0
Subtotal	$ 5,064,293	$ 2,366,772	$ 1,232,135	-47.9
Interfund Revenues				
General Fund Contribution	$ 156,727	$ 192,982	$ 182,876	-5.2
TOTAL	$ 5,221,020	$ 2,559,754	$ 1,415,011	-44.7

The Grant Fund receives and disburses funds from federal and state grants for many social and law enforcement services, job training, summer lunch program and other services. The funds are primarily used by departments in the City bureaus of Police, Public Development and Leisure Services.

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 102,561	$ 310,438	$ 400,935	29.2
Outside Services	84,881	81,851	160,485	96.1
Commodities	12,156	33,190	36,252	9.2
Internal Services	0	10,497	23,197	121.0
Interfund Services	10,752	140,801	20,432	-85.5
Capital Outlay	0	79,535	7,500	-90.6
Other Expenses	5,806	13,806	8,828	-36.1
Subtotal	$ 216,156	$ 670,118	$ 657,629	-1.9

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Weed and Seed/FBI	$ 99,254	$ 62,462	$ 60,000	-3.9
Local Law Enf. Block Grant	158,232	319,331	317,456	-0.6
Advancing COPS	66,537	0	0	--
Bulletproof Vest Partnership	0	6,410	0	-100.0
Other Police Expenditures	13,706	0	0	--
Summer Lunch	447,417	379,926	379,926	0.0
Local Assistance Grants	3,753,750	907,500	0	-100.0
Other Grant Expenditures	11,487	214,007	0	-100.0
Carryforward	454,481	0	0	--
Subtotal	$ 5,004,864	$ 1,889,636	$ 757,382	-59.9
TOTAL	$ 5,221,020	$ 2,559,754	$ 1,415,011	-44.7

WEED AND SEED

Trends and Issues

Weed and Seed is a federally funded initiative to "weed" out crime and drugs from specific neighborhoods and "seed" those communities with neighborhood restoration activities.

Weed and Seed revenues are received from two sources: a Department of Justice grant and City of Savannah General Fund contribution. The Weed and Seed Program is administered through the Economic Development Department.

The Weed and Seed program will be in its 7th year and will be implemented in a realigned target area that will include three new communities: Cuyler-Brownsville, Metropolitan and Kayton-Frazier Homes. The department will work to engage residents in achieving the program goals for crime reductions and community revitalization. Weed and Seed will continue to provide funding to the Leadership Development Center, the St. Pius Family Resource Center's computer lab, the EOA computer lab, the Juvenile Outreach Project and other youth programs.

Goals and Objectives

Goal: A safe Weed and Seed community with residents working in partnership with law enforcement and social service agencies to address crime, drugs, and juvenile delinquency.

Objective:
- To increase collaboration with law enforcement, human service agencies, the schools and neighborhood residents to reduce crime.

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

Objective:
- To increase the number of residents with skills to plan and implement neighborhood restoration activities, and build resident capacity.

Service Levels

	FY 00		FY 01		FY 02
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Number of participants in leadership development activities	1,650	1,652	364	800	850
- Number of residents participating in community policing/crime prevention activities	n/a	n/a	n/a	10	25
Efficiency Measures					
- Cost of leadership training per resident	$12	$12	$33	$33	$30
- % of budget spent	100%	88%	100%	100%	100%

Revenues By Source

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
DOJ Weed and Seed Grant	$ 194,122	$ 84,930	$ 171,585	102.0
General Fund Millage	22,034	79,000	79,000	0.0
Contribution from CIP	0	10,174	0	-100.0
TOTAL	$ 216,156	$ 174,104	$ 250,585	43.9

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 102,561	$ 74,513	$ 62,637	-15.9
Outside Services	84,884	76,231	156,960	105.9
Commodities	12,161	10,194	19,837	94.6
Interfund Services	10,752	5,349	6,935	29.7
Other Expenses	5,808	5,806	4,216	-27.4
TOTAL	$ 216,166	$ 172,093	$ 250,585	45.6

Positions

Class Title	2000	2001	2002	Grade
Program Coordinator	1.00	1.00	1.00	22
TOTAL	1.00	1.00	1.00	

Budget Highlights

- The 2002 budget increases by 45% over 2001. Outside Services and Commodities increases reflect an increase in funding expected from the Department of Justice for the Juvenile Outreach program and for a program evaluation.

COPS MORE

Mission

To respond to police calls that do not require the presence of a sworn police officer, thereby increasing the availability of sworn officers at more serious incidents.

Trends and Issues

The U. S. Department of Justice COPS MORE grant funds about 75% of the salaries and benefits of six Community Services Specialists (CSS's) positions. These non-sworn employees will respond to non-emergency calls for service that do not require the presence of a sworn officer. Types of calls suitable to CSS's include reports of stolen tags, theft of auto parts, entering auto, other thefts, vandalism, animal complaints, and shoplifting. The primary role of the CSS's will be to take written reports.

Revenues By Source

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
U.S. Department of Justice	n/a	$ 38,144	$ 130,878	243.1
General Fund Contribution	n/a	75,967	60,803	-20.0
TOTAL	n/a	$ 114,111	$ 191,681	68.0

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	n/a	$ 50,859	$ 175,691	245.4
Commodities	n/a	9,918	4,377	-55.9
Internal Services	n/a	2,082	7,001	236.3
Capital Outlay	n/a	16,800	0	-100.0
Interfund Transfers	n/a	34,452	0	-100.0
Other Expenses	n/a	0	4,612	--
TOTAL	n/a	$ 114,111	$ 191,681	68.0

Positions[1]

Class Title	2000	2001	2002	Grade
Community Services Specialist	n/a	6.00	6.00	11
TOTAL	n/a	6.00	6.00	

Budget Highlights

- The increase in Personal Services in 2002 is due to the full year's cost of the program. The decreases in Capital Outlay and Interfund Transfers are due to start-up costs (vehicles and equipment) in 2001.

[1] These are interim positions.

AGGRESSIVE DRIVING

Mission

To reduce speeding as a factor that contributes to the occurrence of auto accidents, and to reduce the severity of injuries caused by accidents due to excessive speed.

Trends and Issues

Excessive speed contributes to the number of auto accidents and to the severity of injuries due to accidents. A three-year grant from the Governor's Office of Highway Safety (GOHS) provides funding for a five-person Aggressive Driving Task Force. These officers are projected to issue 9,600 citations annually. The officers will also provide educational and preventive information at community meetings, church functions, and school visits.

Revenues By Source

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Governor's Office of Highway Safety	n/a	$ 357,430	$ 172,290	-51.8
Mini-Grant/Office Highway Safety	n/a	10,115	0	-100.0
General Fund Contribution	n/a	14,358	43,073	200.0
TOTAL	n/a	381,903	$ 215,363	-43.6

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	n/a	$ 183,900	$ 162,607	-11.6
Outside Services	n/a	4,775	3,525	-26.2
Commodities	n/a	13,078	12,038	-8.0
Internal Services	n/a	8,415	16,196	92.5
Capital Outlay	n/a	62,735	7,500	-88.0
Interfund Transfers	n/a	101,000	13,497	-86.6
Other Expenses	n/a	8,000	0	

Positions [1]

Class Title	2000	2001	2002	Grade
Police Sergeant	n/a	1.00	1.00	22
Police Corporal	n/a	4.00	4.00	18
TOTAL	n/a	5.00	5.00	

Budget Highlights

- The decline in Capital Outlays and Interfund Transfers is due to the start-up costs of the program during 2001.

[1] These are Interim positions.

CAPITAL IMPROVEMENT PROGRAM

Annually, the City of Savannah prepares a Five Year Capital Improvement Program (CIP). The *2002 - 2006 Capital Improvement Program* totals $125,495,557 for all five years and $25,855,648 in 2002.

Process. Building on the previous year CIP, departments were asked to submit project requests for 2006 and any necessary revisions to projects already scheduled in 2002 through 2005. 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
- Economic Development Impact
- Service Improvement
- Geographic Equity

The table below provides a 2002 funding summary by source.

2002 Funding Summary

SOURCE		AMOUNT
Revenue Bonds	$	9,120,000
SPLOST Funds		
SPLOST - Post 1998		3,515,000
SPLOST - Open Space		1,391,000
Sewer Fund		4,780,462
General Fund		
General Fund		2,943,760
Preservation Fee		444,185
Water Fund		2,300,304
Other Sources		
Civic Center Fund		570,000
I & D Water Fund		450,000
Bond Interest		250,937
Cemetery Lot Sales		90,000
TOTAL	**$**	**25,855,648**

Thirty-five percent of the funds are allocated to Sanitation for the excavation and construction of the Southwest Quadrant. Parks and Recreation and Sewer also receive a major share of CIP funding in 2002. The table below provides 2002 summaries by category. Individual projects funded in 2002 are then listed with brief descriptions. A five year summary can be found at the end of this section.

Projects by Category

CATEGORY		AMOUNT
Cemetery Improvements	$	120,000
Civic Center Improvements		570,000
Drainage Improvements		835,937
I & D Water Improvements		450,000
Park and Recreation Improvements		5,260,189
Public Building Improvements		1,220,791
Sanitation Improvements		9,120,000
Sewer Improvements		4,780,462
Squares and Monuments		160,500
Street Improvements		1,007,685
Traffic Improvements		29,780
Water Improvements		2,300,304
TOTAL	**$**	**25,855,648**

CEMETERY IMPROVEMENTS

Greenwich Park Development
A passive park-like area will be developed around the historically significant butterfly-shaped lily ponds in Greenwich Cemetery. In addition, retaining walls and a bridge will be replaced.

2002 Cost:	$10,000
Total 5 Year Cost:	$10,000
Operating Budget Impact:	$0
Funding Source:	Cemetery Lot Sales

Cemetery Monument Restoration
Restore dilapidated monuments, mausoleums and cemetery structures that have become decayed and are public safety hazards.

2002 Cost:	$5,000
Total 5 Year Cost:	$10,000
Operating Budget Impact:	$0
Funding Source:	Cemetery Lot Sales

Greenwich Cemetery Expansion
Develop approximately 5 acres (Section 6 & 7) of Greenwich Cemetery for burials. The undeveloped sections need to be cleared, graded and surveyed prior to marketing.

2002 Cost:	$5,000
Total 5 Year Cost:	$10,000
Operating Budget Impact:	$0
Funding Source:	Cemetery Lot Sales

Cemetery Irrigation System Installation
Install irrigation systems in those sections of Greenwich Cemetery which do not have irrigation and in prime general areas of other cemeteries.

2002 Cost:	$5,000
Total 5 Year Cost:	$5,000
Operating Budget Impact:	$0
Funding Source:	Cemetery Lot Sales

Laurel Grove Perimeter Fence
Upgrade the fence around the perimeter of Laurel Grove Cemetery to the level of Bonaventure.

2002 Cost:	$30,000
Total 5 Year Cost:	$30,000
Operating Budget Impact:	$0
Funding Source:	General Fund

Columbaria Construction
Acquire unused mausolea through the abandoned lot program and convert into a columbaria of niches for the interment of cremains (ashes).

2002 Cost:	$10,000
Total 5 Year Cost:	$20,000
Operating Budget Impact:	$0
Funding Source:	Cemetery Lot Sales

Cemetery Drainage Improvements
On-going drainage improvements for Bonaventure, Greenwich, Laurel Grove North and Laurel Grove South Cemeteries.

2002 Cost:	$55,000
Total 5 Year Cost:	$315,000
Operating Budget Impact:	$0
Funding Source:	Cemetery Lot Sales

CIVIC CENTER IMPROVEMENTS

Replacement Arena Seats/Risers-Phase I & II
Replace approximately 5,000 existing arena seats and risers in the Martin Luther King, Jr. Arena.

2002 Cost:	$250,000
Total 5 Year Cost:	$250,000
Operating Budget Impact:	$0
Funding Source:	Civic Center Fund

Boiler Replacement
Replace existing boiler system in the Civic Center.

2002 Cost:	$85,000
Total 5 Year Cost:	$85,000
Operating Budget Impact:	$0
Funding Source:	Civic Center Fund

Refurbish 2nd Floor
Renovate existing second level, meeting rooms, lobby, restrooms, halls, etc.

2002 Cost:	$235,000
Total 5 Year Cost:	$475,000

Operating Budget Impact: $0
Funding Source: Civic Center Fund

DRAINAGE IMPROVEMENTS

Storm Sewer Rehabilitation
Rehabilitation of structural defects in stormwater lines.

2002 Cost: $135,000
Total 5 Year Cost: $915,000
Operating Budget Impact: $0
Funding Source: General Fund

Stormwater Repairs - Broughton Street
Perform preventive maintenance on Broughton Street line before another collapse occurs. Need annual contractor for deep point repairs and the installation of lines in need of replacing.

2002 Cost: $200,000
Total 5 Year Cost: $600,000
Operating Budget Impact: $0
Funding Source: General Fund

Local GEMA Grant Match
To provide local match funds for the GEMA grant.

2002 Cost: $500,937
Total 5 Year Cost: $1,001,874
Operating Budget Impact: $0
Funding Source: General Fund, Bond Interest

I & D WATER IMPROVEMENTS

Filter Building Roof
Re-roof the filter building.

2002 Cost: $250,000
Total 5 Year Cost: $250,000
Operating Budget Impact: $0
Funding Source: I & D Fund

Repaint Ceiling Inside Filter Building
Repaint ceiling of the filter building.

2002 Cost: $200,000
Total 5 Year Cost: $200,000
Operating Budget Impact: $0
Funding Source: I & D Fund

PARK AND RECREATION IMPROVEMENTS

Bacon Park Athletic Field Rehabilitation
Rehabilitate four fields at Bacon Park. Phase I (grading, drainage, backstop replacement, bleachers, landscaping.) Phase II (fencing, irrigation, benches, water fountains, etc.)

2002 Cost: $32,400
Total 5 Year Cost: $32,400
Operating Budget Impact: $0
Funding Source: General Fund

Apache and Mohawk (Area K)
Development of a recreation facility in Area K (Middleground Road Area) to include playground, athletic field, basketball court and water facility.

2002 Cost: $290,439
Total 5 Year Cost: $290,439
Operating Budget Impact: $0
Funding Source: General Fund

Daffin Park Master Plan
The renovation of Daffin Park as identified in the Master Plan approved by City Council in 1994.

2002 Cost: $3,365,000
Total 5 Year Cost: $3,545,000
Operating Budget Impact: $0
Funding Source: General Fund, SPLOST-Post 1998

Rivers End Playground
Renovation of the Rivers End playground to include upgrading of the total facility by demolishing the old and renovating to a "like new" condition.

2002 Cost: $129,600
Total 5 Year Cost: $129,600
Operating Budget Impact: $0
Funding Source: General Fund

Windsor Forest Walking Trail
Construction of an 8' wide concrete walking trail behind the neighborhood center.

2002 Cost: $51,750
Total 5 Year Cost: $51,750
Operating Budget Impact: $0
Funding Source: General Fund

Open Space Acquisition
Open space acquisition as per Chatham County/Savannah Open Space Plan of 1996.

2002 Cost:	$1,391,000
Total 5 Year Cost:	$1,391,000
Operating Budget Impact:	$0
Funding Source:	SPLOST - Open Space

PUBLIC BUILDING IMPROVEMENTS

Old City Lot Building Improvement
Remove penthouse structures from Old Garage; Sign Shop building and repairs; Traffic Engineering roof; office remodeling in Central Warehouse; additional office and storage space.

2002 Cost:	$162,000
Total 5 Year Cost:	$162,000
Operating Budget Impact:	$0
Funding Source:	General Fund

City Hall Window Rebuilding Project
The lower sashes will have to be rebuilt and all of the glass replaced. Complete exterior painting and partial interior painting/staining required.

2002 Cost:	$30,240
Total 5 Year Cost:	$30,240
Operating Budget Impact:	$0
Funding Source:	General Fund

Fire Station - Godley West
Funding of future fire protection coverage to annexed areas. The operating budget impact is an estimate of the manpower and operating and maintenance cost for the station when it is placed in operation.

2002 Cost:	$70,000
Total 5 Year Cost:	$490,000
Operating Budget Impact:	$500,000
Funding Source:	General Fund

Police Department Window Replacement
Remaining windows replacement. Funding was not available in 1996 to replace all windows.

2002 Cost:	$31,500
Total 5 Year Cost:	$31,500
Operating Budget Impact:	$0
Funding Source:	General Fund

Tompkins Community Center Expansion
Renovation and expansion of Tompkins Community Center - Phase II.

2002 Cost:	$123,660
Total 5 Year Cost:	$123,660
Operating Budget Impact:	$0
Funding Source:	General Fund

Forsyth Park East Fort Renovation
Renovate Forsyth Park East Fort to correct structural failures and modify for use as a hospitality center and public restroom. Operating budget costs are not expected to occur until after 2006.

2002 Cost:	$150,000
Total 5 Year Cost:	$300,000
Operating Budget Impact:	$90,000
Funding Source:	Preservation Fee

Fire Station - Hutchinson Island
Construction of Fire Station for Hutchinson Island coverage area. The operating budget impact is an estimate of the manpower and operating and maintenance cost for the station when it is placed in operation.

2002 Cost:	$80,000
Total 5 Year Cost:	$870,000
Operating Budget Impact:	$500,000
Funding Source:	General Fund

Savannah Police Department - Replace/Balance Heating and Cooling System
Replace the various independent heating and cooling systems in the barracks and balance the overall system.

2002 Cost:	$66,263
Total 5 Year Cost:	$195,526
Operating Budget Impact:	$0
Funding Source:	General Fund

W. W. Law Community Center
Replace roof and fascia. Renovate gym's lighting system. Install central HVAC/code compliance for ADA, life safety and general repairs.

2002 Cost:	$173,025
Total 5 Year Cost:	$173,025
Operating Budget Impact:	$0
Funding Source:	General Fund

Savannah Police Department Electrical Upgrade
Electrical upgrade to bring building up to current standards.

2002 Cost:	$154,103
Total 5 Year Cost:	$199,103
Operating Budget Impact:	$0
Funding Source:	General Fund

Savannah Police Department Barracks Handicapped Ramp
Widen the existing handicapped ramp at the Oglethorpe entrance.

2002 Cost:	$30,000
Total 5 Year Cost:	$30,000
Operating Budget Impact:	$0
Funding Source:	General Fund

City Hall Dome - Phase 2
Roof and coating replacement and guilding repair/replacement.

2002 Cost:	$150,000
Total 5 Year Cost:	$300,000
Operating Budget Impact:	$0
Funding Source:	General Fund

SANITATION IMPROVEMENTS

Construct New Landfill Cell - Phase 1C
Remove 300,000 cubic yard previously landfilled solid waste and construct a ten acre plus Subtitle D disposal cell.

2002 Cost:	$9,120,000
Total 5 Year Cost:	$9,120,000
Operating Budget Impact:	$0
Funding Source:	Revenue Bonds

SEWER IMPROVEMENTS

Stormwater Separation
This project will direct stormwater out of the sanitary sewer system.

2002 Cost:	$95,450
Total 5 Year Cost:	$490,900
Operating Budget Impact:	$0
Funding Source:	Sewer Fund

Lift Station Rehabilitation
Rehabilitation or replacement of pump stations which are obsolete and are reaching capacity.

2002 Cost:	$1,431,750
Total 5 Year Cost:	$7,513,500
Operating Budget Impact:	$0
Funding Source:	Sewer Fund

Sewer Line Rehabilitation
Rehabilitation and/or replacement of deteriorated or damaged sewer lines.

2002 Cost:	$1,909,000
Total 5 Year Cost:	$9,818,000
Operating Budget Impact:	$0
Funding Source:	Sewer Fund

Treatment Plant Capital Maintenance
To replace equipment, correct design deficiencies and other needs to meet permit to discharge limits.

2002 Cost:	$381,800
Total 5 Year Cost:	$2,063,600
Operating Budget Impact:	$0
Funding Source:	Sewer Fund

Sewer Extensions
The installation of sanitary sewers in areas where the City will provide future service.

2002 Cost:	$95,450
Total 5 Year Cost:	$490,900
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.

2002 Cost:	$71,587
Total 5 Year Cost:	$368,174
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.

2002 Cost:	$95,450
Total 5 Year Cost:	$342,037
Operating Budget Impact:	$0
Funding Source:	Sewer Fund

Developer Oversizing
The City may require a developer to enlarge the sewer system or upgrade lift stations to meet future system demands.

2002 Cost:	$95,450
Total 5 Year Cost:	$490,900
Operating Budget Impact:	$0
Funding Source:	Sewer Fund

Large Tract Infrastructure Extension
Extension of existing infrastructure to newly annexed areas.

2002 Cost:	$381,800
Total 5 Year Cost:	$1,763,600
Operating Budget Impact:	$0
Funding Source:	Sewer Fund

Lab Improvements
This project will provide a two story administration building addition to the President Street Plant.

2002 Cost:	$47,725
Total 5 Year Cost:	$245,450
Operating Budget Impact:	$0
Funding Source:	Sewer Fund

Supervisory Control and Data Acquisition (SCADA) Upgrade
To provide SCADA system hardware and software upgrades.

2002 Cost:	$25,000
Total 5 Year Cost:	$125,000
Operating Budget Impact:	$0
Funding Source:	Sewer Fund

Lift Station Emergency Power
Installation of emergency power at lift stations to assure continuous operation during power outages. Also includes portable generators for use in emergencies.

2002 Cost:	$150,000
Total 5 Year Cost:	$600,000
Operating Budget Impact:	$0
Funding Source:	Sewer Fund

SQUARE & MONUMENT IMPROVEMENTS

Colonial Cemetery Conservation
Continued repair and cleaning of cemetery stones and tombs, repair of vandalism, conservation and repair of antique ironwork.

2002 Cost:	$50,500
Total 5 Year Cost:	$75,500
Operating Budget Impact:	$0
Funding Source:	Preservation Fee

Neighborhood Matching Funds
Matching funds for neighborhood projects such as tree planting, park renovations and streetscape improvements.

2002 Cost:	$10,000
Total 5 Year Cost:	$40,000
Operating Budget Impact:	$0
Funding Source:	General Fund

Rousakis Plaza Repairs
Ongoing repairs to Rousakis Plaza facilities (docks, brick, decking, etc.).

2002 Cost:	$25,000
Total 5 Year Cost:	$135,000
Operating Budget Impact:	$0
Funding Source:	Preservation Fee

Pulaski Square Walkways
Replacement of existing brick walkways in Pulaski Square with new brick-on-sand walkways.

2002 Cost:	$70,000
Total 5 Year Cost:	$70,000
Operating Budget Impact:	$0
Funding Source:	Preservation Fee

Tree Site Preparation
Funding to modify tree lawns to accommodate tree planting.

2002 Cost:	$20,000
Total 5 Year Cost:	$85,000
Operating Budget Impact:	$0
Funding Source:	General Fund

STREET IMPROVEMENTS

LARP Manhole Adjustment
Adjust manhole covers and frames to grade in conjunction with resurfacing by GA DOT (LARP).

2002 Cost:	$72,000
Total 5 Year Cost:	$360,000
Operating Budget Impact:	$0
Funding Source:	General Fund

Sidewalk Repairs
Remove and replace hazardous sidewalk segments.

2002 Cost:	$110,000
Total 5 Year Cost:	$610,000
Operating Budget Impact:	$0
Funding Source:	General Fund

Repair/Install Curbs
Remove and replace curbing broken by tree roots or normal wear and tear.

2002 Cost:	$27,000
Total 5 Year Cost:	$135,000
Operating Budget Impact:	$0
Funding Source:	General Fund

1% Sidewalk Construction
To construct sidewalks along the following streets: Sunset Boulevard - Skidaway to City limits, Gwinnett Street - Wheaton to Pennsylvania, Largo-Tibet to Wilshire, etc.

2002 Cost:	$150,000
Total 5 Year Cost:	$975,000
Operating Budget Impact:	$0
Funding Source:	SPLOST - Post 1998

Bridge Maintenance
Painting, deck repairs, approach slab repairs and joint sealing on City bridges.

2002 Cost:	$45,000
Total 5 Year Cost:	$265,000
Operating Budget Impact:	$0
Funding Source:	General Fund

Wheelchair Access Ramps
Install wheelchair access ramps at locations currently without ramps.

2002 Cost:	$50,000
Total 5 Year Cost:	$290,000
Operating Budget Impact:	$0
Funding Source:	General Fund

Resurfacing
Resurface City streets.

2002 Cost:	$270,000
Total 5 Year Cost:	$1,670,000
Operating Budget Impact:	$0
Funding Source:	General Fund

Showcase/Grants for Blocks
Remove and replace hazardous sidewalk segments in low income neighborhoods and provide "Grants for Blocks" funds.

2002 Cost:	$135,000
Total 5 Year Cost:	$270,000
Operating Budget Impact:	$0
Funding Source:	General Fund

River Street Ramp Reconstruction
Remove and salvage stone surface. Repair sub-base and base. Replace stone surface at proper grade.

2002 Cost:	$20,000
Total 5 Year Cost:	$125,000
Operating Budget Impact:	$0
Funding Source:	Preservation Fee

Viaduct Over West Boundary Street
The center section of the arch in the viaduct over West Boundary Street is beginning to collapse. Brickwork repairs and repointing are necessary.

2002 Cost:	$128,685
Total 5 Year Cost:	$479,685
Operating Budget Impact:	$0
Funding Source:	Preservation Fee

TRAFFIC IMPROVEMENTS

Intersection Improvements Lamar/Staley Avenue
Construct retaining wall to reduce difference on southwest corner and relocate chain link fence to improve vehicular sight distance.

2002 Cost:	$29,780
Total 5 Year Cost:	$29,780
Operating Budget Impact:	$0
Funding Source:	General Fund

WATER IMPROVEMENTS

Well Preventive Maintenance Program
Perform preventive maintenance of 5 wells in order to ensure reliable operation 24 hours a day, 7 days a week.

2002 Cost:	$157,492
Total 5 Year Cost:	$836,337
Operating Budget Impact:	$0
Funding Source:	Water Fund

Miscellaneous Water Line Improvements
Replace certain deteriorated and/or undersized water lines.

2002 Cost:	$491,567
Total 5 Year Cost:	$2,608,008
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.

2002 Cost:	$129,812
Total 5 Year Cost:	$688,869
Operating Budget Impact:	$0
Funding Source:	Water Fund

Improvements for Paving Projects
Replacement of water lines in proposed paving project areas.

2002 Cost:	$216,671
Total 5 Year Cost:	$1,151,032
Operating Budget Impact:	$0
Funding Source:	Water Fund

Developer Oversizing
Oversizing of water lines is necessary in new developments to ensure infrastructure is adequate to serve future needs.

2002 Cost:	$129,812
Total 5 Year Cost:	$688,849
Operating Budget Impact:	$0
Funding Source:	Water Fund

Large Tract Infrastructure Extension
Extension of existing infrastructure to newly annexed areas.

2002 Cost:	$381,800
Total 5 Year Cost:	$1,943,654
Operating Budget Impact:	$0
Funding Source:	Water Fund

Broughton/MLK, Jr. Blvd. Sprinkler Loans
Funding of fire sprinkler installations on Broughton Street from MLK, Jr. Boulevard to East Broad and on MLK, Jr. Boulevard from River Street to Gwinnett Street.

2002 Cost:	$190,900
Total 5 Year Cost:	$381,800
Operating Budget Impact:	$0
Funding Source:	Water Fund

Supervisory Control and Data Acquisition (SCADA) Upgrade
To provide SCADA system hardware and software upgrades.

2002 Cost:	$25,000
Total 5 Year Cost:	$127,250
Operating Budget Impact:	$0
Funding Source:	Water Fund

Well #8 Upgrade
Overhaul and upgrade well #8 (Gordonston).

2002 Cost:	$477,250
Total 5 Year Cost:	$477,250
Operating Budget Impact:	$0
Funding Source:	Water Fund

Overhead Storage Tank Repainting
Repainting of overhead storage tanks at Wilmington Island, Travis field and Savannah State University (2 tanks).

2002 Cost:	$100,000
Total 5 Year Cost:	$509,000
Operating Budget Impact:	$0
Funding Source:	Water Fund

Planned Funding for Capital Improvement Program

Funding Summary

Funding Source	5 Year Total	2002	2003	2004	2005	2006
Cemetery Lot Sales (40%)	$ 495,000	$ 90,000	$ 100,000	$ 105,000	$ 100,000	$ 100,000
Bond Interest	501,874	250,937	250,937	0	0	0
Civic Center Fund	2,044,500	570,000	382,500	372,000	370,000	350,000
CUTS/State Transp.	455,000	0	455,000	0	0	0
DSA Bond Issue	6,400,000	0	0	0	6,400,000	0
General Fund	14,582,617	2,943,760	2,839,714	2,992,143	2,870,000	2,937,000
Preservation Fee	2,603,385	444,185	545,700	565,000	563,500	485,000
Georgia DOT	78,000	0	0	78,000	0	0
I & D Fund	4,629,058	450,000	421,587	2,507,471	250,000	1,000,000
Parking Fund	3,000,000	0	0	0	3,000,000	0
Private Funding	77,500	0	70,000	0	7,500	0
Revenue Bonds	27,480,000	9,120,000	6,740,000	0	0	11,620,000
Sewer Fund	25,042,061	4,780,462	5,486,599	4,975,000	4,850,000	4,950,000
SPLOST - Open Space	1,391,000	1,391,000	0	0	0	0
SPLOST - Post 1998	15,350,000	3,515,000	580,000	305,000	10,775,000	175,000
SPLOST - Post 2003	3,700,000	0	0	0	3,700,000	0
State Aid	80,000	0	0	0	0	80,000
Water Fund	17,585,562	2,300,304	2,616,483	1,700,326	1,751,336	9,217,113
Total	$ 125,495,557	$ 25,855,648	$ 20,488,520	$ 13,599,940	$ 34,637,336	$ 30,914,113

Expenditure Summary

Category	5 Year Total	2002	2003	2004	2005	2006
Cemetery	$ 550,000	$ 120,000	$ 100,000	$ 105,000	$ 100,000	$ 125,000
Civic Center	2,044,500	570,000	382,500	372,000	370,000	350,000
Drainage	6,899,674	835,937	993,137	400,000	4,270,600	400,000
I & D Water	4,629,058	450,000	421,587	2,507,471	250,000	1,000,000
Park & Recreation	7,482,253	5,260,189	363,064	832,000	665,000	362,000
Public Building	43,304,584	1,220,791	7,824,250	1,036,143	20,620,400	12,603,000
Sanitation	9,120,000	9,120,000	0	0	0	0
Sewer	25,042,061	4,780,462	5,486,599	4,975,000	4,850,000	4,950,000
Square and Monument	2,418,900	160,500	568,400	464,000	676,000	550,000
Street	5,421,185	1,007,685	1,265,500	1,025,000	1,034,000	1,089,000
Traffic	997,780	29,780	467,000	183,000	50,000	268,000
Water	17,585,562	2,300,304	2,616,483	1,700,326	1,751,336	9,217,113
Total	$ 125,495,557	$ 25,855,648	$ 20,488,520	$ 13,599,940	$ 34,637,336	$ 30,914,113

SPECIAL SUMMARIES/FUNDS

EMPLOYEE BENEFITS

The Employee Benefits Fund provides for benefits offered to City of Savannah employees. Employee benefits include three basic categories: Social Security, pension, and insurance. Allocations to these categories may include employer contributions and/or employee contributions. In 2002, employer contributions to employee benefits total $19,708,823 while employee contributions total $12,879,020. The following summary identifies specific benefits according to employer contributions and employee contributions.

Employer Contributions

	2001 Projected	2002 Budget
Social Security	$ 5,201,066	$ 5,506,873
Pension (New Plan)	2,501,700	3,180,000
Pension (Old Plan)	120,000	120,000
Group Medical Insurance	8,362,524	8,529,774
Group Life Insurance	408,091	408,302
Disability Insurance	68,644	84,866
Unemployment Compensation	138	20,064
Worker's Compensation	1,512,849	1,858,944
TOTAL	$ 18,175,012	$ 19,708,823

Employee Contributions

Social Security	$ 5,201,066	$ 5,506,873
Pension (New Plan)	4,384,111	4,940,467
Group Medical Insurance	2,231,520	2,276,150
Group Life Insurance	151,000	155,530
TOTAL	$ 11,967,697	$ 12,879,020

Social Security: In 2002, the City will contribute $5,506,873 to Social Security. This represents an increase of $305,807 over 2001 expenditures. The increase is due to the planned wage increase, vacancies in 2001, and new positions added for 2002. City employees will contribute the other half of the Social Security contribution for a total of $11,013,746 in 2002.

Pension: Employer contributions to the Pension Fund total $3,300,000 in 2002. The City's contribution of $3,300,000 is an increase of $678,300 more than the 2001 contribution due to pension plan revisions. The employees' contribution is projected at $4,940,467. A contribution of $120,000 to the old pension plan (before 1972) is included for 2002. Also, $4,700 is budgeted for the City share of the Health Department pension cost. The annual pension contributions by the City are based on the recommendations of the independent Actuarial Report prepared for the City of Savannah Employee's Retirement Plan.

Pension

Contributions	2001 Projected	2002 Budget
City	$ 2,501,700	$ 3,180,000
Old Plan	120,000	120,000
Airport Commission	114,300	181,500
Metropolitan Planning Commission	8,600	9,900
Youth Futures Authority	24,000	18,200
Health Department[1]	8,600	9,400
Savannah Downtown Renewal Authority (SDRA)	0	1,000
TOTAL	$ 2,777,200	$ 3,520,000

Group Medical Insurance: The 2002 City contribution to the Group Medical Insurance Fund will be $8,529,774. The increase of $167,250 over the 2001 contribution is to keep pace with the rising cost of services and an increase in the cost of prescription drugs. Other significant contributions include those active employees of the City, $2,276,150; Savannah Airport Commission, $489,396; Metropolitan Planning Commission, $122,400; and the Youth Futures Authority, $135,660. Also, former and retired employees make contributions of $28,456 and $799,763 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

Contributions	2001 Projected	2002 Budget
City	$ 8,362,524	$ 8,529,774
Employee-Medical	2,231,520	2,276,150
Retiree-Medical	784,081	799,763
Airport Commission	479,800	489,396
COBRA-Terminated Employees	27,898	28,456
Metropolitan Planning Commission	120,000	122,400
Youth Futures Authority	133,000	135,660
Homeless Authority	55,597	56,709
Direct Payees	19,000	19,380
Savannah Development & Renewal Authority	14,466	14,755
Refunds/Rebates	109,150	50,000
Interest Earned	45,000	32,000
Draw (Contribution) on Reserves	(1,057,069)	(130,415)
TOTAL	$ 11,324,967	$ 12,424,028

Expenditures	2001 Projected	2002 Budget
Medical Claims	$ 8,085,642	$ 8,732,493
Drug Claims	2,443,702	2,859,131
Administrative Charges	425,379	446,648
Audit & Consulting Fees	30,000	30,000
Specific Stop-Loss Coverage	310,244	325,756
Savannah Business Group	30,000	30,000
TOTAL	$ 11,324,967	$ 12,424,028

[1] Shared 50/50 between City and County.

Group Life Insurance: The City provides each employee in a full-time or part-time permanent position life insurance equal to one times annual earnings rounded to the next thousand, with a minimum volume of coverage of $10,000. The City's budget for group life insurance is $408,302 in 2002.

The City offers the option for regular employees to purchase additional life insurance. This optional coverage is in addition to the basic life insurance provided by the City, and is paid for by the employee. Employees' cost for supplemental life will equal $155,530 in 2002.

In order to continue life insurance coverage after retirement, costs are incurred by retirees. Retirees' cost will total $77,345 in 2002.

Life Insurance

Contributions	2001 Projected	2002 Budget
City	$ 408,091	$ 408,302
Employee	151,000	155,530
Retiree	71,200	77,345
Metropolitan Planning Commission	7,850	8,000
Airport Commission	30,500	32,300
Youth Futures	5,800	6,200
Homeless Authority	3,525	3,675
Savannah Development & Renewal Authority	1,458	1,540
Interest Earned	0	100
Draw (Contribution) on Reserves	(12,674)	(311)
TOTAL	$ 666,750	$ 692,681
Expenditures		
Premium Payments	$ 666,750	$ 692,681

Disability Insurance: The 2002 City Disability Insurance contribution will be $84,866. All contributions to Disability Insurance are made by the employer.

Long Term Disability

Contributions	2001 Projected	2002 Budget
City	$ 68,644	$ 84,866
Interest Earned	0	0
Draw (Contribution) on Reserves	(1,083)	(3,681)
TOTAL	$ 67,561	$ 81,185
Expenditures		
Long Term Disability Premiums	$ 67,561	$ 81,185

Unemployment Compensation: The City Unemployment Compensation contribution will be $20,064 in 2002. All contributions to Unemployment Compensation are made by the employer.

Unemployment Compensation

Contributions	2001 Projected	2002 Budget
City	$ 138	$ 20,064
Interest Earned	2,500	1,000
Draw (Contribution) on Reserves	38,409	26,036
TOTAL	$ 41,047	$ 47,100
Expenditures		
Claims - Department of Labor	$ 38,965	$ 45,000
Administrative Fees	2,082	2,100
TOTAL	$ 41,047	$ 47,100

Worker's Compensation: The City Worker's Compensation contribution will total $1,858,944 in 2002. The employer makes this contribution.

Worker's Compensation

Contributions	2001 Projected	2002 Budget
City	$ 1,512,849	$ 1,858,944
Interest Earned	0	0
Subsequent Injury Trust Fund Reimbursement	13,230	148,720
Draw (Contribution) on Reserves	283,347	(192,438)
TOTAL	$ 1,809,426	$ 1,815,226
Expenditures	$ 1,809,426	$ 1,815,226

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 in one category as Risk Management Insurance. The Risk Management Umbrella provides reserves against large losses.

Property: This risk management account, which includes purchase and property insurance, is designed to cover major equipment losses occurring from accidents such as storm damage or explosions and major losses due to fire damage. Also covered are such things as money and securities, blanket and fidelity bonds, and computers. Contributions for this risk management account will be $528,724 in 2002.

Property

Contributions	2001 Projected	2002 Budget
City	$ 288,500	$ 528,724
Interest Earned	0	0
Insurance Reimbursement	0	0
Draw (Contribution) on Reserves	0	0
TOTAL	$ 288,500	$ 528,724
Expenditures	$ 288,500	$ 528,724

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 & Losses contributions will total $375,000 in 2002, up from $11,885 in 2001 due to a onetime draw on the reserves in 2001.

Judgments & Losses

	2001 Projected	2002 Budget
Contributions		
City	$ 11,885	$ 375,000
Interest Earned	42,290	25,000
Draw (Contribution) on Reserves	270,825	(25,000)
TOTAL	$ 325,000	$ 375,000
Expenditures	$ 325,000	$ 375,000

COMPUTER PURCHASE FUND

The purpose of this fund is to maintain and replace components of COSMOS (City of Savannah Municipal Operations System) and purchase new computer items.

For 2002, revenue of $402,070 is projected from interest and contributions to this fund by City departments. An allocation of $10,000 is budgeted to go to fund reserves. Expenditures are projected to be $392,070.

A breakdown of the projected 2001 and 2002 revenue and expenditures is shown below.

2001 REVENUE/EXPENDITURES

Revenue Source		**2001 Projected**
Interfund Revenues		
Department Contributions	$	653,857
Interest Earned		
Interest Earned	$	12,000
Other Revenues		
Draw (Contribution) on Reserves	$	39,284
TOTAL	$	705,141
Expenditures		
PC's	$	270,000
Printers & Plotters		30,000
File Servers		105,000
Connections		20,000
Infrastructure		129,000
Other		12,000
New Computer Items		139,141
TOTAL	$	705,141

2002 REVENUE/EXPENDITURES

Revenue Source		**2002 Budget**
Interfund Revenues		
Department Contributions	$	392,070
Interest Earned		
Interest Earned	$	10,000
Other Revenues		
Draw (Contribution) on Reserves	$	(10,000)
TOTAL	$	392,070
Expenditures		
PC's	$	180,000
Printers & Plotters		50,000
File Servers		40,000
Connections		20,000
Infrastructure		50,000
Other		10,000
New Computer Items		42,070
TOTAL	$	392,070

VEHICLE PURCHASE FUND

The purpose of this fund is to maintain and replace the City's vehicle fleet. The revenue of $3,998,640 for 2002 is projected from vehicle use charges from city departments, vehicle sales and interest earned. Revenue decrease $771,759 which is offset by the decrease in expenditures due to fewer vehicles being purchased in 2002. The contribution of $523,288 will be used to reimburse the vehicle purchase fund.

2001 REVENUE/EXPENDITURES

Revenue Source		2001 Projected
Interfund Revenues		
Vehicle Use	$	3,908,073
Fleet Addition Contribution		524,861
Subtotal	$	4,432,934
Interest Earned		
Interest Earned	$	201,909
Other Revenues		
Sales Revenue	$	275,000
Draw (Contribution) on Reserves		(139,444)
Subtotal	$	135,556
TOTAL	$	4,770,399
Expenditures		
Vehicle Replacements	$	4,245,538
Fleet Additions		524,861
Sales Expense		0
TOTAL	$	4,770,399

2002 REVENUE/EXPENDITURES

Revenue Source		2002 Budget
Interfund Revenues		
Vehicle Use Charges	$	3,936,379
Fleet Addition Contribution		108,640
Subtotal	$	4,045,019
Interest Earned		
Interest Earned	$	201,909
Other Revenues		
Sales Revenue	$	275,000
Draw (Contribution) on Reserves		(523,288)
Subtotal	$	(248,288)
TOTAL	$	3,998,640
Expenditures		
Vehicle Replacements	$	3,889,000
Fleet Additions		108,640
Sales Expense		1,000
TOTAL	$	3,998,640

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 2002 budget reflects the continuation of a contractual agreement.

Revenues By Source

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
User Fees				
Lease Revenue	$ 105,000	$ 117,000	$ 130,000	11.1
Interest Earned				
Interest Earned	3,727	2,800	2,800	0.0
TOTAL	$ 108,727	$ 119,800	$ 132,800	10.9

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Bond Redemption[1]	52,000	58,000	64,000	10.3
Bond Interest	45,377	61,800	68,800	11.3
TOTAL	$ 97,377	$ 119,800	$ 132,800	10.9

[1] Represents loan repayment to Water & Sewer for capital improvements.

COASTAL WORKFORCE SERVICES

Trends and Issues

The Workforce Investment Act of 1998 (WIA) changed the face of workforce development in the United States. It created more streamlined programs of job training, adult education and literacy, and vocational rehabilitation. Federal, state and local funds that have been historically used to contract with service providers have been re-directed to U. S. workers. These funds can be used by workers for educational and worker support programs, such as child care services and transportation maintenance. The City of Savannah in conjunction with nine counties (Bryan, Bulloch, Camden, Chatham, Effingham, Glynn, Liberty, Long and McIntosh) designated as Service Delivery Region XII, reviewed its past workforce service delivery programs and, in accordance with the intent of the WIA, streamlined its approach to service delivery.

The City of Savannah and the other regional counties have created a partnership with the Georgia Department of Labor to administer workforce development services and programs through existing local services. This new partnership will provide greater flexibility in meeting the employer and worker needs of the nine county region. The new approach of one-stop service delivery will generate workers with skill levels to meet the growing demands of regional employers. A full array of services including long and short term training, on-the-job training, counseling and support services are offered. The new administrative office, Coastal Workforce Services, is within the City of Savannah's Public Development Bureau.

Goals and Objectives

Goal: Create a business-led, comprehensive, integrated and systemic approach to workforce development.

Objective:
- To develop a comprehensive Five-Year Strategic Plan that integrates workforce development strategies with regional economic development efforts.
- To identify five major employers within the nine-county region to pilot subsidized on-the-job training programs in industries with emerging and critical workforce needs.

Goal: Create and sustain an educated and skilled labor force.

Objective:
- To identify five jobs that pay liveable wages and benefits, but require a minimum of certificated job skills training, i.e., medical technology, construction and restoration, customer service, hospitality, etc.

Goal: Create customer-friendly system that encourages job-seekers and employers to access services.

Objective:
- To survey minimum of 200 job-seekers annually to determine the level of customer satisfaction and maintain a 90% or better satisfaction rate.
- To implement a public awareness campaign targeting business and industry leaders in community.

Revenues By Source

Revenue Source	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Grant Revenues				
JTPA	$ 1,252,014	$ 0	$ 0	--
Welfare to Work	1,595,571	935,224	0	-100.0
Welfare to Work Competitive	1,187,194	1,408,619	1,235,228	-12.3
Workforce Investment Act	717,328	1,966,576	3,919,563	99.3
Other	60,951	0	0	--
TOTAL	$ 4,813,058	$ 4,310,419	$ 5,154,791	19.6

Expenditures By Type

Expenditure Area	2000 Actual	2001 Projected	2002 Budget	% Change 01-02
Personal Services	$ 400,836	$ 157,771	$ 293,143	85.8
Outside Services	188,190	120,172	92,400	-23.1
Commodities	22,460	19,811	7,992	-59.7
Interfund Services	86,864	85,000	85,000	0.0
Capital Outlay	15,739	2,800	0	-100.0
Subtotal	714,089	385,554	478,535	24.1
Program Costs	526,286	3,915,251	4,676,256	19.4
TOTAL	$ 1,954,464	$ 4,300,805	$ 5,633,326	31.0

Positions

Class Title	2000	2001	2002	Grade
Office Assistant, Sr	1.00	0.00	0.00	--
SeaCoast Workforce Case Manager	3.00	0.00	0.00	--
SeaCoast Workforce Monitor	1.00	0.00	0.00	--
SeaCoast Workforce Director	1.00	0.00	0.00	--
Account Clerk, Sr	1.00	0.00	0.00	11
Secretary	0.00	1.00	1.00	10
Administrative Assistant	1.00	1.00	1.00	13
Program Analyst, Sr	0.00	1.00	1.00	22
Planner	1.00	1.00	1.00	22
Youth Planner	0.00	1.00	1.00	22
Accountant, Sr	1.00	1.00	1.00	23
Coastal Workforce Services Director	0.00	1.00	1.00	36
TOTAL	10.00	7.00	7.00	

BUDGET ORDINANCE

AN ORDINANCE TO ADOPT THE ANNUAL BUDGET FOR THE YEAR 2002 AND TO ADOPT REVISIONS TO THE ANNUAL BUDGET FOR THE YEAR 2001 FOR THE VARIOUS GOVERNMENTAL FUNDS OF THE CITY, AND TO ADOPT THE FIVE YEAR CAPITAL IMPROVEMENT PLAN FOR THE CITY.

WHEREAS, the City Manager submitted the Proposed 2002 Service Program and Budget to the Mayor and Aldermen on October 15, 2001, and the City Manager also submitted the Capital Improvement Program Recommendations 2002-2006; and

WHEREAS, the City Manager's Proposed 2002 Service Program and Budget and Capital Improvement Program Recommendations for 2002-2006 have been reviewed by the Mayor and Aldermen in a series of public workshops; and

WHEREAS, the Proposed 2002 Service Program and Budget was made available for public review on October 16, 2001, and availability of the Proposed 2002 Service Program and Budget for public review and the time and place of the public hearings on the budget were advertised on October 16, 2001, and November 21, 2001; and

WHEREAS, the Mayor and Aldermen conducted public hearings on the Proposed 2002 Service Program and Budget on November 29, 2001, and December 13, 2001, to receive citizen input on the proposed budget; and

WHEREAS, the Mayor and Aldermen directed that the following revisions be made to the Proposed 2002 Service Program & Budget:

- Deduct $5,000 from the appropriation for Other Governmental Services allotted to Other Contractual Service for the Farmer's Market
- Deduct $95,000 from the appropriation for Other Governmental Services allocated to General Fund Contingency
- Deduct $150,000 from Interfund Transfers for the Sanitation Subsidy due to debt service savings on Resource Recovery Development Authority Bonds
- Add $250,000 to the appropriation for Other Governmental Services to Other Expenses for housing initiatives
- Reserve $35,000 in General Fund Contingency for the Frank Callen Boys Club that will be available once certain conditions are met
- Decrease the general wage increase from 2.5% on January 1, 2002 to 1.5% with the resulting savings set aside so that an additional wage increase can be considered on April 1, 2002 and, if not provided at that time, on July 1, 2002; maintain the 2.5% performance/skills pay increase on April 1, 2002

THEREFORE, BE IT ORDAINED by the Mayor and Aldermen of the City of Savannah in Council assembled that:

Section 1. The following estimated revenues and appropriations are adopted for the indicated funds and departments for the year 2002 (January 1, 2002 through December 31, 2002), and the year 2001 (January 1, 2001 through December 31, 2001):

		Revised 2001		2002
General Fund				
Total Estimated Revenue	$	108,219,448	$	110,807,589
Bureau Appropriations:				
General Government	$	1,780,390	$	1,890,552
Management and Financial Services		7,153,729		7,368,161
Recorder's Court		1,517,527		1,612,834
Facilities Maintenance		17,857,498		18,386,916
Public Development		3,923,717		4,365,903
Police		28,085,419		29,125,955
Fire		13,293,055		14,180,558
Leisure Services		10,794,593		11,218,144
Other Governmental Services		10,954,820		11,888,441
Interfund Transfers		12,858,700		10,770,125
Total Appropriations	$	108,219,448	$	110,807,589
Grant Fund				
Total estimated revenue	$	6,451,751	$	8,654,791
Total appropriations	$	6,451,751	$	8,654,791
Community Development Fund				
Total estimated revenue	$	17,473,130	$	18,247,970
Total appropriations	$	17,473,130	$	18,247,970
Hazardous Materials Team Fund				
Total estimated revenue	$	287,893	$	301,994
Total appropriations	$	287,893	$	301,994
Public Safety Communications Fund				
Total estimated revenue	$	2,023,576	$	2,330,685
Total appropriations	$	2,023,576	$	2,330,685
Economic Development Fund				
Total estimated revenue	$	1,500,000	$	1,500,000
Total appropriations	$	1,500,000	$	1,500,000

	Revised 2001	2002
Confiscated Assets Fund		
Total estimated revenue	$ 65,000	$ 11,000
Total appropriations	$ 65,000	$ 11,000
Debt Services Fund		
Total estimated revenue	$ 5,205,805	$ 6,228,275
Total appropriations	$ 5,205,805	$ 6,228,275
Special Assessment Debt Fund		
Total estimated revenue	$ 210,933	$ 199,316
Total appropriations	$ 210,933	$ 199,316
GMA Lease Pool Fund		
Total estimated revenue	$ 1,349,759	$ 1,504,087
Total appropriations	$ 1,349,759	$ 1,504,087

Section 2. Appropriations and estimated revenues for the Capital Improvements Fund are made on a project-length basis, rather than on an annual basis and remain in effect until the project is completed and closed. Appropriations and estimated revenues for the Capital Improvements Fund are adopted as follows:

	Revised 2001	2002
Capital Improvements Fund		
Open project appropriations at year beginning	$ 249,437,987	$ 266,437,987
Add: New appropriations for projects	33,000,000	25,855,648
Less: Appropriations for closed projects	(16,000,000)	(16,000,000)
Open project appropriations at year end	$ 266,437,987	$ 276,293,635

Section 3. In order to comply with requirements for generally accepted accounting principles regarding expenditure recognition, the appropriations set forth in Section 1 above for year 2002 shall be increased by the amount of any purchase order encumbrances open as of December 31, 2001.

Section 4. In order to maintain a balanced budget, it is authorized that the total 2001 appropriations set forth for the General Fund in Section 1 hereof, be increased by the amount, if any, by which actual 2001 revenues exceed estimated revenues. It is also authorized that any unused bureau appropriations be transferred to the appropriation for Interfund Transfers for contribution to the Capital Improvement Funds.

Section 5. For purposes of administering the budget, the legal level of control is designated to be the Bureaus as set forth in Section 1 hereof, which organizational units are hereby designated as departments as that term is used in O.C.G.A 36-81-1 et. seq.

Section 6. The capital improvement plan set forth in the Capital Improvements Program Recommendations 2002-2006 is hereby adopted for planning purposes.

The five year totals of the Capital Improvements Program Recommendations 2002-2006 are as follows:

		2002 - 2006
Cemetery Improvements	$	550,000
Civic Center Improvements		2,044,500
Drainage Improvements		6,899,674
I & D Water Improvements		4,629,058
Park and Recreation Improvements		7,482,253
Public Building Improvements		43,304,584
Sanitation Improvements		9,120,000
Sewer Improvements		25,042,061
Squares and Monuments		2,418,900
Street Improvements		5,421,185
Traffic Improvements		997,780
Water Improvements		17,585,562
Total	$	125,495,557

Annual appropriations for capital improvement projects will be necessary in future annual budgets in order to provide the actual funding for any project.

Section 7. All ordinances in conflict with this ordinance are hereby repealed to the extent of such conflict.

SOCIAL SERVICES CONTRIBUTIONS

For 2002, 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 by providing relationships between Savannah residents in need and participating advocates.

Coastal 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.

Communities in Schools **$10,000**
To reduce school drop-out rate by operating with the Chamber of Commerce and Board of Education, two Corporate Academies as alternative high schools. Also, America Reads tutorial programs and the Cisco Academy (computers) are managed.

Economic Opportunity Authority **$10,000**
To provide services to senior citizens through the Foster Grandparents program and the Retired Senior Volunteer Program.

United Way's 2-1-1 **$6,000**
To provide citizens with a streamlined process of seeking opportunities to donate goods and volunteer services to health and human services by using one easy to remember telephone number. (formerly First Call for Help)

Homeless Authority **$61,500**
To implement a comprehensive plan to deal with problems of the homeless in the community.

Hospice **$8,000**
To improve the quality of life for terminally ill patients and their families by providing Hospice home care.

International Seamen's House **$5,000**
To provide counseling, transportation and recreational services to visiting sailors.

Legal Services of Georgia **$5,000**
To provide support for the Elder Rights Project serving residents of nursing homes, personal care homes or persons 60 years old or older.

Living Independence for Everyone, Inc. **$20,400**
To promote an independent lifestyle in the mainstream of the community for severely physically handicapped adults by providing educational programs, information and referral assistance, group counseling support as well as advocacy services for handicapped clients.

Medbank Foundation **$5,000**
To assist eligible persons with chronic health problems obtain prescribed medications at no cost.

Mediation Center **$11,300**
To provide mediation services and other conflict resolution methods to City residents as an alternative to traditional litigation.

Savannah Runaway Home **$12,500**
To support the Savannah Runaway Home which provides emergency shelter for runaway and homeless youth aged 11 to 17.

Rape Crisis Center **$34,000**
To aid rape victims and their families by providing counseling and support services to victims of sexual assault and their families and to promote public awareness about sexual assault and prevention.

Royce Learning Center **$4,000**
To support a Project Read literacy class providing professional, volunteer-assisted tutoring to adult learners.

Savannah Council, Navy League **$4,000**
To boost the City's economy and port reputation by inviting naval vessels to visit and by serving the crew and officers of naval vessels visiting Savannah.

Second Harvest Food Bank **$18,000**
To collect and distribute food to persons in-need 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.

Senior Citizens, Inc. **$70,000**
To promote the social, mental, and economic well-being of elderly citizens and to prevent 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 summer program for severely and profoundly mentally/physically handicapped persons, ages 5 to 21, who attend Moses Jackson School.

Volunteer Center of the United Way **$6,000**
To manage the Savannah's Promise Program, recruit volunteers to work in city agencies and to assist in the placement of persons sentenced to community service by the Recorder's Court; to provide a central focus for volunteer activities 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.

Savannah Youth Works **$120,000**
To provide job training, education, and employment to out of school at-risk youth.

GRAND TOTAL **$962,700**

CULTURAL CONTRIBUTIONS
YEAR 2002 CULTURAL SERVICES

ARMSTRONG ATLANTIC STATE UNIVERSITY

Three by Three
Amount: $2,300
# of Services: 2
Dates: First Quarter
Location: AASU Fine Arts Auditorium
Attendance # Est.: 100 - 500
Target Demographic: Southside Residents

Expressions of the Soul
Amount: $850
# of Services: 2
Dates: Second Quarter
Location: AASU Fine Arts Auditorium
Attendance # Est.: 100 - 500
Target Demographic: Southside Residents

CITY LIGHTS THEATRE COMPANY

Creative Theater for Mentally and Physically Challenged
Amount: $2,000
# of Services: 12
Dates: Second/Third Quarters
Location: Therapeautic Center, Camp Full of Fun
Attendance # Est.: 75
Target Demographic: Residents – Special Needs

Savannah Shakespeare Festival
Amount: $51,000
# of Services: 3
Dates: Second Quarter
Location: Forsyth Park
Attendance # Est.: 10,000
Target Demographic: Residents & Tourists

Shakespeare Camp for Kids
Amount: $8,000
# of Services: 2
Dates: Second Quarter
Location: City Lights Theater
Attendance # Est.: 250
Target Demographic: Residents - Youth & Families

Outreach Tours for the Elderly
Amount: $6,000
# of Services: 18
Dates: Third/Fourth Quarters
Location: City Golden Age Centers
Attendance # Est.: 300
Target Demographic: Residents - Seniors

COASTAL HERITAGE SOCIETY

Gullah Culture Presentation
Amount: $3,834
# of Services: 3
Dates: First Quarter
Location: Savannah History Museum
Attendance # Est.: 2,300
Target Demographic: Residents & Tourists

Roundhouse Blues and BBQ Festival
Amount: $10,000
# of Services: 2
Dates: Second Quarter
Location: Railroad Shops and Roundhouse Complex
Attendance # Est.: 8,000
Target Demographic: Residents & Tourists

Summer Program at the Savannah History Museum
Amount: $2,500
# of Services: 35
Dates: Second/Third Quarters
Location: Savannah History Museum
Attendance # Est.: 1,100
Target Demographic: Residents - Youth from Beacon Sites, parks, playgrounds, social service agencies, & tourists

COASTAL JAZZ ASSOCIATION

Big Band Concert Series
Amount: $4,500
# of Services: 4
Dates: First/Second/Third Quarters
Locations: Armstrong Atlantic State University, JEA, Civic Center
Attendance # Est.: 1,500
Target Demographic: Residents & tourists

Arts on the River Jazz Performance
Amount: $1,500
# of Services: 1
Dates: Second Quarter
Location: River Street
Attendance # Est.: 10,000
Target Demographic: Residents & Tourists

Community Center Jazz Workshops
Amount: $2,200
# of Services: 6
Dates: Second/Third Quarters
Location: City Neighborhood Centers
Attendance # Est.: 1,500
Target Demographic: Residents - Inner - City Youth

20th Annual Savannah Jazz Festival
Amount: $60,000
# of Services: 1
Dates: Third Quarter
Locations: Forsyth Park
Attendance # Est.: 30,000
Target Demographic: Residents & Tourists

GEORGIA HISTORICAL SOCIETY

Georgia Historical Society's Lecture Series & Exhibits
Amount: $5,000
# of Services: 12
Dates: First/Second/Third/Fourth Quarters
Location: Hodgson Hall
Attendance # Est.: 2,800
Target Demographic: Residents & Tourists

RALPH MARK GILBERT CIVIL RIGHTS MUSEUM

West Broad Street Festival
Amount: $11,000
# of Services: 2
Dates: Second Quarter
Location: Ralph M. Gilbert Civil Rights Museum
Attendance # Est.: 5,250
Target Demographic: Residents & Tourists

Youth Summer History Tours
Amount: $4,600
# of Services: 50
Dates: Second/Third Quarters
Location: Ralph M. Gilbert Civil Rights Museum
Attendance # Est.: 1,400
Target Demographic: Residents - Youth

KING - TISDELL COTTAGE FOUNDATION, INC.

Beach Institute Lecture Series
Amount: $17,120
# of Services: 10
Dates: Second/Third/Fourth Quarters
Location: Beach Institute
Audience # Est.: 2000
Audience: Residents & Tourists

Exhibit: *The Female Experience*
by Michelle Wood
Amount: $4,950
# of Services: 2
Dates: Second Quarter
Location: Beach Institute
Attendance # Est.: 2,500
Target Demographic: Residents & Tourists

Exhibit: *Stories of Your and My America*
by Charlotte Riley - Webb
Amount: $7,715
# of Services: 2
Dates: Second/Third Quarters
Location: Beach Institute
Attendance # Est.: 2,500
Target Demographic: Residents & Tourists

Exhibit: *Amazing Grace: African American Folk Art*
by Joe Adams, Curator
Amount: $4,809
# of Services: 2
Dates: Third/Fourth Quarters
Location: Beach Institute
Attendance # Est.: 2,500
Target Demographic: Residents & Tourists

Exhibit: *New Views Moving Forward*
by Ron Walton
Amount: $7,406
# of Services: 2
Dates: Fourth Quarter
Location: Beach Institute
Attendance # Est.: 1,500
Target Demographic: Residents & Tourists

NEIGHBORHOOD IMPROVEMENT ASSOCIATION

Neighborhood Arts and Education
Amount: $5,000
# of Services: 86
Dates: First/Second Quarters
Location: Neighborhood Improvement Association
Attendance # Est.: 3,500
Target Demographic: Residents - Youth

SAVANNAH ART ASSOCIATION

Drawing Inspiration from the Masters
Amount: $4,500
# of Services: 37
Dates: First/Second/Third/Fourth Quarters
Location: Savannah State University & Telfair Museum of Art
Attendance # Est.: 900
Target Demographic: Residents - Students, seniors

SAVANNAH COASTAL PUPPETRY GUILD

Nature Appreciation through Puppetry Arts Show & Puppet
Amount: $7,500
# of Services: 17
Dates: Second/Third Quarter
Location: City After-School Sites & Neighborhood Centers
Attendance # Est.: 1,200
Target Demographic: Residents - Inner City Youth

A Day of Puppetry Festival
Amount: $2,500
# of Services: 1
Dates: Second Quarter
Location: Coastal Georgia Center
Attendance # Est.: 1,000
Target Demographic: Residents & Tourists

SAVANNAH FOLK MUSIC SOCIETY

13th Annual Savannah Folk Music Festival
Amount: $13,500
# of Services: 1
Dates: Third Quarter
Location: City Market, American Legion Hall, Daffin Park
Attendance # Est.: 2,000
Target Demographic: Residents & Tourists

SAVANNAH STATE UNIVERSITY

Black Heritage Festival
Amount: $105,000
# of Services: 14
Dates: First Quarter
Location: Savannah State University, Savannah Trade Center, Savannah Arts Academy, Churches
Attendance # Est.: 20,000
Target Demographic: Residents & Tourists

SAVANNAH SYMPHONY SOCIETY

Arts on the River Concert, 2002
Amount: $63,446
# of Services: 4
Dates: Second Quarter
Location: Morrell Park - River Street
Attendance # Est.: 30,000
Target Demographic: Residents & Tourists

Black Heritage Concert & Education Programs, 2002
Amount: $47,252
# of Services: 10
Dates: First Quarter
Location: Armstrong Atlantic University, First Bryan Baptist Church, Gadsden Elementary, Heard Elementary, St. Phillips Church, Savannah State University, Civic Center
Attendance # Est.: 18,000
Target Demographic: Residents - Students & Families

Picnic in the Park, 2002
Amount: $46,726
# of Services: 2
Dates: Fourth Quarter
Location: Forsyth Park
Attendance # Est.: 14,000
Target Demographic: Residents - Families

Southside Music Festival, 2002
Amount: $40,441
# of Services: 6
Dates: Second/Fourth Quarters
Location: Core - Daffin Park, White Bluff UM Church; Ensemble - Immanuel Baptist Church, St. Phillip Monumental Church, Savannah Commons, Trinity Lutheran Church
Attendance # Est.: 10,000
Target Demographic: Residents - Families

Symphony Outreach Program, 2002
Amount: $24,062
# of Services: 16
Dates: Second/Fourth Quarters
Location: Core - St. Paul CME Church, Bull Street Baptist Church; Ensembles - Golden Age Centers, Adult Day Care, Bull Street Baptist Church, St. Paul Academy, Johnson Square
Attendance # Est.: 4,000
Target Demographic: Residents - Families & Seniors

SAVANNAH THEATRE COMPANY

Super Saturday - Kids for Kids Theatre
Amount: $23,150
# of Services: 12
Dates: Second/Third/Fourth Quarters
Location: TBA
Attendance # Est.: 4,200
Target Demographic: Residents - Youth & Families

TELFAIR MUSEUM OF ART

Afternoon Art Clubs
Amount: $6,149
# of Services: 5
Dates: First/Second/Third/Fourth Quarters
Location: City Neighborhood Centers, Urban Hope
Attendance # Est.: 200
Target Demographic: Residents - Youth

Art for Seniors & Special Audiences
Amount: $4,309
# of Services: 50
Dates: First/Second/Third/Fourth Quarters
Location: Telfair, Golden Age Centers, Neighborhood Centers, Savannah Association for the Blind, Goodwill Industries
Attendance # Est.: 1,000
Target Demographic: Residents - Seniors, Special Needs

Art Ventures: Outreach
Amount: $2,806
# of Services: 40
Dates: Second/Third Quarters
Location: City Parks, Playgrounds, Neighborhood Centers, Beacon Sites, Social Service Agencies
Attendance # Est.: 1,000
Target Demographic: Residents - Youth

Four Fabulous Free Weeks
Amount: $45,958
# of Services: 4
Dates: Second/Third/Fourth Quarters
Location: Telfair Museum
Attendance # Est.: 6,300
Target Demographic: Residents & Tourists

2002 Family Sundays
Amount: $22,657
# of Services: 4
Dates: First/Second/Third/Fourth Quarters
Location: Telfair Museum
Attendance # Est.: 4,000
Target Demographic: Residents & Tourists

Museum Visits
Amount: $2,806
# of Services: 40
Dates: Second/Third Quarters
Location: Telfair Museum from City Parks, Playgrounds, Neighborhood Centers, Beacon Sites, Social Services Agencies
Attendance # Est.: 750
Target Demographic: Residents - Youth

Sunday "Perspectives" Lecture Series
Amount: $14,933
# of Services: 5
Dates: First/Second/Third/Fourth Quarters
Location: Telfair Museum
Attendance # Est.: 750
Target Demographic: Residents & Tourists

Youth Art Day
Amount: $3,896
# of Services: 1
Dates: Second Quarter
Location: Telfair Museum
Attendance # Est.: 1,200
Target Demographic: Residents - Youth & Families

DEPARTMENT OF CULTURAL AFFAIRS

Free Community Concerts
Amount: $7,000
# of Services: 45+
Dates: First/Second/Third/Fourth Quarters
Location: Downtown Squares, Golden Age Centers, Social Service Agencies, Civic Center
Attendance # Est.: 7,000
Target Demographic: Residents & Tourists

Arts on the River
Amount: **$5,000**
# of Services: 2
Dates: Second Quarter
Location: Downtown, River Street
Attendance # Est.: 40,000
Target Demographic: Residents & Tourists

Savannah Asian Festival
Amount: **$24,000**
# of Services: 3
Dates: Second Quarter
Location: Civic Center
Attendance # Est.: 15,000
Target Demographic: Residents & Tourists

Tara Feis: St. Patrick's Family Festival
Amount: **$42,000**
# of Services: 1
Dates: First Quarter
Location: Emmet Park
Attendance # Est.: 20,000
Target Demographic: Residents & Tourists

Weave-A-Dream Program
Amount: **$9,325**
# of Services: 50+
Dates: First/Second/Third/Fourth Quarters
Location: Throughout Savannah
Attendance # Est.: 10,000
Target Demographic: Residents

SUBTOTAL AMOUNT **$791,200**
SERVICES PURCHASED **636**

CULTURAL TOURISM

SAVANNAH ONSTAGE INTERNATIONAL ART FESTIVAL, INC.

Savannah Onstage International Festival
Amount: **$75,000**
# of Services: 137
Dates: First Quarter
Location: Downtown Venues, Schools, Colleges, Neighborhood Centers, City Market, River Street
Attendance # Est.: 25,000
Target Demographic: Residents & Tourists

SAVANNAH COLLEGE OF ART AND DESIGN
Savannah Film and Video Festival
Amount: **$10,000**
# of Services: 120
Dates: Third Quarter
Location: Trustees Theater, Mondanaro Theater
Attendance # Est.: 10,000
Target Demographic: Residents & Tourists

SUBTOTAL AMOUNT **$85,000**
SERVICES PURCHASED **257**

TOTAL AMOUNT **$876,200**
TOTAL SERVICES PURCHASED **893**

CLASSIFICATIONS AND PAY GRADES

JOB TITLE	GRADE
Account Clerk	10
Account Clerk, Senior	11
Account Technician	14
Accountant	19
Accountant, Senior	23
Administrative Assistant	13
Administrative Asst. to City Mgr.	18
After School Program Coordinator	17
After School Asst Program Tutor	15
Alderman	--
Architect	32
Architectural Coordinator	25
Arts Coordinator	17
Assistant City Manager - Mgt. Services	52
Assistant City Manager - Public Development	52
Assistant Finance Director	31
Assistant Fire Chief	36
Assistant Housing Director	28
Assistant to Clerk of Council	13
Assistant to the City Manager	28
Athletics Administrator	27
Audit Administrator	30
Audit Technician	16
Auditing Director	34
Auto Parts Buyer	16
Bailiff	11
Box Office Clerk	10
Box Office Supervisor	14
Budget Technician	14
Building & Electrical Maint. Administrator	26
Building & Electrical Maint. Supervisor	19
Building & Grounds Director	39
Building & Grounds Maintenance Administrator	27
Building Code Enforcement Coordinator	24
Building Inspector	18
Building Inspector, Principal	20
Building Maintenance Technician	17
Business Development Coordinator	22
Buyer	19
Cable Access Coordinator	20
Carpenter	13
Carpenter, Senior	15
Case Disposition Clerk	10
Case Management Supervisor	15
Case Manager	12
Cashier	9
Cashiering Supervisor	15
Cataloging Librarian	15
Cemetery Director	36
Cemetery Rehabilitation Sppecialist	16
Cemetery Services Coordinator	16
Central Services Administrator	26
Central Services Director	36
Chemist	24
Chief Fire Investigator	23
Chief Revenue Investigator	18
City Attorney	--
City Engineer	36
City Manager	--
Civic Center Director	36
Civic Center Finance Admin	30
Civic Center Operations Admin	27
Civil Engineer	25
Civil Engineer, Senior	32
Clerk of Council	--
Clubhouse Attendant	7
Coastal Workforce Services Director	36
Code Enforcement Officer	14
Comcast Production Assistant	14
Commercial Refuse Collection Administrator	26
Communications Center Coordinator	20
Communications Specialist	12
Communications Specialist,Sr.	14
Community Development Admin	28
Community Planning & Development Director	40
Community Planning Administrator	28
Community Programs Coordinator	20
Community Projects Coordinator	16
Community Services Administrator	28
Community Services Specialist	11
Compliance Officer	26
Computer Services Specialist	16
Computer Services Technician	14
Concessions Supervisor	17
Construction Inspector	18
Construction Site Safety Monitor	10
Contract Compliance Coordinator	19
Contract Analyst	22
Court Services Specialist	16
Crime Stoppers Coordinator	25

JOB TITLE	GRADE
Cultural Affairs Coordinator	20
Cultural Affairs Director	36
Cultural Arts Coordinator	20
Custodian	6
Customer Service Representative R R Representative	11
Customer Service Supervisor	13
Development Services Administrator	30
Downtown Programs Coordinator	24
Downtown Programs Technician	15
Driver	9
Economic Development Director	36
Electrical Inspector	18
Electrical Inspector, Principal	20
Electrician	15
Electronics & Telecomm. Administrator	30
Electronics Control Technician	18
Employee Assistance Coordinator	23
Employee Health Coordinator	21
Employee Relations Coordinator	23
Engineering Aide	11
Engineering Aide, Senior	13
Engineering Technician	19
Environmental Affairs Officer	40
Environmental Compliance Coordinator	20
Equipment Mechanic	13
Equipment Mechanic, Lead	23
Equipment Mechanic, Master	22
Equipment Mechanic, Principal	18
Equipment Mechanic, Senior	15
Equipment Service Attendant	7
Executive Secretary	14
Facilities Maint. Projects Coord.	25
Facilities Maintenance Director	43
Film Services Coordinator	24
Finance Director	43
Fire Battalion Chief	30
Fire Captain	22
Fire Chief	46
Fire Investigator	18
Fire Prevention Inspector	18
Fire Prevention Inspector, Principal	20
Fire Training Chief	27
Firefighter	14
Firefighter Trainee	13
Firefighter, Master	17
Forester	25
Forestry Technician	12

JOB TITLE	GRADE
GIS Analyst	20
GIS Technician	15
Graduate Student Intern	9
Groom	12
Grounds Equip. Maintenance Specialist	16
Hazardous Materials Coordinator	25
Heavy Construction Equipment Operator	13
Heavy/Construction Equipment Operator/Technician	14
Heavy Equipment Operator	12
Horticulturist	25
Housing Code Enforcement Admin	26
Housing Director	36
Housing Project Coordinator	24
Human Resources Administrator	30
Human Resources Analyst	23
Human Resources Analyst, Senior	25
Human Resources Assistant	11
Human Resources Director	36
Human Resources Technician	15
Impact Director	18
Industrial Pretreatment Coordinator	22
Information Services Admin.	31
Information Services Director	40
Information Services Tech. Analyst	21
Information Services Tech. Coordinator	25
Information Services Technician	17
Information Services Technician, Senior	20
Inspections Director	36
Internal Auditor	21
Internal Auditor, Principal	25
Internal Auditor, Senior	23
Inventory Coordinator	24
Inventory Specialist	17
ISD Business Coordinator	17
Judge Recorder's Court	--
Keep Savannah Beautiful Coordinator	20
Lab Supervisor	18
Lab Technician	12
Lab Technician, Senior	13
Land Bank Authority Coordinator	25
Land Surveyor	19
Landfill Administrator	25
Landfill Crew Chief	15
Landscape Coordinator	24
Landscape Specialist	11

JOB TITLE	GRADE
Leisure Services Center Supervisor	14
Leisure Services Coordinator	23
Leisure Services Director	43
Leisure Services Leader	9
Leisure Services Specialist	13
Leisure Services Supervisor	17
Library Director	34
Lifeguard	7
Lifeguard, Senior	9
Light Equipment Operator	8
Loan Officer	16
Loan Specialist	14
Loss Control Coordinator	19
Maintenance Assistant	--
Maintenance Crew Chief	13
Maintenance Mechanic	12
Maintenance Mechanic, Senior	14
Maintenance Superintendent	24
Maintenance Supervisor	18
Maintenance Supervisor, Principal	19
Maintenance Worker	7
Maintenance Worker, Senior	9
Management Analyst	21
Management Analyst, Principal	25
Management Analyst, Senior	23
Management Projects Coordinator	25
Management Services Coordinator	27
Marketing Coordinator	20
Mayor	--
Mechanical Engineer	24
Medium Equipment Operator	10
Meter Technician	10
Meter Technician, Senior	11
Neighborhood Plng.&Com. Dev. Administrator	26
Neighborhood Plng.&Com. Dev. Director	36
Neighborhood Services Coordinator	20
Neighborhood Services Coordinator, Senior	22
Office Assistant	7
Office Assistant, Principal	11
Office Assistant, Senior	8
Painter	12
Painter, Senior	14
Park and Tree Director	36
Park Equipment Maintenance Technician	16
Parking Attendant	7
Parking Attendant, Senior	9
Parking Facilities Supervisor	19
Parking Services Officer	8
Parking Services Officer, Senior	10
Parking Services Shift Supervisor	14
Parking Services Supervisor	19
Permit Services Coordinator	24
Permit Specialist	10
Permit Specialist, Senior	11
Personnel Coordinator	20
Planner	22
Planner Technician	16
Planner, Senior	24
Planning Specialist	14
Plans Examiner	22
Plans Examiner, Assistant	19
Plant Operator	12
Plumber	15
Plumbing/Mechanical Inspector	18
Plumbing/Mechanical Inspector, Principal	20
Police Budget Administrator	24
Police Captain	30
Police Chief	48
Police Corporal	18
Police Lieutenant	26
Police Major	36
Police Officer Trainee	13
Police Officer/Advanced Police Officer	15
Police Planning & Research Coordinator	26
Police Public Information Officer	20
Police Sergeant	22
Police Training Coordinator	27
Post Graduate Intern	17
Preventive Maintenance Coordinator	16
Private Development Coordinator	25
Production Assistant	13
Production Control Coordinator	22
Program Analyst	20
Program Analyst, Senior	22
Program Coordinator	22
Property Acquisition & Utilization Director	36
Property Inspector	14
Property Inspector, Principal	18
Property Maintenance Administrator	26

JOB TITLE	GRADE
Property Maintenance Specialist	20
Property Maintenance Technician	14
Public Information Assistant	15
Public Information Director	34
Purchasing Director	34
Purchasing Director, Assistant	26
Purchasing Technician	13
Real Property Coordinator	24
Real Property Technician	15
Recorder's Court Director	36
Recorder's Court Assistant Director	27
Recreation Services Director	36
Refuse Disposal Director	36
Rehabilitation Technician	18
Research and Budget Director	36
Residential Refuse Collections Director	36
Residential Refuse Truck Operator	11
Revenue Administrator	27
Revenue Director	36
Revenue Investigator	13
Revenue Supervisor	19
Risk Management Administrator	29
Risk Management Technician	15
Roofer	14
Sanitation Director	43
Sanitation Superintendent	24
Sanitation Supervisor	19
Sanitation Worker	7
Savannah Impact Director	36
SCADA Coordinator	24
SCADA Technician	17
Secretary	10
Security Guard	7
Stage Manager	14
Storekeeper	10
Stormwater Management Admin	28
Stormwater Management Director	36
Stormwater Mgt. Project Coordinator	22
Street Cleaning Administrator	26
Street Maintenance Director	36
Surveying Technician	16
Swimming Pool Manager	10
Systems Analyst	21
Systems Analyst, Senior	24
Tele-Electronics Technician	18
Televising Inspector Technician	14
Tele-Electronics, Senior	22

JOB TITLE	GRADE
Tennis Coordinator	22
Traffic Engineering Administrator	30
Traffic Engineering Coordinator	22
Traffic Engineering Director	37
Traffic Engineering Superintendent	24
Traffic Engineering Technician	18
Traffic Maintenance Specialist	12
Traffic Planner	16
Traffic Signal System Technician	12
Training Coordinator	20
Transfer Station Attendant	9
Tree Trimmer	9
Tree Trimmer, Senior	10
Undergraduate Student Intern	8
Vehicle Maintenance Administrator	30
Vehicle Maintenance Coordinator	14
Vehicle Maintenance Director	36
Vehicle Maintenance Projects Coordinator	24
Vehicle Maintenance Superintendent	26
Video Production Technician	18
Water & Sewer Administrator	30
Water & Sewer Conveyance & Distribution Director	36
Water & Sewer Director	43
Water & Sewer Engineer	34
Water & Sewer Engineering Director	36
Water & Sewer Locator Technician	17
Water & Sewer Project Coordinator	27
Water & Sewer Superintendent	24
Water & Sewer Supervisor	19
Water & Sewer Utilities Coordinator	19
Water Meter Reader	10
Water Meter Reading Supervisor	14
Water Plant Operations Coordinator	26
Water Quality Control Director	36
Water Service Representative	10
Water Supply & Treatment Director	36
Welder	15
Zoning Inspector	18
Zoning Inspector, Principal	20

2002 SALARY GRADE TABLE

Grade	Minimum	Maximum	Grade	Minimum	Maximum
1	$ 9,075	$12,713	31	$47,023	$65,874
2	10,339	14,484	32	48,288	67,646
3	11,605	16,256	33	49,554	69,418
4	12,870	18,029	34	50,818	71,189
5	14,135	19,801	35	52,084	72,961
6	15,399	21,572	36	53,348	74,733
7	16,665	23,345	37	54,614	76,505
8	17,930	25,116	38	55,878	78,276
9	19,194	26,888	39	57,143	80,049
10	20,459	28,661	40	58,408	81,820
11	21,725	30,432	41	59,673	83,593
12	22,990	32,206	42	60,938	85,364
13	24,254	33,977	43	62,203	87,136
14	25,519	35,749	44	63,468	88,909
15	26,784	37,521	45	64,733	90,680
16	28,050	39,293	46	65,998	92,454
17	29,314	41,066	47	67,263	94,225
18	30,579	42,838	48	68,527	95,997
19	31,844	44,608	49	69,792	97,769
20	33,109	46,381	50	71,058	99,543
21	34,374	48,152	51	72,323	101,313
22	35,639	49,924	52	73,587	103,085
23	36,903	51,697	53	74,852	104,857
24	38,169	53,468	54	76,118	106,630
25	39,434	55,239	55	77,383	108,401
26	40,699	57,013	56	78,647	110,172
27	41,963	58,785	57	79,912	111,946
28	43,229	60,558	58	81,178	113,718
29	44,494	62,328	59	82,442	115,490
30	45,758	64,101	60	83,707	117,261

GLOSSARY OF KEY TERMS

Accounting System - The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity or fund.

Accrual Basis - Method of accounting in which transactions are recorded at the time they are incurred, as opposed to when cash is received or spent.

Activity - An organizational classification composed of related work programs aimed at accomplishing a major service or regulatory program for which a government is responsible. Activity expenditure functions relate to the principal purpose/service for which expenditures are made.

Adjusted Budget - The budget as adopted by the City Council and adjusted to show transfers into or out of it.

Ad Valorem Taxes - Taxes levied on real and personal property according to valuation of the property and the tax rate.

Appropriation - A specific amount of money authorized by City Council to make expenditures and incur obligations for specific purposes, frequently used interchangeably with expenditures.

Assessed Valuation - A value that is established for real and personal property for use as a basis for levying ad valorem taxes.

Balanced Budget - A budget in which planned revenues available equal planned expenditures.

Base Budget - The base budget includes the approved expenditures required to provide the necessary resources to continue current work programs in support of approved goals and objectives. Service changes and capital improvements are not included in the base budget.

Bond - A written promise to pay a specified sum of money, called the par value or principal, at a specified date or dates in the future, together with periodic interest at a specified rate.

Budget - An annual financial plan embodying estimated expenditures for providing services and the proposed means of financing them.

Bureau - The primary organizational breakdown within many City funds. Each bureau serves a specific function or functions within the given fund entity.

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 $1,000 each and having a use-life of more than one year.

Class Title - Job classification or title.

Consolidated Omnibus Budget Reconciliation Act (COBRA) - Grants employees and their dependents the right to continue receiving coverage under the employer's health care plan at the employer's group rate.

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.

Debt Retirement - The repayment of general long-term debt principal and interest.

Debt Service - Payments of principal and interest to lenders or creditors on outstanding debt.

Department - Bureaus are subdivided into departments. A department may refer to a single activity, or a grouping of related activities.

Draw From Reserve For Open Purchase Orders - Withdrawal of funds previously set aside to cover encumbrances from the previous year.

Effectiveness Measure - Measures which indicate effectiveness of work performed by departments in pursuit of objectives.

Efficiency Measure - Relates output to input. These measures are usually shown as unit costs.

Employee Benefits - Contributions made by the City to designated funds to meet commitments or obligations for employee fringe benefits. Included are the City's share of costs for social security and the various pension, medical and life insurance plans.

Encumbrance - Commitment of funds to be used for goods and services not yet delivered.

Enterprise Fund - A self-supporting fund designed to account for activities supported by user charges. In the City of Savannah, the enterprise funds are Water, Sewer, I & D, 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.

Franchise Fee - A fee levied on utilities for use of City rights-of-way.

Fund - A set of interrelated self balancing accounts to record revenues and expenditures for the purpose of carrying out specific objectives.

Fund Balance - The excess of the revenues and other financing sources over the expenditures and other uses.

GAAP - Generally Accepted Accounting Principles. This refers to a set of standard rules and procedures used to account for the receipt and expenditure of funds.

General Fund - The fund that accounts for all revenues and expenditures which are not accounted for in specific purpose funds. It finances the regular day-to-day operations of the City.

General Fund Contribution - Subsidy to a fund which is not supported by its own revenues. The Sanitation and Civic Center Funds generally require this contribution.

General Obligation Bonds - Bonds used to finance a variety of public projects such as streets, buildings, and improvements; the repayment of these bonds is usually made from property taxes and these bonds are backed by the "full faith and credit" of the issuing government.

Goal - A measurable statement of desired conditions to be maintained or achieved.

Grade - A measurement on the City's pay plan scale used to assign pay to job classifications.

Grant - An award of funding provided by a governmental unit or other type organization in aid or support of a particular governmental function or program.

Home Program - A federal program that allocates funds for housing through block grants. These grants require non-federal matching funds.

I & D - Refers to the Industrial and Domestic Water Supply operation.

Incentive Budgeting Program - A program which allows department administrators greater flexibility in managing their budgets in exchange for greater responsibility and an opportunity to "bank" savings for future use.

Infrastructure - Physical assets such as streets and buildings.

Interfund Transfers - Amounts transferred from one fund to another, primarily for work or services provided.

Internal Services Fund - The Internal Services Fund is used to account for the financing of goods or services provided by one department of a government to other departments or agencies on a cost-reimbursement basis.

Local Option Sales Tax - State legislation allows local governments to levy an additional sales tax in its jurisdiction. The City of Savannah currently collects proceeds based on a 1% voter approved local option. Use of these funds are unrestricted.

Major Code - A major code is assigned to classify eight major groups of expenditures. These groups are: Personal Services, Outside Services, Commodities, Interfund Services, Capital Outlay, Debt Related Charges, Interfund Transfers, and Other Expenses. Each group consists of a series of minor codes which have related functional characteristics.

Millage Rate - The tax rate on property. One mill equals $1 per $1,000 of assessed property value.

Minor Code - Classifies the type or description of items purchased or the services obtained within a major code. Examples include salaries, supplies, and professional services. This is the most detailed expenditure classification. A minor code is also known as the account code.

Mission Statement - This describes the core responsibilities of a department or activity.

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 - Also referred to as service levels. 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 Improvement - A proposal to either provide a new service or position, or to substantially improve an existing service which will result in additional funding.

Special Purpose Local Option Sales Tax (SPLOST) - A one cent voter approved addition to the sales tax to be used only for specified capital purposes.

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 benefitting from the service. Examples are Water, Sewer and Residential Refuse fees.

Weed and Seed - A collaborative attack on drugs and violence in targeted neighborhoods.

Workload Measure - The activities of departments which are aimed at accomplishing a major service for which a government is responsible.

LIST OF ACRONYMS

ADA - Americans with Disabilities Act

AFIS - Automated Fingerprinting Identification System

BBS - Behavior-Based Safety Program

BILF - Business Improvement Loan Fund

BIP - Bulk Item Pickup

CAD - Computer Aided Design

CDBG - Community Development Block Grant

C&D - Construction and Demolition

CCF - 1 CCF = 100 cubic feet

CCS - Community Services Specialist

CDC - Community Development Corporation

CHS - Coastal Heritage Society

CHSA - Community Housing Service Agency

CIP - Capital Improvement Program

COBRA - Consolidated Omnibus Budget Reconciliation Act

COSMOS - City of Savannah Municipal Operations System

COTU - Career Offender Tracking Unit

CPD - Community Planning and Development

CPTED - Crime Prevention Through Environmental Design

CRDC - Coastal Regional Development Center

CSR - Customer Satisfaction Rating

DFR Landfill - Dean Forest Road Landfill

DO - Dissolved Oxygen

DOJ - Department of Justice

DOT - Department of Transportation

DSA - Downtown Savannah Authority

EAP - Employee Assistance Program

EDA - Economic Development Administration

EDI - Economic Development Initiative

EIS - Environmental Impact Statement

EOA - Economic Opportunity Authority

EPA - Environmental Protection Agency

EPD - Environmental Protection Division

FBI - Federal Bureau of Investigation

FCC - Federal Communications Commission

FEMA - Federal Emergency Management Agency

FHI - Fair Housing Initiative

GCIC - Georgia Crime Information Center

GFOA - Government Finance Officers Association

GIS - Geographical Information System

GOYA - Guild of Youth Artists

HAZ-MAT - Hazardous Materials

HCD - Housing and Community Development

HMRT - Hazardous Materials Response Team

HODAG - Housing Development Action Grants

HOME - Home Investment Partnerships Program

HOPWA - Housing Opportunities for Persons With AIDS

HR - Human Resources

HRA - Health Risk Appraisal

HUD - U.S. Department of Housing and Urban Development

I&D - Industrial and Domestic

ISD - Information Services Department

JTPA - Job Training Partnership Act

LARP - Local Assistance Roadway Programs

KSB - Keep Savannah Beautiful

LOST - Local Option Sales Tax

LPHR - Lead-based Paint Hazard Reduction

MGD - Million Gallons per Day

MHZ - Megahertz

MLK Jr. Blvd. - Martin Luther King, Jr. Boulevard

MPC - Metropolitan Planning Commission

MSA - Metropolitan Statistical Area

MSW - Municipal Solid Waste

NAEIR - National Association for the Exchange of Industrial Resources

NBA - Neighborhood Beat Approach

NCIC - National Crime Information Center

NPDES - National Pollutant Discharge Elimination System

OSHA - Occupational Health and Safety Act

PC - Personal Computer

PIO - Public Information Office

PM - Preventive Maintenance

PMD - Property Maintenance Division

PMO - Property Maintenance Ordinance

POPP - Painting Other Peoples Property

PPCG - Per Person Cost of Government

QA/QC - Quality Assurance/Quality Control

R&B - Research and Budget

RMP - Risk Management Planning

RMS - Records Management System

ROW - Right of Way

SAGIS - Savannah Area Geographical Information System

SCADA - Supervisory Control and Data Acquisition

SCAN - Southside Community Alert Network

SDRA - Savannah Development & Renewal Authority

SEPCO - Savannah Electric and Power Company

SIMTC - Savannah International Maritime Trade Center

SIP - Savannah Impact Program

SPACE - Savannah's Place for Arts, Culture and Education

SPD - Savannah Police Department

SPLOST - Special Purpose Local Option Sales Tax

SSBG - Social Services Block Grant

TMDL - Total Maximum Daily Loading

TRAP - Tactical Reaction and Prevention

UDMP/ICUD - Urban Documents Microfiche Program / Index to Current Urban Documents

WIA - Workforce Investment Act

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