

2003 SERVICE PROGRAM AND BUDGET



SAVANNAH, GEORGIA

CITY OF SAVANNAH, GEORGIA

CITY COUNCIL MEMBERS

January 1 - December 31, 2003



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

Michael B. Brown
City Manager

Public Development Bureau
Israel Small, Assistant City Manager

Management & Financial Services Bureau
Chris Morrill, Assistant City Manager

Sanitation Bureau
Stephanie Cutter, Interim Director

Water & Sewer Bureau
Harry Jue, Director

Police Bureau
Chief Dan Flynn

Fire & Emergency Services Bureau
Chief Paul Taylor

Facilities Maintenance Bureau
Billy Jones, Director

Leisure Services Bureau
Joe Shearouse, Director

Research & Budget Department
Wanda L. Williams, Director

The 2003 *Service Program and Budget* was prepared by the Research & Budget Department staff.

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.

LEADERSHIP PRINCIPLES

We are guided by the following leadership principles:

- Value employees as the City’s most valuable resource. Seek employees’ input in determining the processes, resources, and environment needed to achieve the Community’s goals.
- Foster open and effective communication. Provide feedback mechanisms for all of our customers both internal and external. Actively seek citizens’ input.
- Encourage creative and innovative thinking. Ensure that every employee has the freedom and discretion to initiate improvements even when there is no guarantee of success.
- Strive to develop respect, trust, honesty, and integrity with our citizens and each other. Treat all customers kindly and courteously.
- Inspire and ensure cooperation and teamwork.
- Develop employees through training, coaching, and counseling complemented by positive reinforcement and recognition.
- Encourage education for all employees as an investment in the future and to enhance personal growth.
- Clearly define organizational systems and operations and the employees’ roles and responsibilities within the organization.
- Continuously improve systems and processes to enhance service by utilizing the Plan, Do, Study, Act approach. Ensure that all employees have the necessary skills to gather and analyze data and the capacity to make or recommend the appropriate decision.

CITY OF SAVANNAH ORGANIZATION CHART

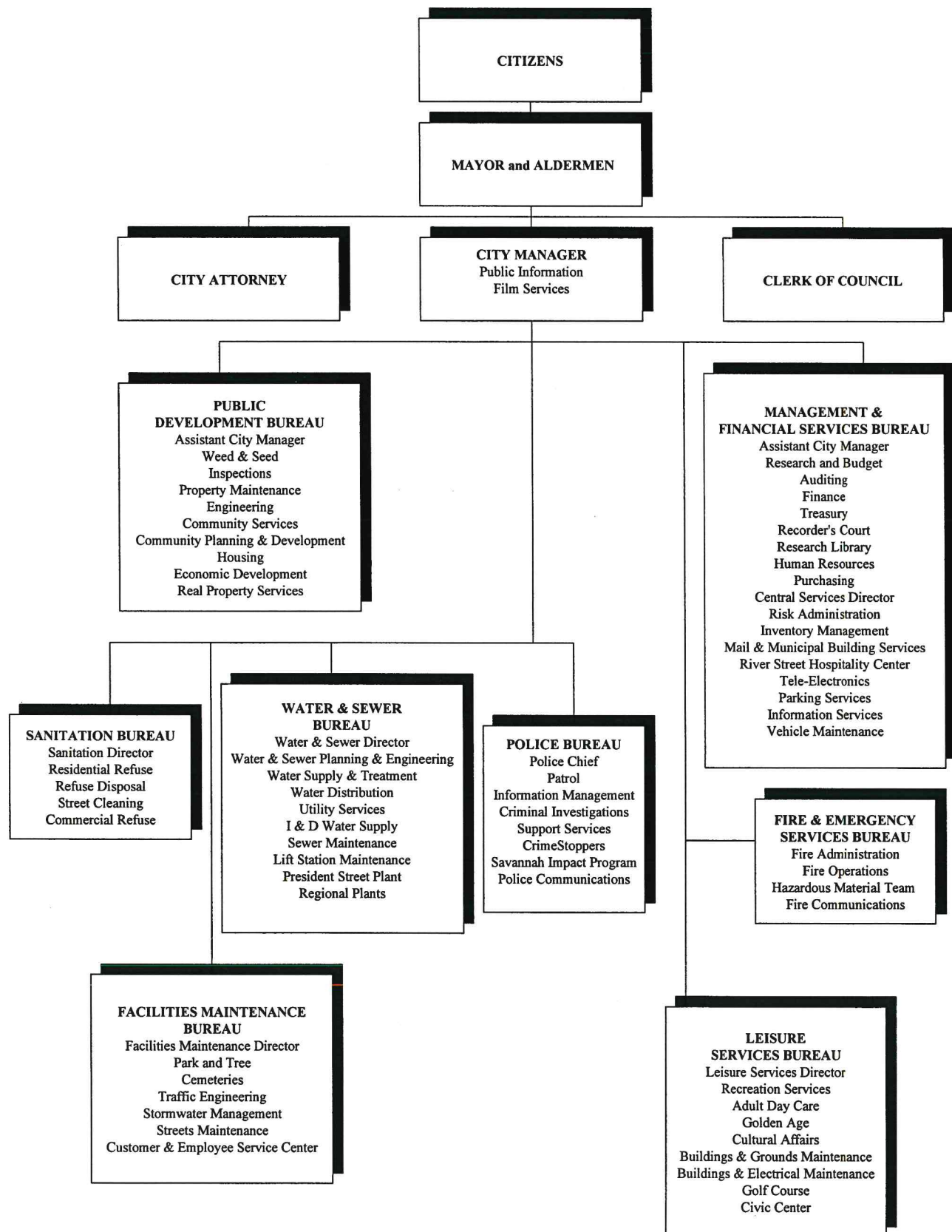


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Reader's Guide

The *2003 Service Program and Budget* presents the annual operating revenues, expenditures, and services provided by the City of Savannah. The budget has been organized into the following sections:

- **City Manager's Message** provides an overview of the 2003 financial and operating plan, describes major policy considerations used to determine budget appropriations and describes the 2003 action agenda.
- **Budget Policies** section describes the budget process, budgetary policies, and the financial structure of the City of Savannah.
- **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 changes in the number of positions by department.
- **Operating Budget** section 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. The funds are:
 - ▶ **General Fund** accounts for all revenues and expenditures which are not accounted for in specific purpose funds.
 - ▶ **Public Safety Communications Fund** section consists of the Police Communications Center and the Fire Communications Center.
 - ▶ **Hazardous Material Team Fund** revenue comes from area facilities which manufacture, use or store hazardous materials as well as a contribution from the City and Chatham County.
 - ▶ **Sanitation Fund** collects revenue to support residential and commercial refuse collection, refuse disposal, street sweeping, and the collection/disposal of construction and demolition waste.
 - ▶ **Civic Center Fund** provides the venue for a variety of cultural, business, social and sporting events.
 - ▶ **Water Fund** supports the infrastructure needed to provide potable water to residences.
 - ▶ **Sewer Fund** supports the treatment of wastewater generated by residences and industry.
- ▶ **I & D Water Supply Fund** operations provide treated water to major industrial users.
- ▶ **Parking Services Fund** largest revenue sources are parking meter fees, parking citation fines, and garage/lot fees.
- ▶ **Community Development Fund** revenues are derived primarily from the federal Community Development Block Grant and other federal and state grants.
- ▶ **Internal Services Fund** is a proprietary fund where one City department provides services to other departments or agencies on a cost-reimbursement basis.
- ▶ **Grant Fund** revenue is comprised of funds received from federal and state grants.
- **Capital Improvement Program** projects are summarized by funding source and category. Brief project descriptions and operating budget impacts are provided.
- **Special Summaries/Funds** section describes the Employee Benefits and Risk Management Funds, Debt Service, Computer Purchase Fund, Vehicle Purchase Fund, Golf Course Fund, Hotel/Motel Tax Fund, Rental Motor Vehicle Tax Fund, and Coastal Workforce Services.
- **Budget Ordinance** describes the adopted budget for the year 2003, revisions to the annual budget for year 2002, and the adopted five year capital improvement plan for the City.
- **Appendix** includes Social Services Contributions, Cultural Contributions, 2003 Position Classification and Salary Grade Table, a Glossary of Key Terms, a List of Acronyms, and an Index.
- If you need further information please contact:
City of Savannah, Research and Budget Dept., P.O. Box 1027, Savannah, GA 31402. Highlights of the budget are on the City's website:
www.ci.savannah.ga.us.

SAVANNAH AT A GLANCE ¹

Population ²

City	131,510
Chatham County	232,064

Climate

Savannah enjoys a subtropical climate that makes outdoor activities possible year-round. The summers are hot and winters are mild. On average, Savannah experiences four (4) weeks where temperatures approach freezing (32 degrees or below) and two months where temperatures are often in the 90s.

Geography

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 81.66 square miles. Savannah is approximately 250 miles southeast of Atlanta, 140 miles north of Jacksonville and 110 miles southwest of Charleston.



History

General James Edward Oglethorpe and the 120 travelers of the good ship "Anne" landed on a bluff along the Savannah River in February 1733. They landed in Beaufort, South Carolina, then traveled twelve (12) miles up the Savannah River to what is now known as the City of Savannah.

Upon settling, General Oglethorpe was aided by the native Yamacraw Indian Chief Tomo-chi-chi. Oglethorpe and Tomo-chi-chi pledged their friendship and goodwill, and the Yamacraw chief granted the new arrivals permission to settle Savannah on the bluff. The town flourished without warfare and hardship that stifled the beginnings of so many of America's early colonies.

General Oglethorpe named the thirteenth and final American colony, Georgia, after England's King George II. The original city plan accompanied General Oglethorpe to Savannah. The plan provided that the town be laid out in a perfect grid pattern with individual lots given to the colonists and additional space provided for public buildings. Savannah is credited as being America's first planned city. A bronze statue of General James Edward Oglethorpe is in Chippewa Square located in the Historic District of Savannah.

The colony would see a generation of peace where Savannah grew steadily. Farmers discovered that Savannah's soil was rich and the climate was favorable for the cultivation of cotton and rice. The transatlantic slave trade would bring millions of Africans to the Americas with many passing through the port of Savannah. Descendants of these slaves would form the Gullah culture of the Atlantic coastal communities in Georgia and South Carolina.

¹ Much of the information in this "Savannah at a Glance" summary was provided courtesy of the Savannah Area Chamber of Commerce, Savannah Area Convention & Visitors Bureau, and the City of Savannah's Public Information Office.

² Local estimate by Chatham County - Savannah Metropolitan Planning Commission



African American Monument
Historic River Street

With the onslaught of the Civil War, the city suffered from sea trade blockades so strict that Savannah's economy soon crumpled. After the war, cotton trade proved to be Savannah's initial salvation. Due to the economic renaissance brought on by the exportation of cotton, residents built lavish homes and churches throughout the city that reflected the wealth of the time. With growth of the trade, especially after the invention of the cotton gin on a plantation outside of Savannah, the city became a rival to Charleston as a commercial port. Many of the world's cotton prices were set on the steps of the Savannah Cotton Exchange, a building that remains in existence today.



Savannah Cotton Exchange
Bay Street

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.

The post-war years brought a new movement in Savannah in the realms of aesthetics, culture and

economy. In 1955, a group of concerned women organized to preserve historic structures threatened by the wrecking ball of urban renewal. The brave endeavor gave rise to the Historic Savannah Foundation, which since its inception has saved multitudes of buildings, whose beauty and appeal was the foundation of Savannah's charm. Savannah's Historic District was designated a National Historic Landmark in 1966, and remains one of the largest historic landmarks in the country. The Historic District includes 2½ square miles containing 2,358 historically significant buildings.

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.

Economic Development Agencies

Savannah Area Chamber of Commerce,
Savannah Economic Development Authority,
Savannah Development & Renewal Authority,
City of Savannah Economic Development
Department

Utilities

Savannah Electric, various gas service providers,
Bell South telephone company, various cellular
phone service providers, City of Savannah Water,
Sewer and Refuse Collection

Banks

Fourteen (14) Banks and 40+ Branch Locations

Tourism

Nineteen percent (19%) of all area jobs are
tourism supported. In 2000, nearly 11 million
total visitors spent nearly \$1.2 billion in Chatham
County.

Air & Ground Transportation

Savannah/Hilton Head International Airport (56
daily flights), CSX & Norfolk Southern
Railroads, Amtrak, Greyhound, airport/Amtrak
shuttle service, taxis, local bus systems, water
ferry

Port

Georgia Ports Authority ships to over 100 countries; created 7,000 local jobs; 80,100 state-wide employment; 50 steamship lines to 161 countries; 100+ motor carriers; 300+ ports served directly.

Highways

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

Areas of Employment

Services and Health	15.5%
Retail and Wholesale	12.7%
Government	7.3%
Manufacturing	6.3%
Transportation and Utilities	3.4%
Construction	3.1%
Finance, Insurance, Real Estate	1.7%

Government**City of Savannah:**

Mayor, 8 Aldermen and City Manager

Chatham County:

Chairman, 8 Commissioners and 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, City Market Art Center, Georgia Historical Society, historic forts, Historic Savannah Foundation, Jazz Society, museums, Savannah Symphony Orchestra, Telfair Museum of Art, theater companies

Schools & Churches

Public Schools: 29 elementary, 8 middle schools, 7 high schools

Private: 27

2 universities, 3 colleges, 1 vocational technical college

250+ churches

Hospitals & Doctors

Two (2) major hospitals, 1,170 beds, 600+ doctors, over 20 assisted living & nursing facilities

Media

Print:

Business Report and Journal, Cash Magazine, Coastal Senior, Connect Savannah, Freedoms Journal, Savannah Magazine, Savannah Morning News, Savannah PennySaver, Savannah Tribune, The Herald

Television Stations

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

Radio Stations

Twelve (12) FM stations, six (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, public and private golf courses, swimming pools, and tennis courts

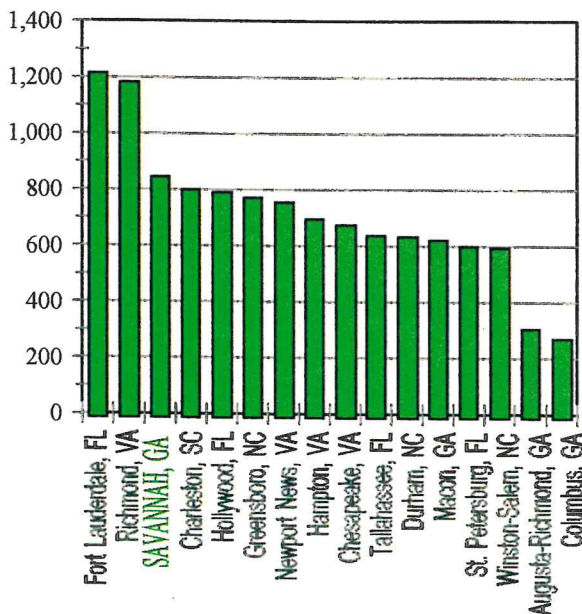
Comparable Cities Survey

It is the City of Savannah's goal to provide quality services in a fiscally efficient and responsible manner. The Comparable Cities Survey is designed to evaluate the City's success in meeting this goal through analysis of government expenditures and taxation. Savannah's General Fund expenditures and property tax rate are compared to fifteen cities with similar population and regional characteristics. In order to conduct a valid comparison, city budgets are adjusted as needed to equalize service delivery differences among local governments.

Per Person Cost of Government

To calculate the per person cost of government (PPCG), each city's adjusted General Fund budget was divided by its population. Savannah's PPCG increased slightly from last year, \$819 to \$843. This change is reflective of the 2.4% General Fund increase and a steady population. Despite the PPCG increase, the City of Savannah ranked third among the cities studied, with a PPCG above the average of \$710. Savannah's above average ranking can be attributed to the City's need to provide services for non-residents. As a regional hub for commercial, industrial and tourism industries, the City of Savannah provides services for a daytime population exceeding its resident population.

Per Person Cost of Government



Rank	City	Adjusted Budget	Population	PPCG
1	Fort Lauderdale, FL	\$184,741,490	152,397	\$1,212
2	Richmond, VA	\$233,466,078	197,790	\$1,180
3	SAVANNAH, GA	\$110,807,589	131,510	\$843
4	Charleston, SC	\$81,469,309	102,101	\$798
5	Hollywood, FL	\$109,745,145	139,357	\$788
6	Greensboro, NC	\$172,685,924	223,891	\$771
7	Newport News, VA	\$135,925,348	180,150	\$755
8	Hampton, VA	\$101,418,583	146,437	\$693
9	Chesapeake, VA	\$137,518,871	204,470	\$673
10	Tallahassee, FL	\$97,945,301	153,658	\$637
11	Durham, NC	\$125,598,370	198,400	\$633
12	Macon, GA	\$60,778,053	97,832	\$621
13	St. Petersburg, FL	\$148,112,880	248,232	\$597
14	Winston-Salem, NC	\$110,355,926	185,776	\$594
15	Augusta-Richmond, GA	\$60,270,163	198,180	\$304
16	Columbus, GA	\$49,913,213	186,291	\$268
	Average	\$120,047,015	171,655	\$710

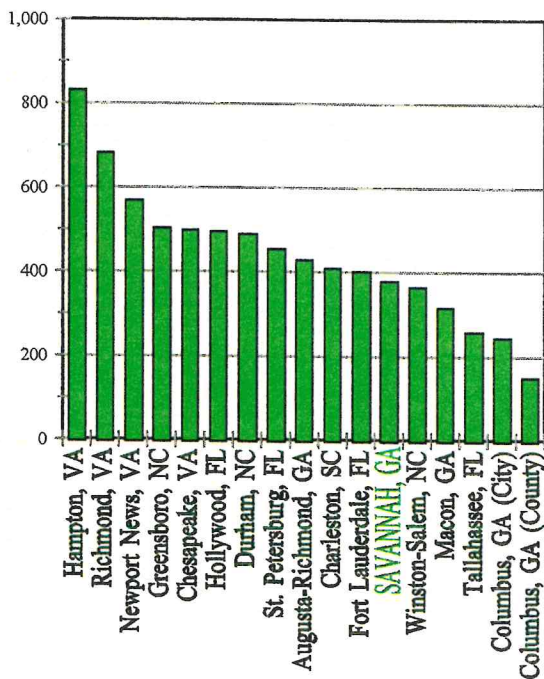
Adjusted Property Tax

Because of the difference between Savannah's daytime population and resident (nighttime) population, the Adjusted Property Tax analysis more directly reflects local government costs incurred by Savannah's residents. The analysis compares the typical property tax for a home with a fair market value of \$100,000 among similar cities. The property tax calculation was conducted using Chatham County's method as the model -- the percentage of assessed value applicable to property tax was calculated before the general homestead exemption. (This method represents a change from last year's calculation method in which

the exemption was taken before the percentage.) In calculating the property taxes, the adjusted General Fund budgets from the PPCG analysis were included to account for the different levels of service delivery. This resulted in an adjusted property tax for each city.

The City of Savannah's adjusted property tax amount of \$378 is below the average of \$439. The results support the rationale that although the City of Savannah must pay more to support expanded daytime populations, the amount absorbed by local residents is considerably less than in other cities.

Adjusted Property Tax
(assumes \$100,000 FMV home)



Rank	City	Adjusted Taxes
1	Hampton, VA	\$830
2	Richmond, VA	\$682
3	Newport News, VA	\$569
4	Greensboro, NC	\$503
5	Chesapeake, VA	\$498
6	Hollywood, FL	\$494
7	Durham, NC	\$489
8	St. Petersburg, FL	\$455
9	Augusta-Richmond, GA	\$428
10	Charleston, SC	\$408
11	Fort Lauderdale, FL	\$401
12	SAVANNAH, GA	\$378
13	Winston-Salem, NC	\$364
14	Macon, GA	\$314
15	Tallahassee, FL	\$257
16	Columbus, GA (City)	\$243
17	Columbus, GA (County)	\$149
	Average	\$439



CITY OF SAVANNAH - Office of the City Manager

October 18, 2002

To the Honorable Mayor and Aldermen:

The proposed *2003 Service Program and Budget* is hereby submitted to you with my recommendation for its approval. Significant fiscal challenges had to be overcome to prepare the budget. Yet, at the same time, we will continue service and infrastructure enhancements, improve employee pay and benefits, reduce crime and blight and provide for overall improvements in quality of life for citizens of Savannah, especially by addressing poverty, crime and housing.

This budget has been prepared in an environment of significant fiscal challenge:

- ✓ Chatham County has vigorously sought to shift costs which had been paid by the County to Savannah and the other municipalities. This list includes most significantly per diem prisoner costs at the jail but includes other expenses such as school crossing guards and human services.
- ✓ The local, regional, state and national economies continue to be very uncertain resulting in sluggish revenue growth.
- ✓ The official 2000 census count showed that the City's population declined 4% from 137,557 in 1990 to 131,510 in 2000. This population loss affected several revenue sources such as the Insurance Premium Tax and our Community Development Block Grant which fell 3% in 2003. Negotiations with the County on the Local Option Sales Tax (LOST) were also affected by the loss in population. While regional growth and development has generally been favorable to Savannah, the City continues to shoulder significant demands for service from tourists and daytime workers. Yet, the City is often unable to collect corresponding revenues from these services provided. This imbalance makes it increasingly difficult to provide services to low-income residents.
- ✓ Savannah residents and visitors continue to demand expensive services and high quality capital infrastructure.

LOCAL OPTION SALES TAX

The single most significant fiscal variable in the preparation of the 2003 budget has been the LOST negotiations between the municipalities in Chatham County and Chatham County government. State law mandates that, following the decennial census, municipalities and county government negotiate a revenue sharing formula and resubmit a tax sharing certificate to the State government for the 1¢ Local Option Sales Tax.

Savannah and the other municipalities negotiated fairly with Chatham County to obtain an equitable distribution of sales tax revenues. The final LOST agreement allocates 67.37% of sales tax revenue to

Savannah for the first five years of the agreement. This reduced allocation will result in an annual loss to the City of Savannah of \$600,000 in sales tax revenue and an additional cost of \$1.2 million to pay for City prisoners housed in the County jail. Municipalities will pay \$30 per day jail costs for city prisoners; a cost now covered by the County. The combination of revenue loss and additional expenses will cost City of Savannah taxpayers \$1.8 million.

ACCOMPLISHMENTS

Despite the challenges facing the City, we have acted affirmatively and successfully to improve the quality of life of everyone.

- ✓ Part I crimes have been reduced 9 % over the past five years.
- ✓ Fire and Emergency Services have been considerably expanded in area and improved in quality.
- ✓ Drainage projects have mitigated flood risk in essentially every area of the City.
- ✓ Neighborhood decline in many areas has been checked by removing graffiti and trash and by reducing the number of vacant dilapidated houses, weeded lots and junk cars.
- ✓ Water capacity has been significantly increased both for our current needs and for future local and regional development critical to job growth.
- ✓ Refuse disposal capacity is being expanded by 3 million cubic yards of lined capacity; enough to meet our needs for the next 10 years.
- ✓ The annexation of 12 areas in the past several years will, in the future, help reverse 20 years of population decline and lower per capita cost of government.
- ✓ By planting 1,200 trees annually and the recent addition of 5 acres of park land and open space, the beauty of the city and the quality of our existing parks and recreational areas has been improved.

CHALLENGES

The challenge confronting us in the upcoming fiscal year can be succinctly stated: to provide needed services while maintaining our financial stability in an economically uncertain environment.

To ensure that community needs are being met, this budget and work plan are based on information received from a wide variety of sources including citizen surveys, citizen service requests, Mayor and Aldermen work sessions, retreats and service requests, public hearings, neighborhood meetings, requests from agencies and community-based organizations, and well-documented requests from City employees and City departments.

In addition, in-depth analyses of our operating budget, fiscal trend indicators, capital assets and cost centers were conducted to determine areas of need as well as all possible cost savings. These analyses have been directed to preparation of work plans, operating budgets, capital budgets, community development plans and funding recommendations for outside agencies. We have also focused on projects which are recommended in the needed renewal of the Special Purpose Local Option Sales Tax (SPLOST).

KEY ISSUES FACING THE CITY

The key issues faced by the city are:

- ✓ Neighborhood and community blight
- ✓ Part I and violent crime, especially those committed by repeat offenders
- ✓ Housing conditions and home ownership
- ✓ Poverty and family income
- ✓ Small and minority business development

At their Retreat, the Mayor and Aldermen directed that quality improvement efforts be energized and that a commitment be gained from all parties – residents, businesses, City staff, community-based organizations – to cooperate in confronting the key issues listed above. Further, the Mayor and Aldermen asked that existing resources be used in an effective manner and that additional resources be made available to make greater investments, especially in areas that yield a high return to the community; e.g., blight reduction, affordable housing, interdiction in the cycle of poverty and interdiction in the lives of prolific criminal offenders.

BUDGET IN BRIEF

As presented, the 2003 budget for all funds totals \$199,875,085. This total is \$4,994,155 or 2.4 % less than projected 2002 expenditures. The budget is balanced with expenditure reductions in some areas such as General Fund debt service, small fixed assets, temporary labor and capital outlays and increases including the contribution to the Group Medical Insurance Fund to address the rising cost of medical benefits and new per diem expenses to house prisoners in the Chatham County jail based on anticipated changes in the LOST agreement.

Since 1996, the City's millage rate has been reduced 23.8% from a high of 17.46 mills to 13.30 mills in 2002, saving the owner of a \$100,000 home \$166 this year. This downward adjustment was achieved due to significant cost savings measures, fiscal prudence and economic development. During this same time, many City services were improved to meet increasing community needs, most notably police, fire, and drainage services. Unfortunately, another reduction in the millage rate in 2003 could seriously impact the City's financial health.

The City is faced with the following financial challenges in the 2003 budget:

- ✓ Loss of over \$1 million in Insurance Premium tax; a revenue collected by the State and distributed based on population;
- ✓ Loss of a Federal grant which funded six Community Service Specialist positions in the Police Bureau that will now have to be funded solely by City revenue;
- ✓ Additional resources necessary to expand City crime reduction programs such as Savannah Impact and the Neighborhood Enforcement Team;
- ✓ Erosion of property tax revenues due to the impact of the Stephens-Day homestead exemption law;
- ✓ Loss of \$600,000 in Local Option Sales Tax revenue as a result of the new allocation among Chatham County and the municipalities; and,

Homeland security is a new term in our national vocabulary. Although most of the effort is at the national level, we are taking steps to ensure that local facilities are protected and that City personnel are prepared to respond to any emergencies. The Fire and Emergency Services Bureau has received a \$99,950 equipment grant from the Georgia Emergency Management Agency. The equipment will be used in cooperation with the Georgia Mutual Aid Group who respond to incidents of terrorism or weapons of mass destruction anywhere in Georgia. The Fire and Emergency Services Bureau has also created a new fire captain position whose sole duty is homeland security.

Our I&D Water Supply Department received a \$115,000 grant from the Environmental Protection Agency to assess the vulnerability of our water system to chemical or biological terrorism. This study will enable us to identify parts of the system that may be vulnerable to attack.

The *Citizen Satisfaction Survey 2002* ranked crime as the biggest problem facing the city over the next five years. In 2003, we will continue to focus on violent crime because it is the most destructive and harmful to residents. But we will also use traditional methods – and seek effective, innovative ways – to fight all forms of crime.

☐ **Blight Eradication**

The connection of crime and blight and the harmful effects of blighted neighborhoods on all residents of the city make blight eradication a high priority for us. Significant progress has been made, but further steps are needed to remove debris and trash, remedy vacant dilapidated houses, remove junk cars, cut and maintain vacant lots, remove tin fences, wipe out graffiti and address any neighborhood deterioration. Our goal is to make all Savannah neighborhoods visually attractive and safe.

In the 2003 Work Program and Action Agenda, we will continue to improve the level of neighborhood appearance through more systematic code enforcement, improved work methods and enforcement inspections and better resident/landlord education programs and accountability. Pilot programs will be initiated to identify the early signs of blight and prevent it from harming neighborhoods that are generally in good condition but beginning to exhibit signs of deterioration. Building support and capacity within our neighborhood organizations must be an important part of these initiatives.

☐ **Housing**

Serious housing decline and decay, as measured by the number of vacant dilapidated and seriously substandard houses, has been arrested and is being reversed. Despite these positive trends, we still face significant housing issues: low rates of home ownership, low family incomes, and insufficient readiness for home ownership. We are striving to increase City and community resources devoted to housing assistance, home finance and housing rehabilitation.

The City is currently assisting in the development of 300 to 400 housing units per year. This assistance consists of first-time home ownership programs and support for new in-fill construction and construction/rehabilitation of affordable housing. In our 2003 Action Agenda, we will strive to sponsor at least 500 units per year through rehabilitation, new construction and home ownership programs. Increasing the

number of units affected by City programs will be a challenge because of the cost of rehabilitating some units in the inner city.

Community surveys and research indicate that many additional households in Savannah have sufficient annual family income to become home buyers. However, some of these families need training in financial management and assistance to re-establish their credit and to accumulate sufficient funds for a down payment on their own home. Our Action Agenda will also target this issue.

We will also focus on improving inspections of rental units, on combating illegal boarding houses and on marketing home ownership in older neighborhoods. Finally, the 2003 budget includes continuation of a General Fund allocation for housing.

Leveraging private investment is also essential to the success of our housing initiatives. The City cannot finance them 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 such as: World Changers, Youth Works, Group Work Camps and Christmas-In-April.

❑ Poverty and Low Family Incomes

Poverty and low family incomes are significant factors in Savannah's housing problems and are related to crime, blight and low educational attainment. Therefore, raising family incomes and decreasing poverty is a high priority. The 2003 Action Agenda includes several initiatives to address poverty.

First, the City plans to file a challenge to the Bureau of the Census in order to carefully document the number of persons in poverty, homeless, and those living in group quarters. An accurate count will help increase our federal funding especially for the Community Development Block Grant.

Second, the City will participate with the Annie E. Casey Foundation in a "Family Connections" initiative. This program will target community building, and raising family incomes in three pilot neighborhoods including the area between East Broad Street and Waters Avenue, Cuyler-Brownsville, and Speedwell. These neighborhoods will be targeted with community building programs and with initiatives, including individual development accounts, to build family capacity.

Third, initiatives will be continued to revamp our workforce investment programs. The City is working with the Workforce Investment Board, the Savannah Area Chamber of Commerce, the Board of Education and other community agencies in the reformulation of workforce training programs. The best anti-poverty program is a good job. We want to equip people with the training needed to get and hold a job paying a livable wage.

Finally, the City's Entrepreneurial Center on East Gwinnett Street, which is operated under contract by

Savannah State University, will focus on training for small businesses, a small business incubator, micro-loans, small business loans and technical assistance to small businesses. These initiatives will combine with our MLK Revolving Fund and our MLK Redevelopment Plan to foster small business development especially on commercial corridors such as MLK Blvd and Waters Avenue.

❑ **Redevelopment Authority**

In 2000, at the request of the City, the Savannah Development and Renewal Authority (SDRA) moved forward with an update of the *1986 Broughton Street Urban Renewal Plan*. Through a committee and community-based process including surveys and public hearings, SDRA assessed the strategies recommended in the original plan and the results of those strategies. Since 1986, the Redevelopment Area has experienced dramatic growth. Property values increased from \$38.7 million in 1986 to \$122.1 million today.

However, recently a more distressing picture has begun to emerge. First and second quarter 2002 figures show a 48% decline in property investment from 2001 to 2002. Additionally, of the 1 million square feet of commercial space available, an estimated 35% is vacant.

An attractive, functional, prosperous downtown is a key element of any city. In Savannah, because of the historic significance of the area, it is doubly important. SDRA will continue to work with the redevelopment committee and will present elements of the *Downtown Redevelopment Plan* in 2003.

❑ **Downtown Vitality/Quality of Life**

The National Landmark Historic District in downtown Savannah is the number one visitor attraction in Georgia. The downtown area has more than 2,200 hotel rooms, 9,000 residents and, on any given night, there can be 10,000+ people in the restaurants and clubs. This vibrant area is one reason Savannah continues to be rated by Conde' Nast magazine as one of the top ten places to visit in the United States.

While it is important for Savannah to maintain its reputation as a hospitable and fun visitor destination, it is also important that we respond to the legitimate needs and concerns of local residents. That is, there is a need to balance entertainment for visitors with quality of life for downtown residents.

In 2003, City staff, SDRA and members of the Downtown Quality of Life Committee will begin implementation of the recommendations made to the Mayor and Aldermen.

This *2003 Service Program and Budget* provides the financial and operating plan to meet the needs of the citizens of Savannah for efficient and effective government. I look forward to reviewing this recommended budget with you in more detail during the budget workshops.

Respectfully submitted,



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 to 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 citywide revenue projections for the current and 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 are 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.

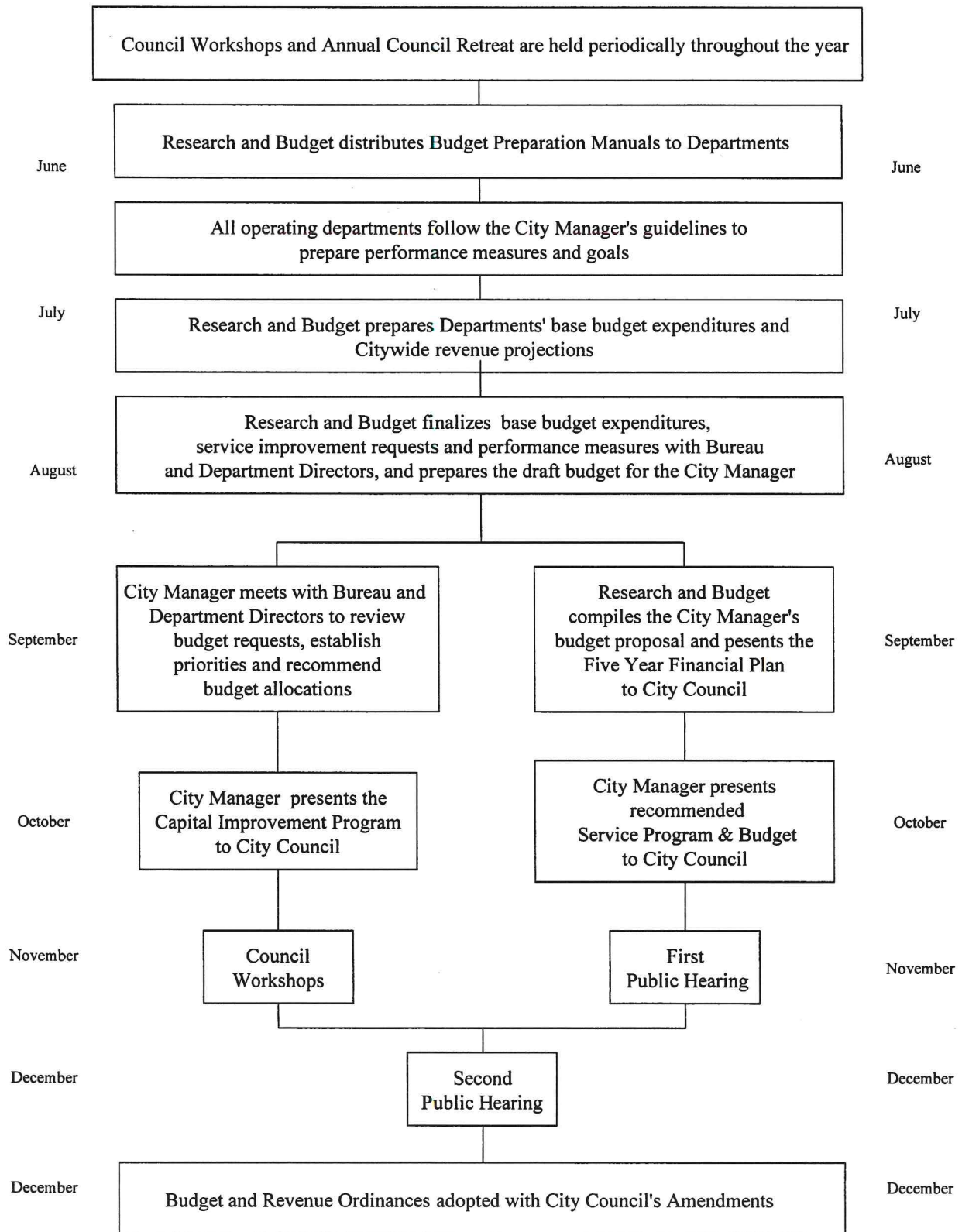
Budget Execution

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 2001, the unallocated fund reserve totaled approximately \$12 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 capital infrastructure improvements is updated annually. The program 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 the 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 Revenue 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 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 statewide 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 obligation 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 will 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

The City's financial transactions 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, usage 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 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, Vehicle Maintenance, and Real Property Services. 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 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. Budgets for Proprietary Funds, including Enterprise Funds and the Internal Services Fund are developed for planning purposes.

The legal level of control at which expenditures may not 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.



SUMMARIES

Trend Analysis and Financial Projections

The financial trend analysis and five-year financial plan are updated annually. The trend analysis considers thirty-five demographic and financial trends for the City of Savannah. The indicators are updated for the most recent five year period. The five-year financial plan starts with consideration of the results of the trend analysis and applies economic assumptions, where applicable, to project the City's General Fund revenues and expenditures forward five years. This provides the base to which major changes expected are added. Projections are made for the General Fund because it is used to support more services than any other fund. This snapshot of the City's financial future allows time to make the necessary adjustments to manage problems identified on the horizon. A positive future can be created for citizens with the necessary planning and thought.

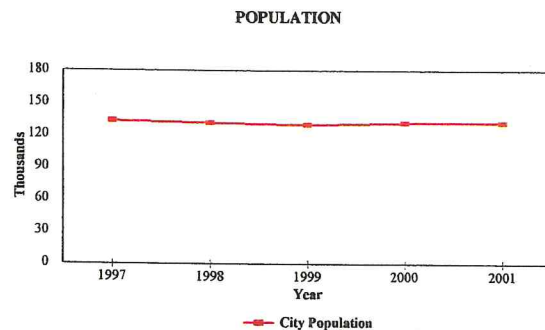
This long range planning accomplishes two important goals. First, it allows identification of challenges early. Secondly, it provides information to the Mayor and Aldermen for policy setting. Potential problems are addressed pro-actively as a result of the annual analysis and projections. Excerpts from the full analysis begins below.

FINANCIAL TREND INDICATORS

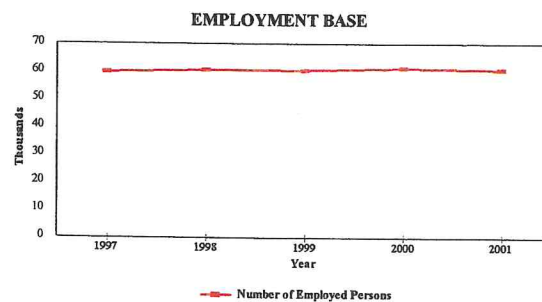
Two demographic indicators from the financial trend analysis are highlighted as follows. The first indicator, *population*, tracks total City population because it is an important factor in determining service demand. This indicator showed a slightly decreasing trend during 1997 - 2001, going from 133,294 to 131,510. To address the declining population trend, policies were adopted to stimulate economic growth, enhance attractiveness of the City, and address quality of life issues.

The most recent census count showed a decline in the population from 137,557 in 1990 to 131,510 in 2000, a difference of 6,047. Savannah has also shown a growing trend in its aging population. This change in population make-up will require increased service delivery while potentially experiencing a decrease in revenue due to fixed incomes and property tax exemptions. Savannah will continue its pro-active

approach in addressing these changes. The chart below presents the change in overall population noted.

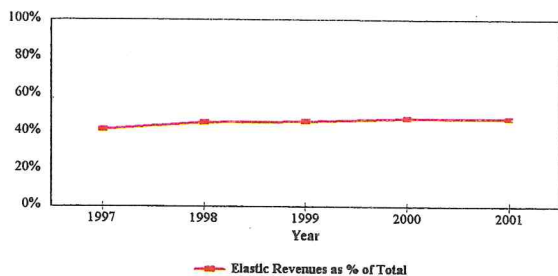


The second demographic trend is *employment base*. The number of people employed in the community is related to business activity and personal/per capita income. Savannah's diversified workforce provides a strong employment base that cushions against short term economic fluctuations or business downturns. While this indicator has fluctuated during the last five years, the total employed within the civilian labor force has increased from 59,916 to 60,671. This data reflects the worker's place of residence rather than place of work. The trend is slightly increasing and is favorable. The chart below shows the slight increase that has occurred.



Revenue diversity keeps the City from relying on a single source of revenue. The mix of elastic and inelastic revenue is an important indicator of a City's ability to weather economic downturns. Elastic revenue is influenced by forces outside of the City's control such as sales tax and hotel/motel tax. Inelastic revenue, such as property taxes, is a more stable source of revenue. The City's percentage of *elastic revenues* has been increasing, but is still below 50%, as seen in the chart below.

ELASTIC REVENUES



Two expenditure indicators are highlighted as well. The first indicator is *expenditures per capita*. Changes in expenditures per capita are caused by:

- increases in the cost of delivering municipal services
- improvements in the level of those services
- creation of new services
- changes in population without corresponding changes in expenditures.

Per capita costs on a constant dollar basis increased from \$663 in 1997 to \$749 in 2001. The increases have been primarily due to opening new recreation facilities, increased funding for capital projects, and investment in employees.

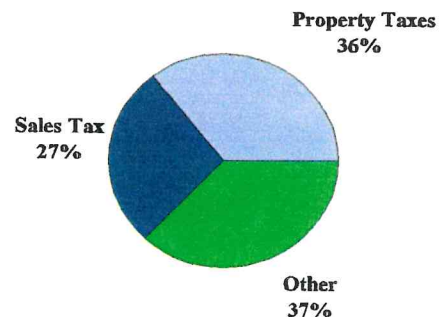
Another important indicator is *average employment cost per employee*. This indicator tracks the average employment cost (salaries and fringe benefits) per employee which has been increasing in constant dollars. The increases are due to the City providing competitive pay and benefit programs to maintain/attract a quality workforce.

FIVE-YEAR PLAN PROJECTIONS

Looking forward five years, the five-year financial plan was based on five assumptions for the 2003 - 2007 period. The assumptions were:

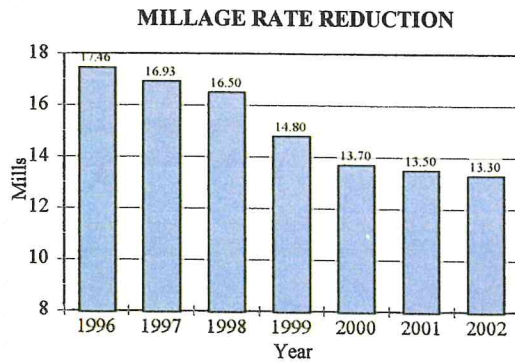
- smaller growth in the property tax base
- change in the Local Option Sales Tax allocation
- continued investment in the community's quality of life
- continued investment in employees
- payment to Chatham County for jail services beginning in 2003.

General Fund Revenues. Property taxes and sales taxes are projected to account for nearly two-thirds of the City's General fund revenue in 2003 as shown below.

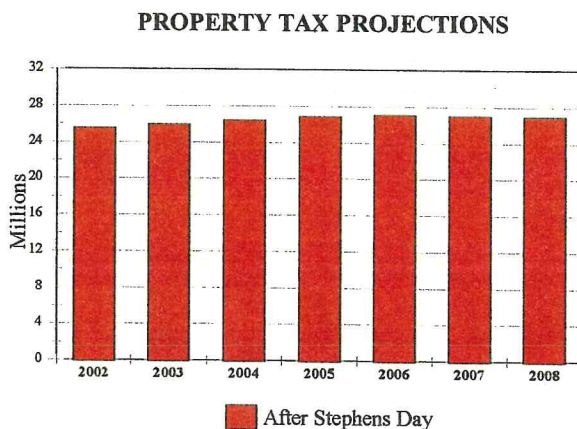


The trend for *property tax revenues* has been decreasing as measured in constant dollars. Property taxes are expected to make up 36% of the City's General Fund revenue portfolio in 2003. Because the City of Savannah's property tax millage rate is above the average of similar southeastern cities, the Mayor and Aldermen set a goal to reduce the property tax millage rate over time until it is below the average.

The City's millage rate has been reduced 4.16 mills or 23.8% since 1996, from a high of 17.46 mills to 13.30 mills in 2002. This downward adjustment was achieved at a faster rate than planned. The changes made in the millage rate are shown in the chart on the following page.



A gradual reduction in the millage rate will continue to be considered during the next five years, will allow the City to maintain its financial well-being, as well as remain competitive in attracting new residents and retaining current residents. Property tax revenue is projected to remain relatively flat, but stable, as shown below during the next five years. Changes in this revenue source will be impacted by the Stephens-Day legislation on assessed values, homestead exemptions, and home ownership.



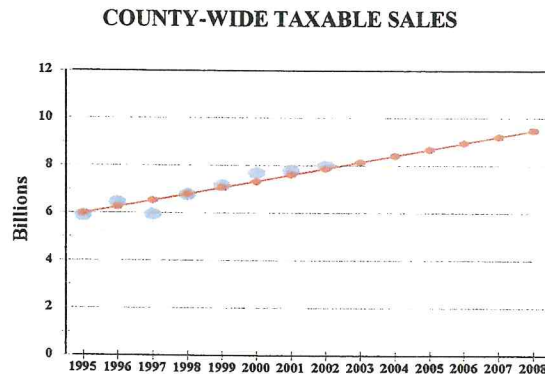
Property tax rates for the City of Savannah and all overlapping governments are shown in the table on Page 12 for the last ten calendar years.

Sales Taxes

The General Fund's other major revenue source is *sales tax*. In Savannah, a 6% sales tax is levied. Of that amount, 4% goes directly to the state, and 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). A new LOST agreement is expected to become effective January 1, 2003.

The chart below shows county-wide taxable sales along the trend line since 1995 and projected forward beginning in 2003. Modest growth is expected over the next five years.



To protect the City from economic slowdowns, a proactive approach was taken by creating a sales tax stabilization program 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 line. This allows the City to avoid dipping into other major funds reserves.

General Fund Expenditures. From 1993 to 1998, the level of debt increased to fund drainage projects and to install federally mandated air pollution control equipment at the Resource Recovery Facility. Actions have been taken to reduce the rate of growth of debt service. Debt was restructured so that the combined debt service requirements for all existing debt supported by the General Fund and the Sanitation Fund would remain level through 2006. Sanitation Fund debt is expected to peak in 2006, while General Fund debt service requirements are scheduled to decrease. For many years, elimination of the General Fund contribution to the Sanitation Fund has been a goal. Some relief is expected in 2007.

**CITY OF SAVANNAH, GEORGIA
PROPERTY TAX RATES - DIRECT AND ALL OVERLAPPING GOVERNMENTS
1992 - 2001**

(PER \$1,000 OF ASSESSED VALUE)

Year	City	Schools	County	Chatham Area Transit Authority	State	Total
1992	15.19	20.00	11.14	1.30	.25	51.79
1993	17.46	19.98	12.98	1.20	.25	56.08
1994	17.46	19.98	13.78	0.90	.25	56.58
1995	17.46	19.98	11.88	0.70	.25	54.03
1996	17.46	19.98	11.88	.0.90	.25	54.03
1997	16.93	19.98	11.39	0.95	.25	53.24
1998	16.50	19.14	11.64	0.95	.25	52.22
1999	14.80	19.83	11.01	0.90	.25	50.41
2000	13.70	18.84	10.44	0.858	.25	47.58
2001	13.50	18.58	10.367	0.853	.25	47.03

DEBT SERVICE

The City of Savannah continues to be pro-active in its fiscal management practices to continue to provide quality services.

Fund Balance

As in prior years, this budget is consistent with general accounting practices to maintain a General Fund reserve for unforeseen 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 2001 unused legal bonded debt margin is \$270,667,892. At December 31, 2001 the total legal debt limit was \$273,317,892.

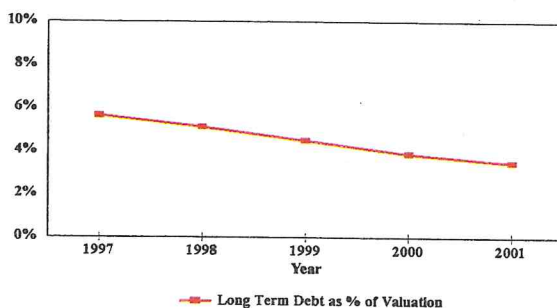
Debt Expenditures

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 3.45% of net operating revenues at the end of 2001, 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 2001 was 3.45%.

LONG-TERM DEBT



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. 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.

2003 DEBT SERVICE SUMMARY

Fund/Security	Projected Principal 12/31/02	Total 2003 Debt Service	Planned 2003 Issuance	Projected Principal 12/31/03
General Fund				
General Obligation Bonds	\$ 2,325,000	\$ 732,750	\$ 0	\$ 1,700,000
Downtown Sav'h Authority	24,325,000	4,191,060	0	21,290,000
Total	26,650,000	4,923,810	0	22,990,000
Civic Center Fund				
Downtown Sav'h Authority	4,070,000	427,723	0	3,850,000
Community Development Fund				
HUD Section 108 Note	2,955,000	230,306	0	2,855,000
Water Fund				
Water & Sewer Revenue	9,570,050	1,484,382	0	8,567,350
GEFA Loan	5,161,413	269,608	0	5,022,082
SRF Loans	7,916,392	573,750	0	7,618,222
Discount Amortization	(53,654)	(11,263)	0	(42,391)
Total	22,594,201	2,316,477	0	21,165,263
Sewer Fund				
Water & Sewer Revenue	16,294,950	2,527,462	0	14,587,650
GEFA Loan	6,503,930	909,363	0	5,979,861
SRF Loans	12,311,674	1,159,415	0	11,545,552
Discount Amortization	(328,530)	(45,820)	0	(282,710)
Total	34,782,024	4,550,420	0	31,830,353
I&D Fund				
Water & Sewer Revenue	18,130,000	1,710,815	0	17,305,000
GEFA Loan	5,132,459	790,678	0	4,664,129
Discount Amortization	(256,026)	(35,645)	0	(220,381)
Total	23,006,433	2,465,848	0	21,748,748
Golf Course Fund				
Interfund Advance	249,768	95,177	0	179,768
Parking Services Fund				
Downtown Sav'h Authority	14,945,000	851,463	7,645,000	22,590,000
DSA Variable Rate Bonds	3,425,000	465,600	0	2,375,000
Total	18,370,000	1,317,063	7,645,000	24,965,000
Sanitation Fund				
Res Rec Dev Authority	23,635,000	2,384,718	9,120,000	32,165,000
Discount Amortization	(153,488)	(18,112)	0	(135,376)
Total	23,481,512	2,366,606	9,120,000	32,029,624
Total	\$ 156,158,938	\$ 18,693,230	\$ 16,765,000	\$ 161,613,756

ANNUAL BOND MATURITY AND INTEREST REQUIREMENTS ^{1 2}

Year	General Obligation Bonds		Revenue Bonds ³		Contractual Obligations		Total
	Principal	Interest	Principal	Interest	Principal	Interest	
2003	625,000	107,750	3,535,000	2,187,526	4,895,000	4,194,463	15,544,739
2004	1,700,000	72,250	3,710,000	2,014,120	2,235,000	4,244,358	13,975,728
2005	0	0	3,885,000	1,831,420	2,540,000	4,116,178	12,372,598
2006	0	0	4,085,000	1,636,735	1,905,000	3,997,520	11,624,255
2007	0	0	4,285,000	1,432,000	4,575,000	3,898,698	14,190,698
2008	0	0	4,490,000	1,220,615	4,800,000	3,674,983	14,185,598
2009	0	0	4,730,000	997,745	5,060,000	3,438,910	14,226,655
2010	0	0	4,965,000	762,455	5,315,000	3,187,258	14,229,713
2011	0	0	1,595,000	513,905	5,595,000	2,923,873	10,627,778
2012	0	0	2,070,000	435,750	5,890,000	2,642,493	11,038,243
2013	0	0	2,170,000	332,250	6,205,000	2,340,953	11,048,203
2014	0	0	2,280,000	223,750	6,650,000	2,020,448	11,174,198
2015	0	0	2,195,000	109,750	6,995,000	1,675,213	10,974,963
2016	0	0	0	0	3,915,000	1,316,585	5,231,585
2017	0	0	0	0	4,120,000	1,116,750	5,236,750
2018	0	0	0	0	4,335,000	902,800	5,237,800
2019	0	0	0	0	2,170,000	677,500	2,847,500
2020	0	0	0	0	2,295,000	559,215	2,854,215
2021	0	0	0	0	2,420,000	433,140	2,853,140
2022	0	0	0	0	2,555,000	298,395	2,853,395
2023	0	0	0	0	2,695,000	154,220	2,849,220
Total	\$ 2,325,000	\$ 180,000	\$ 43,995,000	\$ 13,698,021	\$ 87,165,000	\$ 47,813,953	\$ 195,176,974

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

ALL FUNDS SUMMARY

Fund	2002 Projected	2003 Budget	Difference	% Change 02 - 03
General	\$ 111,459,931	\$ 111,133,368	\$ (326,563)	-0.3
Community Development	15,939,466	14,981,584	(957,882)	-6.0
Hazardous Material Team	301,944	322,966	21,022	7.0
Public Safety Communications	2,330,685	2,516,277	185,592	8.0
Grant	8,105,788	3,481,848	(4,623,940)	-57.0
Hotel/Motel Tax	0	3,790,500	3,790,500	--
Sanitation	26,622,393	28,046,339	1,423,946	5.3
Civic Center	3,112,540	3,026,374	(86,166)	-2.8
Water	16,313,031	16,225,884	(87,147)	-0.5
Sewer	20,688,748	21,427,583	738,835	3.6
I & D Water Supply	7,756,895	8,258,055	501,160	6.5
Parking Services	6,178,507	6,313,943	135,436	2.2
Golf Course	130,200	142,200	12,000	9.2
Internal Services	8,275,882	8,382,393	106,511	1.3
Vehicle Purchase	4,062,047	4,427,070	365,023	9.0
Computer Purchase	425,008	387,950	(37,058)	-8.7
Subtotal	\$ 231,703,065	\$ 232,864,334	\$ 1,161,269	0.5
Less Interfund Transfers	(26,833,825)	(32,989,249)	(6,155,424)	22.9
TOTAL	\$ 204,869,240	\$ 199,875,085	\$ (4,994,155)	-2.4

EXPENDITURE CHANGES

The 2003 Service Program and Budget for all funds totals \$199,875,085, a \$4,994,155 decrease or 2.4% less than 2002 projected expenditures. Major expenditure changes in the proposed budget include:

- a 2.0% general wage increase for all employees to continue competitive pay rates based on the annual pay survey of municipalities and businesses in the southeast region conducted by the City's Human Resources department;
- 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;
- an increase in the City's contribution to the Group Medical Insurance Fund of \$1,750,025 to address the rising cost of medical benefits;
- a \$338,412 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;
- a General Fund allocation of \$1,957,671 to support operating costs, as well as debt service

- requirements, of the Sanitation Fund ;
- \$1,200,000 allocation for per diem expenses to house prisoners in the Chatham County jail based on anticipated changes in the Local Option Sales Tax agreement;
- \$274,959 for service improvements to enhance public safety, expand program services, improve efficiency of program operations, and improve customer service;
- continuation of capital projects to address infrastructure needs;
- an anticipated decrease in federal Community Development Block Grant funds (and elimination of other grant sources); and
- a decrease in General Fund debt service of \$678,350 as well as city-wide decreases in small fixed assets of \$456,925, temporary labor of \$382,512, capital outlays of \$329,195, building repairs of \$178,183, and operating supplies and materials of \$120,236.

The table above shows the dollar changes by fund. A more detailed description of changes by fund can be found in applicable sections of this document.

REVENUE CHANGES

The budget is balanced with the revenue changes described below. Changes were made in consideration of service delivery needs, the cost of services, and operational requirements.

General Fund.

Mixed Drink Tax. A new Mixed Drink Tax will be implemented in July 2003 which is in compliance with state law that authorizes the City to levy an excise tax on distilled spirits sold by the drink. This levy does not include beer or wine. The rate will be 3% of sales charges. This new fee is expected to generate \$200,000.

Alcohol Licenses. The following changes are proposed for alcohol licenses, and are projected to generate \$157,050 in revenue:

<u>License Type</u>	<u>Current</u>	<u>Proposed</u>
Pkg. Shops B/W/L	\$3,740	\$4,250
Pkg. Wine Only	240	350
Pkg. Beer Only	700	900
Pkg. Liquor Only	2,800	3,000
Pkg. Beer/Wine	940	1,250
Wine-By Drink	250	350
Beer-By Drink	725	900
Beer/Liquor-By Drink	3,625	3,900
B/W/L-By Drink	3,775	4,250
B/W-By Drink	975	1,250

Cemeteries. The following fee changes are proposed for cemetery services:

Interment Fees:

<u>Standard Rate</u>	<u>Current</u>	<u>Proposed</u>
Adult	\$510	\$535
Child (2 to 10 years)	350	370
Infant (Up to 2 years)	315	330
Amputated Limb	300	315
Ashes/Cremains	275	290

<u>Prime Rate</u>	<u>Current</u>	<u>Proposed</u>
Adult	\$390	\$410
Child (2 to 10 years)	240	255

Infant (Up to 2 years)	220	230
Amputated Limb	210	220
Ashes/Cremains	190	200

Interment Rights:

<u>Price Per Space</u>	<u>Current</u>	<u>Proposed</u>
Sec. 10, Greenwich		
6 space lots	n/a	\$775

<u>Price Per Lot/Niche</u>	<u>Current</u>	<u>Proposed</u>
Sec. 10, Greenwich		
6 space lots	n/a	\$4,660

Cemetery Services:

<u>Service</u>	<u>Current</u>	<u>Proposed</u>
After-Hour Cemetery		
Access - first hour	\$45	\$60

These fee changes will provide an additional \$10,500 in revenue.

Leisure Services. The following changes are proposed in Leisure Services fees in the 2003 budget to cover a portion of the cost for services.

Athletics/Neighborhood Programs

Softball (Spring)	\$470	\$480
Softball (Fall)	380	390
Basketball (Adult)	370	380
Tennis (Junior)	20	25
Summer Camp	35	40

Rousakis Plaza

Arbor Area		
Commercial	175	200
Commercial by Non-Profit	125	150
Riverfront		
Commercial	325	350
Commercial by Non-Profit	225	250
St. Patrick's Day	225	10%
		(of gross sales)

Parks and Squares

Special Events	\$125/3 hours	\$150/3 hours
All Day Rate	660	700
Non-Resident Fee	100	125

<u>Cultural Affairs</u>	<u>Current</u>	<u>Proposed</u>
Performing/Visual Arts Classes (8 week session)	\$60	\$65
Visual Arts Summer Camp (2 week session)	180	200

Parking Services Fund. The following changes are proposed:

<u>Decals:</u>	<u>Current</u>	<u>Proposed</u>
Student	\$35	\$50
Second Residential	35	50

<u>Parking Garage:</u>		
Liberty Street Garage - per month fee	n/a	\$35

The decal fee changes are projected to generate an additional \$3,100. The new Liberty Street Parking Garage is expected to open November 2003.

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

Residential Refuse	\$21.00/month	\$22.00/month
Commercial Disposal	\$3.00/cy	\$3.25/cy
Commercial Collection	\$2.23/cy	\$2.32/cy
Downtown Collection Zone	\$3.60/cy	\$3.75/cy
River Street Collection Zone	\$3.85/cy	\$4.00/cy

Note: The average commercial collection fee increases about 4%. The fees shown are weighted averages of several different rates in the actual rate structure.

Water & Sewer Fund. In 2003, 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 2003 increase on the combined monthly water and

sewer bill compared to the 2002 for the median inside City customer, who uses about 15CCFs, is as follows:

Monthly Increase in Combined Water & Sewer Bill	\$0.60
Percentage Increase	2.74%

The rates proposed for year 2003 compared to 2002 rates are as follows:

Water & Sewer Monthly Rates

<u>Water</u>	<u>Inside 2002/03</u>	<u>Outside 2002/03</u>
Base Charge (Bi-Monthly)	\$11.06	\$16.59
0 to 15 CCFs	.46	.69
Over 15 CCFs	.64	.96

<u>Sewer</u>	<u>Inside - 2002</u>	<u>Inside - 2003</u>
Base Charge (Bi-Monthly)	\$8.80	\$8.80
0 to 15 CCFs	1.14	1.22
Over 15 CCFs	1.52	1.60

<u>Sewer</u>	<u>Outside - 2002</u>	<u>Outside - 2003</u>
Base	\$13.20	\$13.20
0 to 15 CCFs	1.71	1.83
Over 15 CCFs	2.28	2.40

SERVICE IMPROVEMENTS

The City of Savannah continues to strive to improve the vital services provided to citizens. The following listing is a summary by fund of the cost and description of each 2003 improvement.

General	\$141,264
Public Safety Communications	69,657
Sanitation	24,845
Parking Services	(2,145)
Water	18,119
Sewer	23,219
Total	\$274,959

General Fund

Increased Productivity - \$61,213. Two new Community Services Specialist positions and a vehicle are included in the budget for Police services. These positions will increase the number of positions that are available to handle reports and calls that do not require the presence of a sworn officer, thereby allowing sworn officers to focus more time on crime.

Public Safety Communications Equipment - \$10,000. This amount will be allocated for replacement of portable radios used by the Savannah Police Bureau.

Management of Jail Services - \$41,709. A new Sergeant position will be added to Police Support Services to manage jail services provided to the City of Savannah at the Chatham County Jail.

Specialization of the Municipal Cemetery Workforce - \$0. To continue providing high-quality maintenance of the cemeteries with fewer, but more technically-specialized positions, and through contractual services as vacancies occur due to consistent high turnover. This is a multi-year plan in which additional costs in one area will be offset by savings in other areas.

Summer Camp Program Expansion - \$18,342. Leisure Services currently operates thirteen indoor summer camps for youth at regional and neighborhood centers. There are only two summer camps south of Derenne Avenue. This third southside location will serve 200 additional youth.

Neighborhood Documentation Project - \$10,000. Recording and development of an exhibit of the history of revitalization in Savannah for the past 20 years. The funds will assist in archiving the reproduction of historical photos, photographer fees, and audio/visual recording of oral histories.

Public Safety Communications Fund

Improve Customer Service - \$69,657. Customer service will be improved in the Police Communications Center with the addition of three interim Communications Specialist positions to assist with the increased work load of E911 calls, service calls, and GCIC/NCIC inquiries received in the center.

Sanitation Fund

Improve Efficiency - \$24,845. A diesel powered litter vacuum will be purchased to provide faster and more efficient litter control at the Dean Forest Road Landfill.

Parking Services Fund

Liberty Street Parking Garage - (\$2,145). The new Liberty Street Garage is anticipated to open November 2003. An allocation of \$59,355 has been included in the budget for two full-time parking attendants, three part-time parking attendants, three part-time security guards, one full-time custodian, two vehicles, and operating costs for two months. Revenue for the two-month period is projected at \$61,500 based on a rate of \$35 per month.

Water Fund

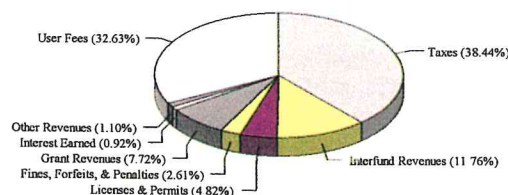
Improve Office Efficiency - \$18,119. An Office Assistant position will manage support functions of the Cross Connection Control program.

Sewer Fund

Improve Program Operations - \$23,219. The President Street Plant operates 24 hours per day, 7 days per week. The facility is operated by four crews on a rotating basis. Each crew has one supervisor and three operators, except for one crew with two operators. A new Plant Operator position will be added, which will balance out the crews and reduce overtime.

CITY-WIDE REVENUES

City-wide revenues total \$232,864,334 for 2003. This is a 0.5% increase over 2002 projected revenues. The graph to the right shows City revenue sources as a percent of total revenues. Taxes and User Fees are the most significant revenue categories.

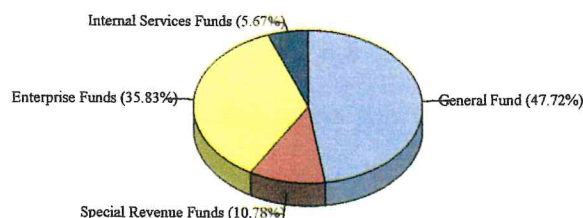


The table below compares 2003 revenues with 2002 projected and 2001 actual revenues.

	2001 Actual	2002 Projected	2003 Budget	% Change 02-03
Taxes				
Property Taxes	\$ 36,339,702	\$ 37,445,465	\$ 38,427,036	2.6
Sales Tax	30,287,984	30,850,000	30,750,000	-0.3
Other Taxes	18,398,414	19,186,100	20,330,973	6.0
Subtotal	\$ 85,026,100	\$ 87,481,565	\$ 89,508,009	2.3
User Fees				
Leisure Services Fees	\$ 581,965	\$ 587,197	\$ 689,535	17.4
Inspection Fees	971,539	1,276,500	1,119,000	-12.3
Fees for Other Services - General Fund	1,276,016	1,473,880	1,412,561	-4.2
E911 Fees	1,366,381	1,699,457	1,747,166	2.8
Haz-Mat Services	183,788	204,780	211,644	3.4
Water Services	13,975,194	14,370,494	14,195,295	-1.2
Sewer Services	20,803,032	20,420,800	21,121,850	3.4
I & D Services	7,156,731	7,554,725	8,068,666	6.8
Sanitation Services	20,227,744	21,164,969	22,066,264	4.3
Parking Services	3,316,256	3,838,000	3,880,500	1.1
Civic Center Services	1,488,513	1,354,500	1,319,500	-2.6
Golf Course Lease	117,000	129,000	141,000	9.3
Subtotal	\$ 71,464,159	\$ 74,074,302	\$ 75,972,981	2.6
Interfund Revenues				
Internal Service Charges	\$ 12,549,450	\$ 12,779,603	\$ 12,822,669	0.3
Interfund Services	10,042,555	10,098,066	10,460,721	3.6
General Fund Contribution	3,525,726	3,764,556	4,106,777	9.1
Subtotal	\$ 26,117,731	\$ 26,642,225	\$ 27,390,167	2.8
Licenses & Permits	\$ 10,606,794	\$ 10,935,502	\$ 11,225,553	2.7
Fines, Forfeits, & Penalties	\$ 4,835,141	\$ 5,522,063	\$ 6,075,435	10.0
Grant Revenues	\$ 23,610,472	\$ 23,574,174	\$ 17,988,582	-23.7
Interest Earned	\$ 3,075,093	\$ 1,629,859	\$ 2,148,467	31.8
Other Revenues	\$ 2,564,480	\$ 1,843,375	\$ 2,555,140	38.6
TOTAL	\$ 227,299,970	\$ 231,703,065	\$ 232,864,334	0.5

CITY-WIDE EXPENDITURES

After adjusting for transfers between funds, total expenditures for 2003 are \$199,875,085 or 2.4% below the 2002 projected budget. The graph to the right illustrates City expenditures by fund type as a percent of the total budget. The General Fund followed by Enterprise Funds are the largest expenditure categories. Slightly more than half of in the funds expenses support Personal Services. Another major expenditure category is Outside Services, which includes contracts, utility costs, and other services purchased from private and non-profit sectors.



	2001 Actual	2002 Projected	2003 Budget	% Change 02-03
General Fund	\$ 107,946,914	\$ 111,459,931	\$ 111,133,368	-0.3
<u>Special Revenue Funds</u>				
Community Dev. Fund	\$ 18,591,538	\$ 15,939,466	\$ 14,981,584	-6.0
Hazardous Mat. Team Fund	274,462	301,944	322,966	7.0
Public Safety Com. Fund	1,927,514	2,330,685	2,516,277	8.0
Grant Fund	6,252,832	8,105,788	3,481,848	-57.0
Hotel Motel Tax Fund	0	0	3,790,500	--
Subtotal	\$ 27,046,346	\$ 26,677,883	\$ 25,093,175	-5.9
<u>Enterprise Funds</u>				
Sanitation Fund	\$ 26,206,945	\$ 26,622,393	\$ 28,046,339	5.3
Civic Center Fund	3,152,287	3,112,540	3,026,374	-2.8
Water Fund	16,551,064	16,313,031	16,225,884	-0.5
Sewer Fund	21,327,213	20,688,748	21,427,583	3.6
I & D Water Supply Fund	7,222,090	7,756,895	8,258,055	6.5
Parking Services Fund	3,918,539	6,178,507	6,313,943	2.2
Golf Course Fund	128,177	130,200	142,200	9.2
Subtotal	\$ 78,506,315	\$ 80,802,314	\$ 83,440,378	3.3
<u>Internal Services Funds</u>				
Internal Services Fund	\$ 7,453,103	\$ 8,275,882	\$ 8,382,393	1.3
Vehicle Purchase Fund	3,942,230	4,062,047	4,427,070	9.0
Computer Purchase Fund	732,548	425,008	387,950	-8.7
Subtotal	\$ 12,127,881	\$ 12,762,937	\$ 13,197,413	3.4
Total	\$ 225,627,456	\$ 231,703,065	\$ 232,864,334	0.5
Less Interfund Transfers	(34,105,529)	(26,833,825)	(32,989,249)	22.9
GRAND TOTAL	\$ 191,521,927	\$ 204,869,240	\$ 199,875,085	-2.4

FULL TIME EQUIVALENT POSITION CHANGES BY DEPARTMENT

<u>Department/Activity</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>Change 02-03</u>
Legislative/Legal/Admin				
Mayor and Aldermen	13.00	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	5.00	6.00	6.00	0.00
Public Information	6.00	6.00	7.00	1.00
Film Services	<u>1.50</u>	<u>1.50</u>	<u>1.50</u>	<u>0.00</u>
Subtotal	31.50	32.50	33.50	1.00
Management & Financial Svcs.				
Asst. City Mgr./Mgt. & Financial Svcs.	3.00	3.00	3.00	0.00
Research & Budget	10.00	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	18.00	18.00	0.00
Recorder's Court	29.50	28.50	28.50	0.00
Research Library	2.00	2.00	2.00	0.00
Human Resources	20.00	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 Services	1.00	0.60	0.60	0.00
River Street Hospitality Center	2.25	2.25	2.25	0.00
Tele-Electronics	<u>0.00</u>	<u>6.00</u>	<u>6.00</u>	<u>0.00</u>
Subtotal	130.25	128.35	128.35	0.00
Facilities Maintenance				
Facilities Maintenance Director	6.00	6.00	6.00	0.00
Park and Tree	61.00	64.00	64.00	0.00
Cemeteries	35.00	35.00	35.00	0.00
Traffic Engineering	29.00	29.00	29.00	0.00
Stormwater Management	60.00	61.00	61.00	0.00
Streets Maintenance	51.00	51.00	51.00	0.00
Customer & Employee Svc. Ctr.	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>
Subtotal	246.00	250.00	250.00	0.00
Public Development				
Asst. City Mgr./Public Development	6.00	6.00	5.00	-1.00
Inspections	30.00	30.00	30.00	0.00
Property Maintenance	18.00	18.00	18.00	0.00
Community Services	<u>10.00</u>	<u>11.00</u>	<u>11.00</u>	<u>0.00</u>
Subtotal	64.00	65.00	64.00	-1.00

<u>Department/Activity</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>Change 02-03</u>
Police				
Police Chief	7.00	7.00	7.00	0.00
Patrol	310.52	320.52	323.52	3.00
Information Management	34.00	35.00	35.00	0.00
Criminal Investigations	109.00	103.00	103.00	0.00
Support Services	24.00	24.00	25.00	1.00
CrimeStoppers	3.00	3.00	3.00	0.00
Savannah Impact Program	<u>7.00</u>	<u>9.00</u>	<u>9.00</u>	<u>0.00</u>
Subtotal	494.52	501.52	505.52	4.00
Fire and Emergency Services				
Fire Administration	16.00	16.00	16.00	0.00
Fire Operations	<u>240.00</u>	<u>240.00</u>	<u>240.00</u>	<u>0.00</u>
Subtotal	256.00	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	63.72	63.72	64.49	0.77
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	58.34	58.34	58.34	0.00
Building & Electrical Maint.	<u>18.00</u>	<u>18.00</u>	<u>18.00</u>	<u>0.00</u>
Subtotal	199.83	199.83	200.60	0.77
Total General Fund	1,422.10	1,433.20	1,437.97	4.77
Public Safety Communications Fund				
Police Communications	40.00	44.00	44.00	0.00
Fire Communications	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>0.00</u>
Total	47.00	51.00	51.00	0.00
Hazardous Material Team Fund	4.00	4.00	4.00	0.00
Sanitation Fund				
Sanitation Director	8.00	9.00	9.00	0.00
Residential Refuse	127.00	127.00	127.00	0.00
Refuse Disposal	13.00	13.00	13.00	0.00
Street Cleaning	21.50	21.50	21.50	0.00
Commercial Refuse	<u>16.00</u>	<u>16.00</u>	<u>16.00</u>	<u>0.00</u>
Total	185.50	186.50	186.50	0.00
Civic Center Fund	20.50	20.00	20.00	0.00

<u>Department/Activity</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>Change 02-03</u>
Water Fund				
Water & Sewer Director	12.00	11.00	6.00	-5.00
Water & Sewer Planning and Engineering	11.00	11.00	14.00	3.00
Water Supply and Treatment	22.00	24.00	24.00	0.00
Water Distribution	41.00	43.00	44.00	1.00
Utility Services	<u>28.00</u>	<u>28.00</u>	<u>28.00</u>	<u>0.00</u>
Total	114.00	117.00	116.00	-1.00
Sewer Fund				
Sewer Maintenance	34.00	33.00	33.00	0.00
Lift Stations Maintenance	21.00	22.00	24.00	2.00
President Street Plant	53.00	54.00	55.00	1.00
Regional Plants	<u>12.00</u>	<u>13.00</u>	<u>13.00</u>	<u>0.00</u>
Total	120.00	122.00	125.00	3.00
I & D Water Supply Fund	35.00	35.00	34.00	-1.00
Parking Services Fund				
Parking Administration & Enforcement	34.00	34.00	34.00	0.00
Parking Garages and Lots	<u>22.90</u>	<u>22.90</u>	<u>28.90</u>	<u>6.00</u>
Total	56.90	56.90	62.90	6.00
Community Development Fund				
Community Planning & Dev.	12.00	11.00	11.00	0.00
Housing	16.00	16.00	16.00	0.00
Economic Development	<u>6.00</u>	<u>7.00</u>	<u>7.00</u>	<u>0.00</u>
Total	34.00	34.00	34.00	0.00
Internal Services Fund				
Information Services	27.00	27.00	27.00	0.00
Engineering	13.00	14.00	14.00	0.00
Real Property Services	0.00	5.00	5.00	0.00
Vehicle Maintenance	<u>44.00</u>	<u>45.00</u>	<u>45.00</u>	<u>0.00</u>
Total	84.00	91.00	91.00	0.00
Grant Fund				
Weed and Seed	1.00	1.00	1.00	0.00
Summer Lunch	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.00</u>
Total	1.50	1.50	1.50	0.00
TOTAL CITYWIDE	2,118.50	2,152.10	2,163.87	11.77

SUMMARIES BY FUND

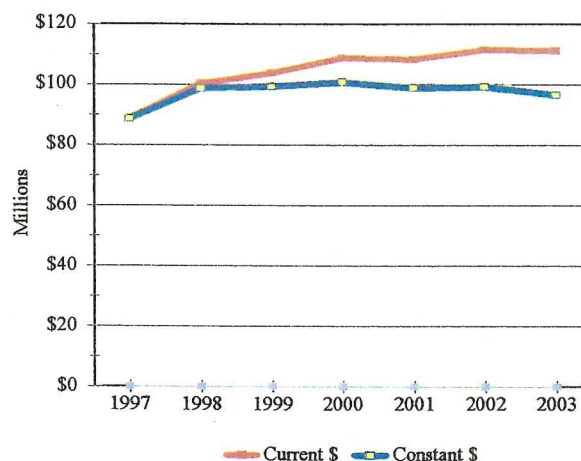
General Fund

The General Fund is an all-purpose fund. It covers functions of the City 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 adjusted for inflation. The low point in 1997 was the result of a one-time reduction due to the renegotiated sales tax distribution. The distribution percentage increased in 1998. This percentage is expected to change again in 2003, causing an anticipated \$600,000 reduction in sales tax revenue. However, anticipated growth in this revenue source is expected to offset most of this loss.

Previously, all hotel motel tax revenue and related expenditures were in the General Fund. For 2003, only one-half of this revenue, which is the amount the City uses to support general operations, is shown in the General Fund as a transfer from the Hotel Motel Tax Fund.

Revenue Trend



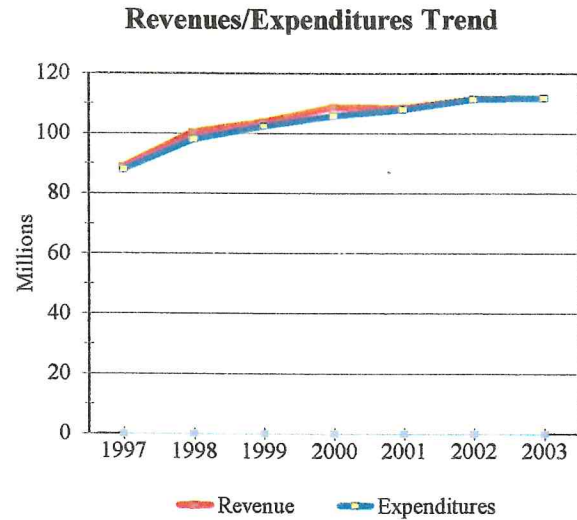
General Fund Revenue By Major Category

Fee increases are proposed for various cemetery and leisure services fees in 2003, as well as increases for alcohol licenses. Two new revenue sources for the

General Fund are red light camera fines and the mixed drink tax, which are expected to generate \$200,000 each in 2003.

<u>Revenue</u>	<u>2001</u> <u>Actual</u>	<u>2002</u> <u>Projected</u>	<u>2003</u> <u>Budget</u>	<u>% Change</u> <u>02-03</u>
Taxes	\$ 84,091,811	\$ 86,548,565	\$ 84,756,519	-2.1
User Fees	2,829,520	3,337,577	3,221,096	-3.5
Interfund Revenues	3,698,940	4,068,087	4,126,020	1.4
Licenses & Permits	10,606,794	10,935,502	11,225,553	2.7
Fines, Forfeits, & Penalties	2,950,898	3,485,000	3,999,500	14.8
Grant Revenues	279,274	246,600	246,600	0.0
Interest Earned	1,843,526	1,021,350	1,411,055	38.2
Other Revenues	1,980,733	1,817,250	2,147,025	18.1
TOTAL	\$ 108,281,496	\$ 111,459,931	\$ 111,133,368	-0.3

The chart to the right shows that General Fund revenue and expenditures have been steadily increasing.



General Fund Expenditures By Type

The proposed 2003 General Fund budget totals \$111,133,368 or 0.3% below 2002 projected

spending. The increase is primarily due to the proposed wage increase.

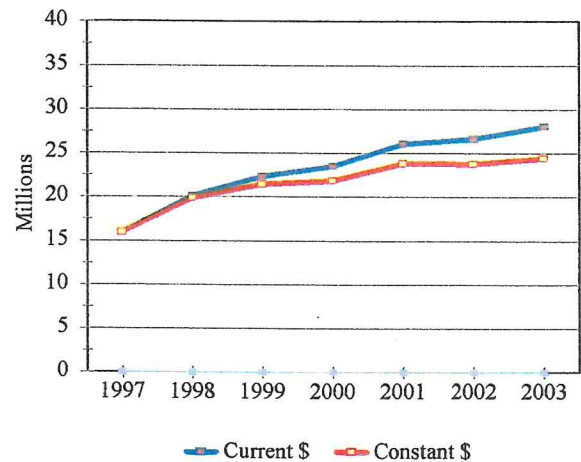
<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 60,583,352	\$ 63,549,193	\$ 68,058,699	7.1
Outside Services	9,686,012	11,808,230	13,620,318	15.3
Commodities	4,442,338	5,070,461	4,830,401	-4.7
Interfund Services	8,221,247	9,084,390	9,163,266	0.9
Capital Outlay	578,331	574,387	354,504	-38.3
Interfund Transfers	15,309,835	11,738,624	9,276,501	-21.0
Other Expenses	9,125,799	9,634,646	5,829,679	-39.5
TOTAL	\$ 107,946,914	\$ 111,459,931	\$ 111,133,368	-0.3

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. The Sanitation Fund also provides community services, including 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.

Revenue, as shown in the chart on the right, has increased annually due to fee changes necessary to pay for residential and commercial services.

Revenue Trend



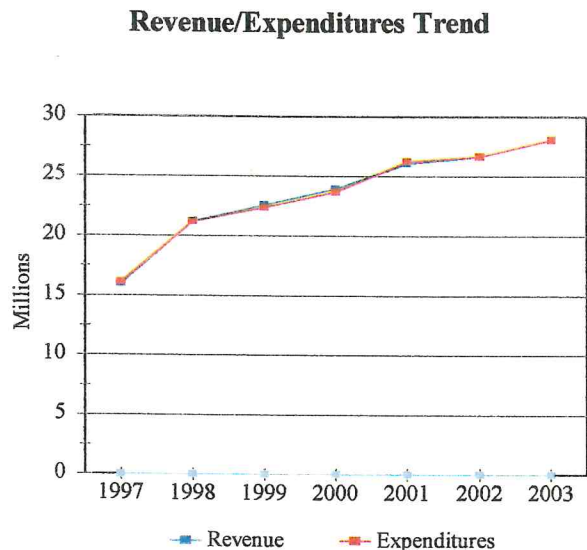
Sanitation Fund Revenue By Major Category

Fee increases are planned for residential and commercial refuse in 2003 to cover the increased costs

of solid waste disposal.

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
User Fees	\$ 20,227,744	\$ 21,164,969	\$ 22,066,264	4.9
Interfund Revenues	5,569,677	5,223,361	5,739,140	9.8
Fines, Forfeits & Penalties	222,392	229,063	235,935	3.0
Other Revenues	27,662	5,000	5,000	0.0
TOTAL	\$ 26,047,475	\$ 26,622,393	\$ 28,046,339	5.3

The Sanitation Fund's annual revenues and expenditures generally have less than a 1% difference. The fund's annual revenue includes a General Fund subsidy. The largest General Fund subsidy over the past five years was in 1998. The General Fund subsidy to the fund in 2002 is projected to be \$1,540,410 and in 2003, \$1,833,172.



Sanitation Fund Expenditures By Type

The proposed 2003 Sanitation Fund budget totals \$28,046,339, an increase of 5.3% above the 2002 projected spending. The largest increases in proposed 2003 expenditures are in Debt Related Charges and Other Expenses. The increase in Debt Related Charges reflects a higher 2003 projection for bond

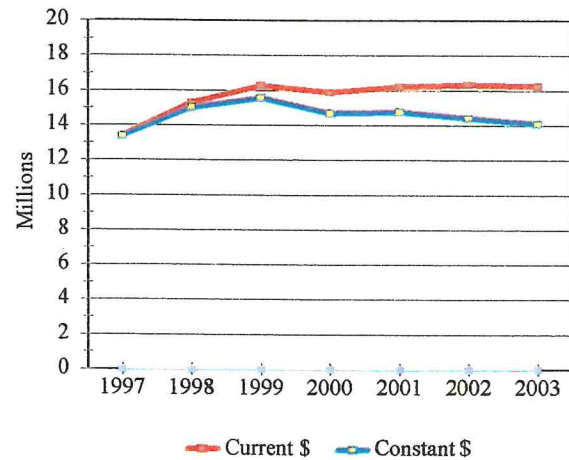
related debt. Increases projected for 2003 in Other Expenses reflect an increase in Vehicle Capital Use charges. The 2003 budget also provides for one service improvement, a litter vacuum for the Dean Forest landfill site.

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 6,434,450	\$ 6,652,178	\$ 7,017,888	5.5
Outside Services	337,418	429,660	472,282	9.9
Commodities	588,629	698,056	694,352	-0.5
Interfund Services	2,252,070	2,378,006	2,555,784	7.5
Capital Outlay	27,208	165,675	38,325	-76.9
Debt Related Charges	1,798,793	1,808,101	2,402,830	32.9
Interfund Transfers	2,795,634	1,413,146	397,146	-71.9
Other Expenses	11,972,743	13,077,571	14,467,732	10.6
TOTAL	\$ 26,206,945	\$ 26,622,393	\$ 28,046,339	5.3

Water Fund

The Water Fund is a self-supporting enterprise fund that treats, sells and distributes potable water to dwellings, businesses, industries and institutions within its service area in accordance with the Federal Safe Water Drinking Act. The 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 the source of the City's water supply is conserved and protected from pollution and untimely depletion.

Revenue Trend

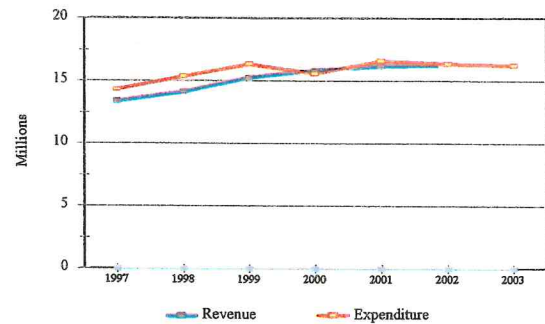


Water Fund Revenue By Major Category

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
User Fees	\$ 13,975,195	\$ 14,370,494	\$ 14,195,295	-1.2
Interfund Revenues	1,944,336	1,793,613	1,862,589	3.8
Interest Earned	193,071	87,000	110,000	26.4
Other	92,081	61,924	58,000	-6.3
TOTAL	\$ 16,204,683	\$ 16,313,031	\$ 16,225,884	-0.5

Water Fund revenues and expenditures have experienced an overall consistent trend over the past seven years of greater revenues over expenditures. Only twice, in 1998 and 2001, was there an exception to greater revenues. In 1998 and 2001, expenditures exceeded revenues by approximately 2%. The greatest positive variance between revenues and expenditures over the past seven years was in 2000. Overall, variances have not exceeded 2%.

Revenue/Expenditures Trend



Water Fund Expenditures By Type

The proposed 2003 budget for the Water Fund decreased \$87,147 or 0.5% below projected 2002 expenditures. The largest expenditure percentage increase is in Capital Outlays. Expenditures projected to decrease in 2003 are: Outside Services, Interfund Services, Debt Related charges 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.

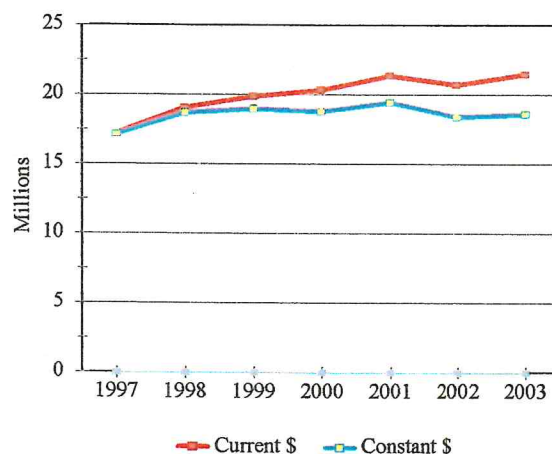
<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 4,346,006	\$ 4,689,496	\$ 5,021,205	7.1
Outside Services	1,452,631	1,504,692	1,497,365	-0.5
Commodities	902,814	1,143,708	1,177,295	2.9
Interfund Services	1,557,246	2,085,636	2,073,593	-0.6
Capital Outlay	72,020	67,550	98,750	46.2
Debt Related Charges	2,053,976	2,340,846	2,339,002	-0.1
Other Expenses	870,371	923,663	1,031,174	11.6
Capital Projects	5,296,000	3,557,440	2,887,500	-18.8
Contingencies	0	0	100,000	100.0
TOTAL	\$ 16,551,064	\$ 16,313,031	\$ 16,225,884	-0.5

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 2003. Only the consumption charge is proposed to increase in 2003.

The goals of the Water Quality Control department are: (1) to ensure that wastewater generated by dwellings, businesses, and industries is collected and treated effluent entering the community's rivers and streams meet federal and state environmental protection standards; (2) to ensure sewer lines remain free of obstruction; and (3) to ensure rivers and streams remain free of raw sewage and free of treated effluent that does not meet environmental standards.

Fund Revenue Trend

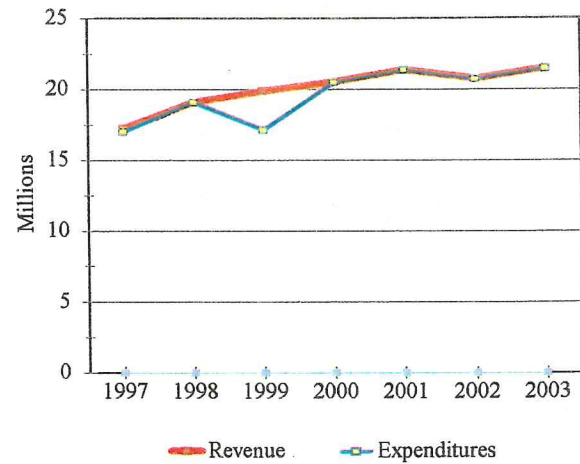


Sewer Fund Revenue By Major Category

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
User Fees	\$ 20,803,032	\$ 20,420,800	\$ 21,121,850	3.4
Interfund Revenues	77,580	55,733	55,733	0.0
Interest Earned	427,979	187,000	230,000	23.0
Other Revenues	18,091	25,215	20,000	-20.7
TOTAL	\$ 21,326,682	\$ 20,688,748	\$ 21,427,583	3.6

The budget for the Sewer Fund is \$21,427,583, an increase of \$738,835 or 3.6% in 2003 compared to 2002 projected expenditures. The primary increase is in Personal Services due to position vacancies in 2002 and the wage increase in 2003. In addition, two positions will be transferred from the Water Fund to the Sewer Fund in 2003. Two service improvements are also included for 2003.

Revenue/Expenditures Trend



Sewer Fund Expenditures By Department

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 4,594,650	\$ 4,745,348	\$ 5,453,030	14.9
Outside Services	3,051,905	3,815,896	3,916,008	2.6
Commodities	1,078,521	1,695,298	1,705,248	0.6
Internal Services	2,876,019	3,054,968	3,091,795	1.2
Capital Outlay	113,317	320,587	237,795	-25.8
Debt Related Charges	4,648,675	4,162,321	3,977,539	-4.4
Interfund Transfers	3,648,500	1,517,589	1,340,830	-11.6
Other Expenses	1,315,626	1,376,741	1,555,338	13.0
Contingencies	0	0	150,000	0.0
TOTAL	\$ 21,327,213	\$ 20,688,748	\$ 21,427,583	3.6

CAPITAL IMPROVEMENT PROGRAM SUMMARY

The City of Savannah's five-year Capital Improvement Program plan is updated annually. Funds are allocated to make improvements to capital assets that are greater than \$5,000 in value, fixed in place and have a long life span. The plan is grouped into twelve project categories. They are described as follows:

Cemetery - These projects are for improvements to the City's cemeteries and include capital assets located at them. The City owned and operated cemeteries are Colonial, Bonaventure, Greenwich, Laurel Grove North and Laurel Grove South.

Civic Center - These projects are for improvements at the city operated Civic Center facility. The Civic Center provides a venue for a variety of cultural, business, social and sporting events. The facility includes an arena, theater, ballroom, meeting rooms, and exhibition and parking space.

Drainage - Infrastructure improvements included in this category are for the City's 204 miles of pipes and conduit and 6 stormwater pump stations. Improvements also include construction of new infrastructure to reduce flooding incidents.

I & D Water - Infrastructure improvements included in this category are those necessary to operate the Industrial and Domestic Water plant. The plant provides area industries with safe potable water and provides capacity for residential commercial and industrial growth. Its infrastructure includes a filtration building, 5 raw water booster stations, 2 water reservoirs and other buildings necessary for the treatment of raw river water and transmission of the treated water to customers.

Park and Recreation - Improvements include the construction and renovation of recreational facilities within the City. This includes more than 41 picnic areas, 53 playgrounds, 26 basketball court/court complexes and 21 athletic fields.

Public Buildings - The City owns and must maintain more than 176 facilities. These facilities include administration buildings, fire stations, recreational and sports facilities and parking facilities. All projects for renovated and new facilities, other than those in the Water, Sewer, I & D Water, Civic Center and Sanitation funds, are included in this category.

Sanitation - This category of improvements is for facilities used in support of Sanitation fund activities which includes the sanitary landfill and buildings located there. In 2003, no projects are contemplated.

Sewer - The sewer system infrastructure consists of 4 treatment plants, 164 lift stations, and 850 miles of sanitary sewer lines. Improvements are to maintain and rehabilitate the system. Improvements are also made to extend the sewer into areas where service is not available and to separate stormwater drainage from the wastewater lines.

Squares and Monuments - Improvements in this group can be categorized as such: renovation of city squares, outdoor monument conservation, street medians and neighborhood park restoration, and renovation of more than 250 acres of greenspace and one of the City major tourist attractions, the Riverfront.

Streets - Improvements are designed to preserve the City's streets, bridges, highways, sidewalks, rights-of-way and lanes.

Traffic - Improvements include new traffic signals and street lights as needed and design and installation of traffic improvements to ameliorate traffic mobility and safety.

Water - The water system infrastructure consists of more than 42 wells and 820 miles of water lines and 7 overhead storage tanks. Improvements are to maintain and rehabilitate system infrastructure and to extend the system into areas where service is not available.

The following tables provide a funding summary as well as an expenditure summary for the 2003-2007 Capital Improvement Program.

Planned Funding for Capital Improvement Program

Funding Summary						
Funding Source	5 Year Total	2003	2004	2005	2006	2007
Cemetery Lot Sales (40%)	\$ 505,000	\$ 100,000	\$ 105,000	\$ 100,000	\$ 100,000	\$ 100,000
Bond Interest	250,937	250,937	0	0	0	0
Civic Center Fund	1,804,500	382,500	372,000	370,000	350,000	330,000
CUTS/State Transp.	455,000	455,000	0	0	0	0
DSA Bond Issue	6,400,000	0	0	6,400,000	0	0
General Fund	15,216,593	2,541,450	3,162,143	3,070,000	3,207,000	3,236,000
Preservation Fee	2,674,200	545,700	565,000	563,500	500,000	500,000
Georgia DOT	78,000	0	78,000	0	0	0
Golf Course Fund	427,000	47,023	59,023	70,723	128,000	122,231
I & D Water Supply Fund	4,279,058	2,557,837	721,221	0	1,000,000	0
Parking Fund	3,000,000	0	0	3,000,000	0	0
Private Funding	77,500	70,000	0	7,500	0	0
Revenue Bonds	18,360,000	6,740,000	0	0	11,620,000	0
Sewer Fund	29,062,074	7,132,074	5,525,000	5,400,000	5,400,000	5,605,000
SPLOST - Post 1998	9,944,000	580,000	305,000	8,709,000	175,000	175,000
State Aid	730,000	0	0	0	80,000	650,000
Water Fund	19,550,322	3,316,483	1,850,326	1,901,336	1,993,600	10,488,577
Total	\$ 112,814,184	\$ 24,719,004	\$ 12,742,713	\$ 29,592,059	\$ 24,553,600	\$ 21,206,808

Expenditure Summary						
Category	5 Year Total	2003	2004	2005	2006	2007
Cemetery	\$ 530,000	\$ 100,000	\$ 105,000	\$ 100,000	\$ 125,000	\$ 100,000
Civic Center	1,804,500	382,500	372,000	370,000	350,000	330,000
Drainage	2,563,737	993,137	400,000	570,600	400,000	200,000
I & D Water	4,279,058	2,557,837	721,221	0	1,000,000	0
Park & Recreation	3,306,800	209,800	902,000	835,000	502,000	858,000
Public Building	42,089,793	7,726,273	1,195,166	18,655,123	12,851,000	1,662,231
Sewer	29,062,074	7,132,074	5,525,000	5,400,000	5,400,000	5,605,000
Squares and Monuments	2,713,400	568,400	464,000	676,000	575,000	430,000
Street	5,726,500	1,265,500	1,025,000	1,034,000	1,089,000	1,313,000
Traffic	1,188,000	467,000	183,000	50,000	268,000	220,000
Water	19,550,322	3,316,483	1,850,326	1,901,336	1,993,600	10,488,577
Total	\$ 112,814,184	\$ 24,719,004	\$ 12,742,713	\$ 29,592,059	\$ 24,553,600	\$ 21,206,808

FUND BALANCES AND EQUITIES

The General Fund is the largest City of Savannah fund. As in prior years, the 2002 General Fund budget meets the general accounting practice of maintaining a reserve for unforeseen contingencies. Bond rating agencies advise that this reserve be maintained between 5% and 10% of total General Fund revenues. The projected General Fund (fund) balance of \$12.5 million for the end of fiscal year 2002 equates to 11% of the total General Fund revenues. The projected, combined 2002 General

Fund revenue is \$111,459,931. The 2002 General Fund capital improvement contributions and debt service (\$7,985,042) are projected to be approximately 14% less than in 2001 (\$9,250,478).

Included with the General Fund in the table below are the actual 2002 beginning and projected ending balances/equities for major City funds. A chart with historical fund balance and equity data is on the following page.

Fund ¹	Beginning Fund Balance 1-1-02	Appropriated Funds Operating Revenues	Operating Expenditures	Net Position Before Transfers	Transfers In	Transfers Out	Projected Ending Fund Balance 12-31-02
General	\$ 12,501,892	\$ 111,459,931	\$ 103,474,889	\$ 20,486,934	\$ 0	\$ 7,985,042	\$ 12,501,892
Special Revenue ²	1,110,690	37,569,666	39,192,239	(511,883)	1,622,573	0	1,110,690
Debt Service	4,088,232	0	18,872,339	(14,784,107)	18,872,339	0	4,088,232
Capital Projects	53,230,649	14,894,890	25,855,648	42,269,891	10,960,758	0	53,230,649
Sanitation	2,766,710	25,081,983	22,969,563	4,879,130	1,540,410	3,652,830	2,766,710
Civic Center	5,447,026	2,434,400	2,114,737	5,766,689	678,140	997,803	5,447,026
Water/ Sewer/I&D	226,252,789	44,758,678	30,710,510	240,300,957	0	14,048,164	226,252,793
Parking	8,353,894	6,178,507	5,211,114	9,321,287	0	967,393	8,353,894
Golf Course	408,562	130,200	0	538,762	0	130,200	408,562
Total	\$314,160,444	\$ 242,508,255	\$ 248,401,039	\$308,267,660	\$33,674,220	\$ 27,781,432	\$ 314,160,448

¹ All City funds are not included in the table.

² 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: 1999-2001

Overall, the historical trend in major City funds and equities (for enterprise funds) is positive. The consistency of positive fund balances and equities indicate stability in these major funds. Variations in Special Revenue are due to the relatively large number of grants included in this category. The high cost of refuse and disposal services with governmental

regulatory mandates continuously impact the Sanitation Fund. The Civic Center Fund is impacted by facility and equipment upgrades along with maintenance and the cost of providing affordable public services. The City of Savannah's 2003 budget has been balanced without the anticipated use of existing fund balances/equities.

Fund	Beginning Fund Balance 1-1-99	Ending Fund Balance 12-31-99	Net Increase/Decrease 1999	Beginning Fund Balance 1-1-00	Ending Fund Balance 12-31-00	Net Increase/Decrease 2000	Beginning Fund Balance 1-1-01	Ending Fund Balance 12-31-01	Net Increase/Decrease 2001
General	\$ 10,736,558	\$ 12,004,780	\$ 1,268,222	\$ 12,004,780	\$ 12,167,422	\$ 162,642	\$ 12,167,422	\$ 12,501,892	\$ 334,470
Special Revenue	84,914	81,328	(3,586)	81,328	1,088,217	1,006,889	1,088,217	1,110,690	22,473
Debt Service	2,100,389	3,381,680	1,281,291	3,381,680	4,142,551	760,871	4,142,551	4,088,232	(54,319)
Capital Projects	13,579,391	27,679,003	14,099,612	27,679,003	46,282,460	18,603,457	46,282,460	53,230,649	6,948,189
Sanitation	731,395	2,067,350	1,335,955	2,067,350	1,272,296	(795,054)	1,272,296	2,766,710	1,494,414
Civic Center	5,331,617	5,206,878	(124,739)	5,206,878	5,083,324	(123,554)	5,083,324	5,447,026	363,702
Water/Sewer/I&D	189,845,753	203,208,237	13,362,484	203,208,237	216,415,599	13,207,362	216,415,599	226,252,789	9,837,190
Parking	4,997,113	5,746,664	749,551	5,746,664	6,992,286	1,245,622	6,992,286	8,353,894	1,361,608
Golf Course	307,890	453,588	145,698	453,588	446,608	(6,980)	446,608	408,562	(38,046)

GENERAL FUND REVENUE SUMMARY

General Fund revenue is budgeted at \$111,133,368 for 2003. Property taxes and sales tax comprise nearly two-thirds of all General Fund revenue. Trends for

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

General Fund Revenue Trends

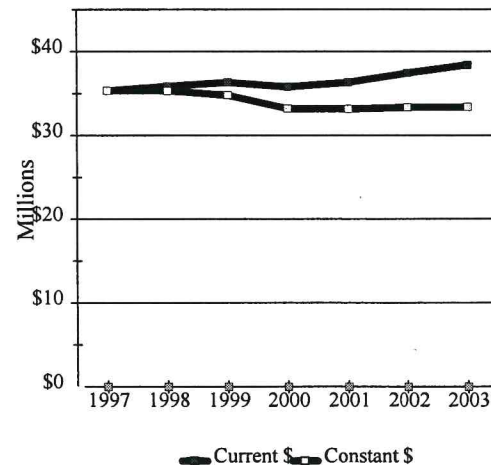
Property Taxes. Property taxes are the single most significant source of revenue for the City. Over the last few years the millage rate has been greatly reduced, from 17.46 mills in 1996 to 13.3 mills in 2002. This represents a 23.8% reduction.

Property tax revenue (as measured in current dollars) has been increasing over the years, primarily due to new construction and increased assessment for existing property. In 2001, City taxpayers with owner-occupied residential property were able to apply for the Stephens/Day Homestead Exemption. This exemption means that current and future increases in property tax revenue will primarily come from new growth and development; increased assessments in business and rental properties; and increases to the millage rate.

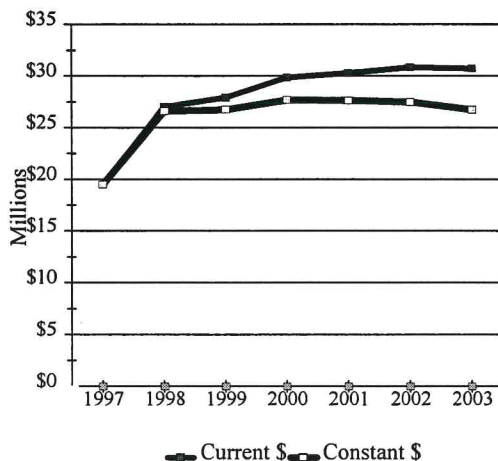
A portion of the increase in 2002 and 2003 is due to increased efforts to collect delinquent taxes.

The graph illustrates property tax revenue for the years 1997 through 2003 in current and constant dollars (2002 and 2003 are forecasted amounts).

Property Taxes



Sales Tax



Sales Tax. Sales Tax is another major source of revenue. The low point in 1997 was the result of a one-time reduction due to the renegotiated sales tax distribution. The distribution percentage increased in 1998. This percentage is expected to change again in 2003, causing an anticipated \$600,000 reduction in sales tax revenue. However, anticipated growth in this revenue source is expected to offset most of this loss.

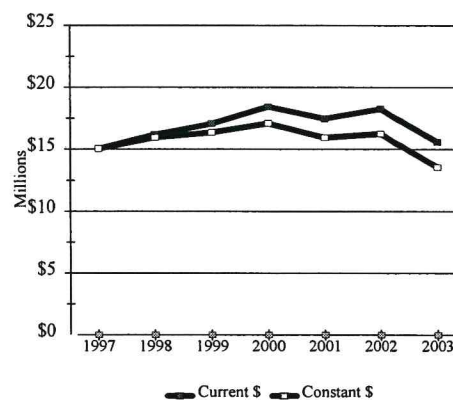
The graph depicts sales tax revenue over a seven-year period in current and constant dollars. Each year, the amount of revenue received above the trend line is moved to the Sales Tax Stabilization Fund to guard against a future recession.

Other Taxes. Other Taxes make up 14% of General Fund revenue and include beer, liquor, and wine taxes; Insurance Premium tax; Business and Bank taxes; Hotel Motel and Auto Rental taxes. A new tax, the Mixed Drink tax, will be implemented in 2003.

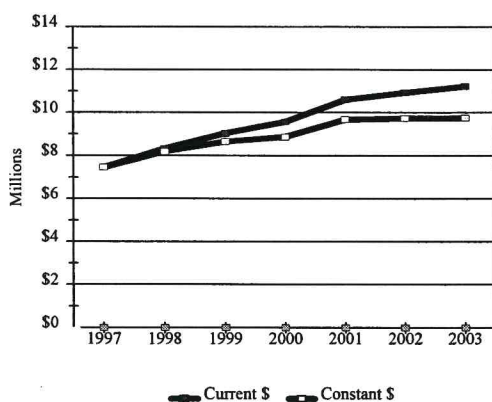
In 2001, there was a significant decrease in Insurance Premium tax revenue. This revenue is distributed based on the year 2000 Census Bureau count, which showed Savannah lost population compared to the previous census count.

In the past, major growth in this category was from the Hotel Motel tax. However, Other Taxes revenue is projected to decrease in 2003 due to one-half of Hotel Motel tax revenue now being accounted for in the new Hotel Motel Tax Fund.

Other Taxes



Licenses & Permits



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 in 2003 primarily due to increases in Water & Sewer franchise fee revenue and fee changes in alcoholic beverage licenses.

GENERAL FUND REVENUE DETAIL

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
<u>Taxes</u>				
Property Taxes				
Real Property Tax (Current)	\$ 23,737,417	\$ 25,643,430	\$ 26,790,000	4.5
Personal Property Tax (Current)	4,830,268	4,137,131	4,394,000	6.2
Real Property Tax (Delinquent)	1,530,500	2,100,000	1,700,000	-19.0
Personal Property Tax (Delinquent)	172,267	286,000	187,700	-34.4
Mobile Home Tax	24,030	25,887	26,500	2.4
Industrial Area Tax	416,029	405,000	405,000	0.0
Vehicle Tax	3,367,468	2,970,991	2,970,000	0.0
Intangible Tax	854,674	430,000	430,000	0.0
Public Utility Tax	1,407,049	1,447,026	1,510,336	4.4
Railroad Equipment Tax	0	0	13,500	--
Subtotal	\$ 36,339,702	\$ 37,445,465	\$ 38,427,036	2.6
Sales Tax	\$ 30,287,984	\$ 30,850,000	\$ 30,750,000	-0.3
Other Taxes				
Beer Tax	\$ 1,949,290	\$ 1,950,000	\$ 1,950,000	0.0
Liquor Tax	312,938	270,000	270,000	0.0
Wine Tax	316,682	293,000	293,000	0.0
Mixed Drink Tax	0	0	200,000	--
Insurance Premium Tax	4,776,978	4,968,000	5,366,720	8.0
Business Tax	2,822,805	3,000,000	3,120,000	4.0
Bank License Tax	181,589	261,100	268,933	3.0
Hotel Motel Tax	6,792,413	7,200,000	0	-100.0
Rental Motor Vehicle Excise Tax	311,430	311,000	0	-100.0
Transfer from Hotel Motel Tax Fund	0	0	3,790,500	--
Transfer from Rental Motor Vehicle Excise Tax Fund	0	0	320,330	--
Subtotal	\$ 17,464,125	\$ 18,253,100	\$ 15,579,483	-14.6
Total General Fund Taxes	\$ 84,091,811	\$ 86,548,565	\$ 84,756,519	-2.1
<u>User Fees</u>				
Leisure Services Fees				
Paulson Complex Concessions	\$ 16,775	\$ 37,000	\$ 37,000	0.0
Grayson Stadium	11,665	10,000	10,000	0.0
Vending & Misc Concessions	10,753	7,500	7,500	0.0
Tennis Fees	112,198	108,135	109,135	0.9
Athletic Fees	39,995	43,975	45,285	3.0
Softball Fees	56,590	62,260	63,690	2.3
Athletic Tournament Fees	12,703	14,000	14,000	0.0
Softball Tournament Fees	22,949	18,000	18,000	0.0
Cultural Arts	89,943	75,600	78,000	3.2
Neighborhood Centers	80,095	75,830	91,830	21.1
Golden Age Centers	15,431	13,897	15,000	7.9
Adult Day Care	53,602	54,000	54,000	0.0
Park & Square Event Fees	59,266	67,000	146,095	118.1
Subtotal	\$ 581,965	\$ 587,197	\$ 689,535	17.4

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Inspection Fees				
Inspections Administrative Fees	\$ 2,963	\$ 2,000	\$ 2,000	0.0
Sign Inspection Fees	7,884	7,000	7,000	0.0
Zoning Hearing Fees	16,410	18,000	18,000	0.0
Building Inspection Fees	818,644	1,150,000	1,000,000	-13.0
Electrical Inspection Fees	32,799	24,000	24,000	0.0
Plumbing Inspection Fees	3,455	2,500	2,500	0.0
Existing Building Inspection Fees	3,520	1,000	1,000	0.0
Private Development Fees	48,910	50,000	42,500	-15.0
Fuel Storage Tank Inspection Fees	0	1,000	1,000	0.0
Mechanical Inspection Fees	34,282	20,000	20,000	0.0
Fire Inspection Fees	<u>2,672</u>	<u>1,000</u>	<u>1,000</u>	<u>0.0</u>
Subtotal	\$ 971,539	\$ 1,276,500	\$ 1,119,000	-12.3
Fees for Other Services				
Burial Fees	\$ 214,369	\$ 214,000	\$ 240,000	12.2
Lot Sales	82,337	139,000	130,000	-6.5
Electricity Generator Fees	34,504	10,000	35,000	250.0
Fell Street Box - County Share	7,767	7,280	7,280	0.0
Police False Alarm Fees	22,680	21,000	22,500	7.1
Accident Reporting Fees	50,524	70,000	70,000	0.0
Fire Protection Fees	76,297	81,000	44,706	-44.8
Harbor Fees	2,689	5,000	25,000	400.0
Building Demolition Fees	36,051	60,000	45,000	-25.0
Building Boarding-Up Fees	75,902	110,000	70,000	-36.4
Fire Incident Report Fees	39	100	75	-25.0
Delinquent Receipts	32,025	46,000	30,000	-34.8
Preservation Fees	474,432	520,000	520,000	0.0
Docking Fees	7,314	15,000	15,000	0.0
Tour Bus Rents	31,560	30,000	30,000	0.0
Motor Coach Fees	22,718	21,000	21,000	0.0
Ellis Square Lease	77,000	77,000	77,000	0.0
Lot Clearing Fees	<u>27,808</u>	<u>47,500</u>	<u>30,000</u>	<u>-36.8</u>
Subtotal	\$ 1,276,016	\$ 1,473,880	\$ 1,412,561	-4.2
Total General Fund User Fees	\$ 2,829,520	\$ 3,337,577	\$ 3,221,096	-3.5
Interfund Revenues				
Services to Haz-Mat Fund	\$ 14,952	\$ 17,882	\$ 22,454	25.6
Services to Coastal Workforce	0	85,000	62,499	-26.5
Services to Community Development	228,456	240,444	240,444	0.0
Services to Public Safety Comm Fund	79,812	98,094	96,609	-1.5
Services to Sanitation Fund	540,012	553,669	612,505	10.6
Services to Water & Sewer Funds	1,734,420	1,939,252	1,939,252	0.0
Services to I & D Water Fund	103,380	106,627	122,841	15.2
Services to Civic Center Fund	84,144	84,441	81,114	-3.9
Services to Parking Fund	273,168	274,021	289,236	5.6
Services to Internal Services Fund	<u>640,596</u>	<u>668,657</u>	<u>659,066</u>	<u>-1.4</u>
Subtotal	\$ 3,698,940	\$ 4,068,087	\$ 4,126,020	1.4

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
<u>Licenses & Permits</u>				
Business Application/Transfer Fees	\$ 24,156	\$ 25,000	\$ 25,000	0.0
Telcom Franchise Fee	21,504	50,000	35,000	-30.0
Water & Sewer Franchise Fees	1,416,182	1,467,002	1,588,003	8.2
Electric Franchise Fees	4,367,789	4,500,000	4,500,000	0.0
Telephone Franchise Fees	1,584,748	1,570,000	1,570,000	0.0
Gas Franchise Fees	604,936	562,000	562,000	0.0
Cable Franchise Fees	1,180,137	1,248,000	1,275,000	2.2
Parking Franchise Fee	69,974	83,500	83,500	0.0
Insurance Business Licenses	92,026	70,000	70,000	0.0
Alcoholic Beverage Licenses	1,116,942	1,200,000	1,357,050	13.1
Professional Licenses	<u>128,400</u>	<u>160,000</u>	<u>160,000</u>	<u>0.0</u>
Subtotal	\$ 10,606,794	\$ 10,935,502	\$ 11,225,553	2.7
<u>Fines, Forfeits, and Penalties</u>				
Recorder's Court Fines	\$ 2,494,458	\$ 2,960,000	\$ 3,250,000	9.8
Red Light Camera Fines	0	0	200,000	--
Execution Fees	215,253	250,000	369,500	47.8
Interest on Delinquent Taxes	<u>241,187</u>	<u>275,000</u>	<u>180,000</u>	<u>-34.5</u>
Subtotal	\$ 2,950,898	\$ 3,485,000	\$ 3,999,500	14.8
<u>Grant Revenues</u>				
State Grant/Elderly	\$ 62,588	\$ 55,000	\$ 55,000	0.0
State Grant/CRDC	187,718	169,000	169,000	0.0
Leisure Services Grants	250	0	0	--
Yamacraw Sports Club Grant	14,250	19,000	19,000	0.0
Cultural Affairs Grants	<u>14,468</u>	<u>3,600</u>	<u>3,600</u>	<u>0.0</u>
Subtotal	\$ 279,274	\$ 246,600	\$ 246,600	0.0
<u>Interest Earned</u>				
General Investments	\$ 1,687,913	\$ 957,350	\$ 1,322,735	38.2
Cemetery	<u>155,613</u>	<u>64,000</u>	<u>88,320</u>	<u>38.0</u>
Subtotal	\$ 1,843,526	\$ 1,021,350	\$ 1,411,055	38.2
<u>Other Revenues</u>				
Recorder's Court - County Share	\$ 223,284	\$ 197,250	\$ 479,525	143.1
Miscellaneous Rents	255,146	260,000	260,000	0.0
Tower Rental Fees	71,041	95,000	95,000	0.0
Advertising Fees	1,960	2,000	2,000	0.0
Telephone Locations Revenue	4,683	2,500	2,500	0.0
Damage Claims Revenue	6,217	11,000	5,000	-54.5
Outside Fire Training Fees	2	5,000	5,000	0.0
FEMA Reimbursements	99,420	0	0	--
Sale of Land and Property	24,656	20,000	20,000	0.0
Miscellaneous Revenue	201,881	220,000	220,000	0.0
Payment in Lieu of Taxes	211,076	211,000	211,000	0.0
Counter Narcotics Team Reimburse.	803,861	726,000	762,000	5.0
CrimeStoppers Reimbursement	<u>77,506</u>	<u>67,500</u>	<u>85,000</u>	<u>25.9</u>
Subtotal	\$ 1,980,733	\$ 1,817,250	\$ 2,147,025	18.1
TOTAL	\$ 108,281,496	\$ 111,459,931	\$ 111,133,368	-0.3

GENERAL FUND EXPENDITURE SUMMARY

The table below lists the major General Fund expenditure types while the graph illustrates their percent of the total budget by bureau. 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. Interdepartmental decreases significantly due to Hotel/Motel expenditures being accounted for in the Hotel/Motel Tax Fund, and expenditures for Film Services and River Street Hospitality Center being accounted for in Legislative/Legal/Administrative and Management & Financial Services respectively.

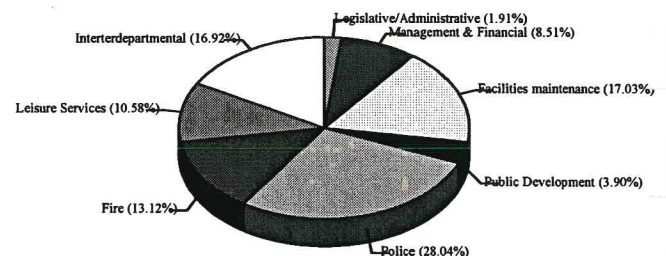
Expenditures By Bureau

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Legislative/Administrative	\$ 1,729,422	\$ 2,031,064	\$ 2,127,061	4.7
Management & Financial	8,069,795	9,244,795	9,454,535	2.3
Facilities Maintenance	17,059,939	18,269,142	18,921,455	3.6
Public Development	3,813,754	4,180,363	4,332,390	3.6
Police	27,447,604	29,054,647	31,157,043	7.2
Fire	13,014,991	14,141,701	14,582,762	3.1
Leisure Services	10,633,254	11,144,868	11,757,986	5.5
Interdepartmental	26,178,155	23,393,351	18,800,136	-19.6
TOTAL	107,946,914	111,459,931	111,133,368	-0.3

The chart to the right provides a pictorial view of City funding allocations by bureau. In the remainder of this General Fund Expenditure summary, major increases in 2003 are highlighted and service trends explained.

Total General Fund expenditures decrease by \$326,563 or less than 1% below 2002 projected expenditures. The expenditure changes by bureau are displayed graphically in this section.

2003 EXPENDITURES BY BUREAU



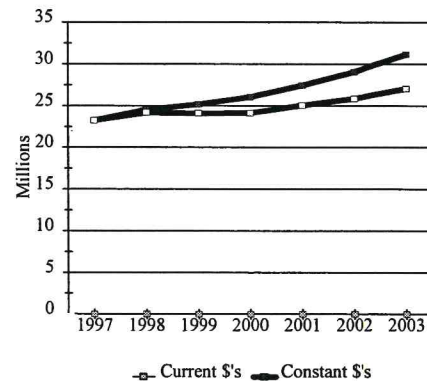
GENERAL FUND SERVICE TRENDS

The charts below and on the following pages provide a seven-year expenditure trend for each of the bureaus in the General Fund and Interdepartmental. For comparison, bureau totals have been adjusted to

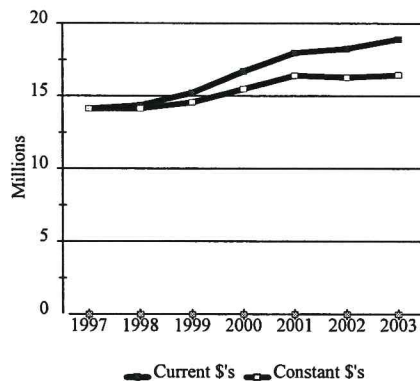
account for Internal Service departments which were moved to the General Fund in 1997. The trend line is provided in both current and constant dollars to adjust for the impact of inflation.

Police Services. Police Services are the largest expenditure in the General Fund, accounting for 28% of the total. Resources devoted to Police services have increased significantly since 1997. The increase in 2003 is due in part, to the purchase of more sophisticated technology for investigations and records management. Also new positions have been created, including two Community Services Specialists, one Corporal for the Red Light Camera Program, one Sergeant to manage jail services, and one Office Assistant and one Sergeant for Savannah Impact.

Police Services



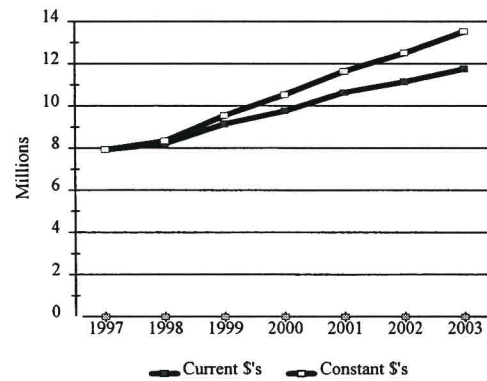
Facilities Maintenance



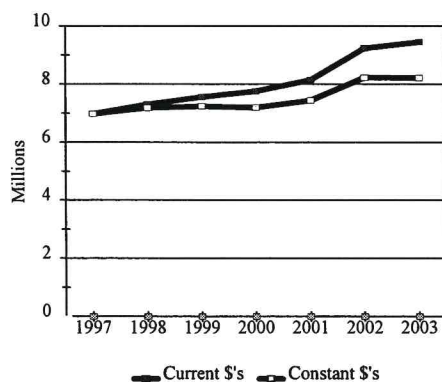
Facilities Maintenance. Flooding is a constant concern for the City of Savannah. Consequently, funds have been directed toward capital projects and operations to address this major problem. The provider of drainage services is the Facilities Maintenance bureau. Facilities Maintenance is also responsible 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 account for 17% of General Fund expenditures, has increased 33.8% in current dollars from 1997 to 2003. The increase in 2003 is primarily due to an increase in personal services due to the wage increase, vacancies in 2002 and increases in the medical insurance, worker's compensation, and pension contributions.

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 1997 to 2003. The increase in 1999 reflects new centers and position increases in the Buildings and Grounds, and Building and Electrical Maintenance programs. The 2001 increase was due to the addition of the computer in centers program and an increase in Buildings and Grounds staff to maintain quality grounds maintenance and equipment repair services.

Leisure Services



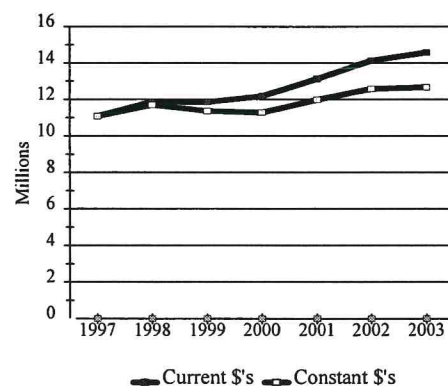
Management Services



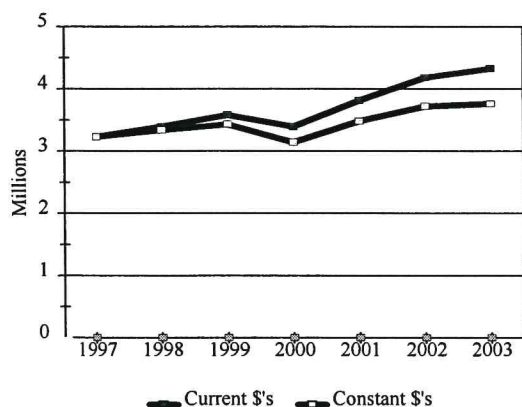
Management Services. The Management Services bureau accounts for 8.5% of General Fund total expenditures and provides services to all funds. The 2003 budget allocation is \$9,454,535. In constant dollars, expenditures for the bureau from 1997 to 2003 have increased 17.7%, primarily due to increases in personal services and various service improvements.

Fire. The Fire bureau accounts for 13.1% of General Fund expenditures. From 1997 to 2002, the Department's budget has increased approximately 31.5% in current dollars. Changes have occurred since 1998 primarily due to the extension of Savannah Fire department services to the southside of the City and the expansion to the westside in the Godley Tract area. The expansion is in response to growth in these areas as well as preparation for the Insurance Services Office, Inc. on-site inspection of fire suppression facilities in 2002.

Fire



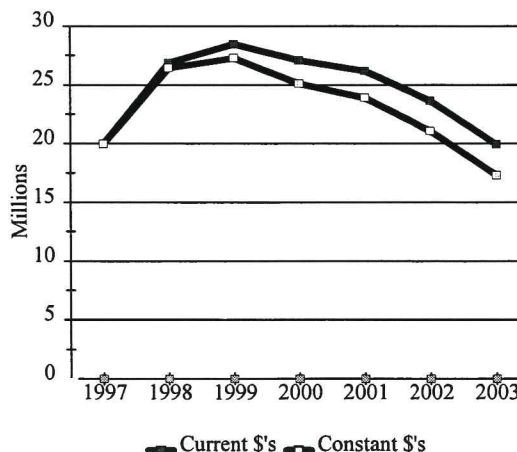
Public Development



Public Development. The Public Development bureau comprises 4% of the 2003 General Fund expenditures. The 2003 Public Development budget is \$4,328,164. Funding for this bureau has increased 34% from 1997 to 2003 in current dollars. The largest increase occurred in 2001 reflecting new programs and activities 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 will continue in 2003. 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 increase in 1998 results from a rise in the contribution to Sanitation, tourism and promotion expenses. The decline that begins in 1999 is primarily due to lower debt service requirements due to refinancing and adjustments in the contribution to General Fund capital projects. The decline is further enhanced in 2003 by transfer of expenditures for tourism services to a separate fund.

Interdepartmental



GENERAL FUND EXPENDITURES BY SERVICE AREA

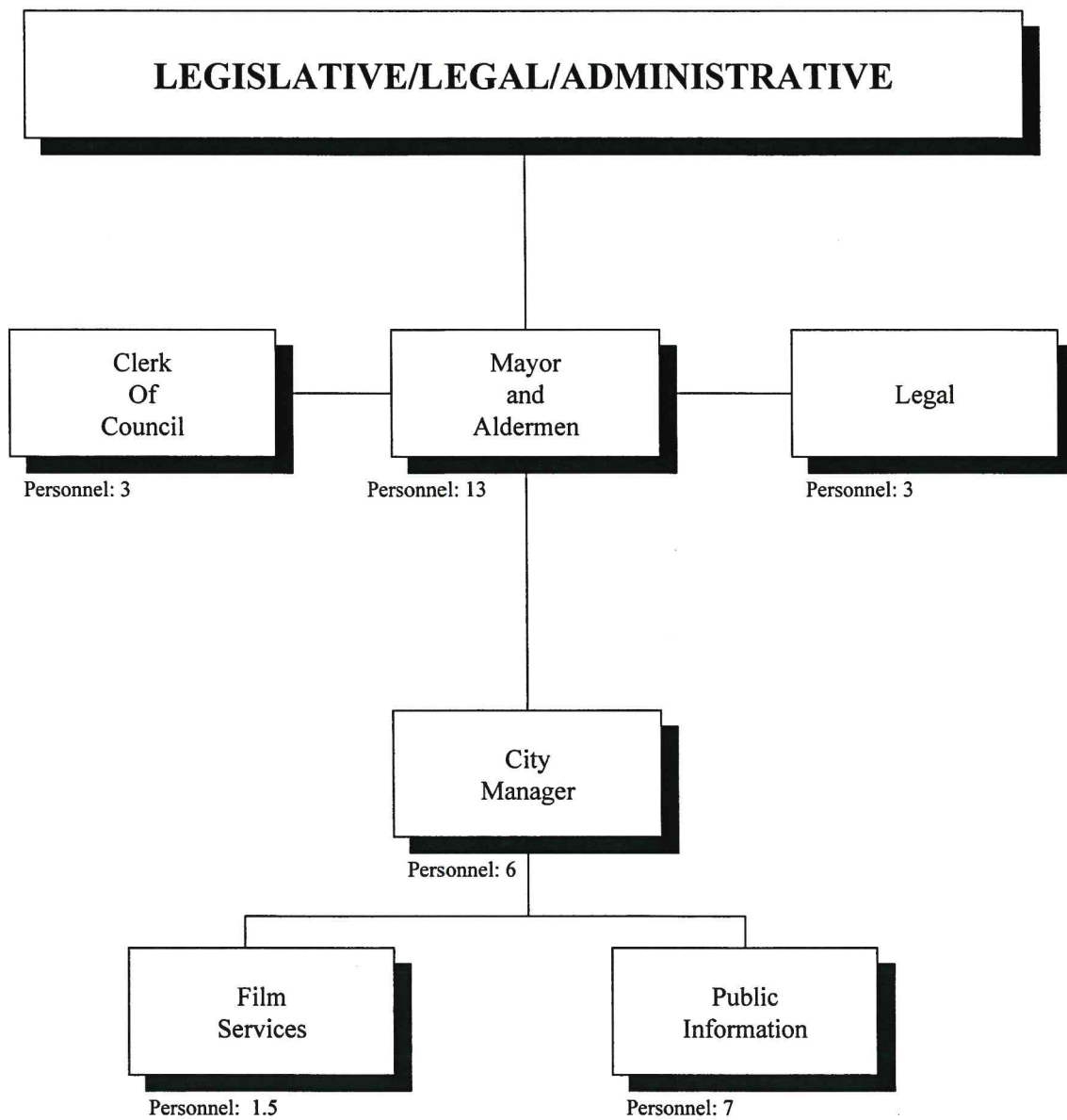
The following table provides total General Fund expenditures by department and the percentage

change from 2002 to 2003.

Department/Activity	2001 Actual	2002 Projected	2003 Budget	% Change 02-03
Legislative/Legal/Administrative				
Mayor and Aldermen	\$ 495,709	\$ 485,056	\$ 511,600	5.5
Clerk of Council	169,657	205,636	187,835	-8.7
Legal	330,787	342,623	347,216	1.3
City Manager	365,545	436,525	484,142	10.9
Public Information Office	367,724	394,086	422,777	7.3
Film Services	0	167,138	173,491	3.8
Total	\$ 1,729,422	\$ 2,031,064	\$ 2,127,061	4.7
Management & Financial Services				
Asst City Mgr/Mgt & Fin Svc	\$ 213,621	\$ 268,373	\$ 292,205	8.9
Research & Budget	602,232	665,036	671,079	0.9
Auditing	443,757	462,012	474,956	2.8
Finance	871,559	1,036,671	1,017,526	-1.8
Treasury	1,087,251	1,336,083	1,357,611	1.6
Recorder's Court	1,448,133	1,573,741	1,716,895	9.1
Research Library	163,736	163,580	168,809	3.2
Human Resources	1,296,131	1,427,710	1,454,385	1.9
Purchasing	416,223	424,306	440,057	3.7
Central Services Director	133,309	137,565	142,231	3.4
Risk Administration	220,842	217,783	227,574	4.5
Inventory Management	169,711	186,489	195,836	5.0
Mail & Municipal Building Services	528,203	662,221	671,498	1.4
Tele-Electronics	475,087	598,662	533,192	-10.9
River Street Hospitality Center	0	84,563	90,681	7.2
Total	\$ 8,069,795	\$ 9,244,795	\$ 9,454,535	2.3
Facilities Maintenance				
Facilities Maintenance Director	\$ 373,351	\$ 384,737	\$ 404,673	5.2
Park and Tree	3,726,275	4,174,339	4,268,182	2.2
Cemeteries	1,597,472	1,692,204	1,787,917	5.7
Traffic Engineering	4,706,931	4,956,919	5,030,328	1.5
Stormwater Management	3,149,903	3,315,416	3,420,940	3.2
Streets Maintenance	3,178,488	3,388,625	3,643,013	7.5
Customer & Employee Service Center	327,519	356,902	366,402	2.7
Total	\$ 17,059,939	\$ 18,269,142	\$ 18,921,455	3.6
Public Development				
Asst CM/Public Develop	\$ 356,217	333,264	\$ 375,296	12.6
Inspections	1,540,681	1,905,069	2,020,878	6.1
Property Maintenance	1,173,466	1,110,089	1,169,226	5.3

Department/Activity	2001 Actual	2002 Projected	2003 Budget	% Change 02-03
Community Services	705,503	831,941	766,990	-7.8
Keep Savannah Beautiful ¹	37,887	0	0	--
Total	\$ 3,813,754	\$ 4,180,363	\$ 4,332,390	3.6
Police				
Police Chief	\$ 556,833	\$ 586,859	\$ 601,865	2.6
Patrol	16,472,842	17,249,302	18,635,325	8.0
Information Management	1,796,724	1,860,767	1,985,908	6.7
Investigations	5,797,466	5,962,454	6,357,794	6.6
Support Services	2,539,725	2,668,227	2,793,514	4.7
CrimeStoppers	133,564	167,788	174,959	4.3
Savannah Impact Program	150,450	559,250	607,678	8.7
Total	\$ 27,447,604	\$ 29,054,647	\$ 31,157,043	7.2
Fire				
Fire Administration	\$ 812,188	\$ 970,334	\$ 999,637	3.0
Fire Operations	12,202,803	13,171,367	13,583,125	3.1
Total	\$ 13,014,991	\$ 14,141,701	\$ 14,582,762	3.1
Leisure Services				
Leisure Services Director	\$ 396,166	\$ 396,000	\$ 403,828	2.0
Athletics	1,032,249	1,068,318	1,096,537	2.6
Neighborhood Programs	2,834,324	2,931,950	3,062,240	4.4
Adult Day Care	345,033	357,179	365,998	2.5
Golden Age	1,175,437	1,208,942	1,285,772	6.4
Cultural Affairs	652,532	652,254	710,548	8.9
Buildings & Grounds Maintenance	3,051,229	3,261,388	3,427,968	5.1
Building & Electrical Maintenance	1,146,284	1,268,837	1,405,095	10.7
Total	\$ 10,633,254	\$ 11,144,868	\$ 11,757,986	5.5
Interdepartmental				
Tourism & Promotion	\$ 4,188,093	\$ 4,267,330	\$ 641,104	-85.0
Planning & Development	1,195,765	1,277,825	1,296,907	1.5
Human Services	968,145	1,037,700	1,012,700	-2.4
Cultural Services	838,180	871,462	886,200	1.7
City Dues/Memberships	43,308	50,055	50,155	0.2
Prisoner Medical	(128,250)	70,000	70,000	0.0
Transfer to Other Funds	15,145,176	11,701,984	9,265,001	-10.1
Services from Other Funds	3,004,696	3,274,237	3,488,282	61.8
Other Expenses/Contributions	923,043	842,758	2,051,451	143.4
Contingency	0	0	38,336	0.0
Total	\$ 26,178,156	\$ 23,393,351	\$ 18,800,136	-19.6
Total General Fund	\$ 107,946,915	\$ 111,459,931	\$ 111,133,368	10.4

¹ The Keep Savannah Beautiful program was transferred to Community Services.



LEGISLATIVE/LEGAL/ADMINISTRATIVE

Legislative, Legal and Administrative offices in City Government consist of the Mayor and Aldermen, Clerk of Council, Legal Department, City Manager, Public Information, and Film Services.

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 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.

Expenditures By Type¹

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 1,220,100	\$ 1,400,560	\$ 1,500,362	7.1
Outside Services	387,580	504,107	503,878	0.0
Commodities	61,656	79,511	62,411	-21.5
Interfund Services	47,515	46,886	55,631	18.7
Capital Outlay	8,359	0	0	--
Other Expenses	4,212	0	4,779	--
TOTAL	\$ 1,729,422	\$ 2,031,064	\$ 2,127,061	4.7

¹ The increase in 2002 is primarily due to Film Services, which was previously in General Fund Interdepartmental.

MAYOR AND ALDERMEN

The 2003 budget for the Mayor and Aldermen is \$511,600, an increase of 5.5% over 2002 projected expenditures. Personal Services increased 8%

primarily driven by wage and benefit increases in 2003. Allocations are outlined below.

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 326,600	\$ 340,289	\$ 367,347	8.0
Outside Services	125,171	107,085	111,895	4.5
Commodities	35,266	30,285	25,475	-15.9
Interfund Services	8,672	7,397	6,883	-6.9
TOTAL	\$ 495,709	\$ 485,056	\$ 511,600	5.5

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Secretary	1.00	1.00	1.00	10
Administrative Assistant	3.00	3.00	3.00	13
Aldermen	8.00	8.00	8.00	--
Mayor	1.00	1.00	1.00	--
TOTAL	13.00	13.00	13.00	

CLERK OF COUNCIL

The 2003 budget for Clerk of Council is \$187,835, a decrease of 8.7% or \$17,801 below 2002 projected expenditures. The decrease is primarily explained by

the completion of municipal re-codification activities during 2002.

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 134,785	\$ 144,899	\$ 151,092	4.3
Outside Services	23,534	45,262	24,312	-46.3
Commodities	5,866	9,867	6,841	-30.7
Interfund Services	5,472	5,608	5,590	-0.3
Capital Outlay	0	0	0	0.0
Other Expenses	0	0	0	0.0
TOTAL	\$ 169,657	\$ 205,636	\$ 187,835	-8.7

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Secretary	1.00	1.00	1.00	10
Assistant to Clerk of Council	1.00	1.00	1.00	13
Clerk of Council	1.00	1.00	1.00	--
TOTAL	3.00	3.00	3.00	

LEGAL

The 2003 operating budget for the Legal Department is \$347,216, an increase of \$4,593 or 1% above the 2002 projected expenditures.

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 160,888	\$ 167,925	\$ 171,036	1.9
Outside Services	165,426	170,067	171,653	0.9
Commodities	1,890	1,614	1,680	4.1
Interfund Services	2,583	3,017	2,847	-5.6
TOTAL	\$ 330,787	\$ 342,623	\$ 347,216	1.3

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
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 2003 budget for the City Manager is \$484,142, an increase of \$47,617 or 10.9% over 2002 projected expenditures. The major change in this budget is a 12.9% increase in Personal Services as a result of vacancies in 2002 and wage and benefit increases in

2003. The significant decline in Commodities expenses is primarily the result of one-time charges incurred during 2002 associated with office remodeling.

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 314,658	\$ 374,204	\$ 422,335	12.9
Outside Services	27,569	35,617	36,393	2.2
Commodities	6,286	13,537	8,082	-40.3
Interfund Services	15,088	13,167	17,332	31.6
Capital Outlay	1,944	0	0	--
Other Expenses	0	0	0	--
TOTAL	\$ 365,545	\$ 436,525	\$ 484,142	10.9

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Administrative Assistant	1.00	2.00	2.00	13
Admin. Asst. to City Manager	1.00	1.00	1.00	18
Assistant to City Manager	2.00	2.00	2.00	28
City Manager	1.00	1.00	1.00	--
TOTAL	5.00	6.00	6.00	

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 focus of the Public Information Office (PIO) during 2003 will be increased *quantity* and *quality* of all services and programs provided to Council, City departments, and the community. This will be accomplished through increased television programming, citizen publications, and use of the City's website.

Savannah's award-winning *Government Channel 8* will continue to be the primary source for local government news. Program quality will continue to improve, due to equipment purchases and man-hour increases from the franchise agreement with Comcast. Tens of thousands of dollars of free advertising time will be utilized to increase awareness of City programs and services. (The summer lunch program, Home Repair program, noise ordinance, littering, and numerous cultural events are just *some* of the issues covered during 2002.) Council workshops and tours, drainage updates, and special documentaries such as "Savannah Celebrates Black History" will be produced, with emphasis on the City's work agenda.

The "*Citizens Quarterly Report*" will be expanded from the current four-page publication to eight pages, four times per year, with distribution increasing from the city to countywide.

The PIO will continue to work with bureaus and departments in the development of *Marketing Campaigns & Presentations* involving promotional and marketing materials to help them promote their programs and services. Developmental resources include brochures, promotional posters and advertisements, computer presentations, public service announcements, videotape, project signage, and other public relations materials.

The PIO is working with Information Services to establish a special section on the *website* where citizens can access timely information concerning the City's numerous CIP projects. Drainage updates, construction projects, major road work and other projects of general interest will be included.

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 283,169	\$ 295,567	\$ 304,152	2.9
Outside Services	45,880	72,500	88,069	21.5
Commodities	12,348	10,050	8,450	-15.9
Interfund Services	15,700	15,969	17,327	8.5
Capital Outlay	8,359	0	0	--
Other Expenses	2,268	0	4,779	--
TOTAL	\$ 367,724	\$ 394,086	\$ 422,777	7.3

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Public Information Assistant	2.00	2.00	2.00	15
Video Production Technician	1.00	1.00	2.00	18
Marketing Coordinator	1.00	1.00	1.00	20
Cable Access Coordinator	1.00	1.00	1.00	20
Public Information Director	1.00	1.00	1.00	34
TOTAL	6.00	6.00	7.00	

Budget Highlights

- The 2003 budget for the Public Information Office is \$422,777, an increase of \$28,691 or 7.3% over 2002 projected expenditures.
- The increase is largely explained by an increased allocation related to the Citizens Quarterly publication. Due to the publication's mid-year release, it was printed and distributed two times during 2002. The increased allocation in 2003 reflects the full year costs associated with the quarterly printing and distribution of the publication.
- A second Video Production Technician position will be added in 2003 to support department operations.

FILM SERVICES

The 2003 budget for Film Services is \$173,491, an increase of 3.8% over 2002 projected expenditures. Personal Services increase 8.7% primarily due to

wage and benefit increases in 2003. Allocations are outlined below.

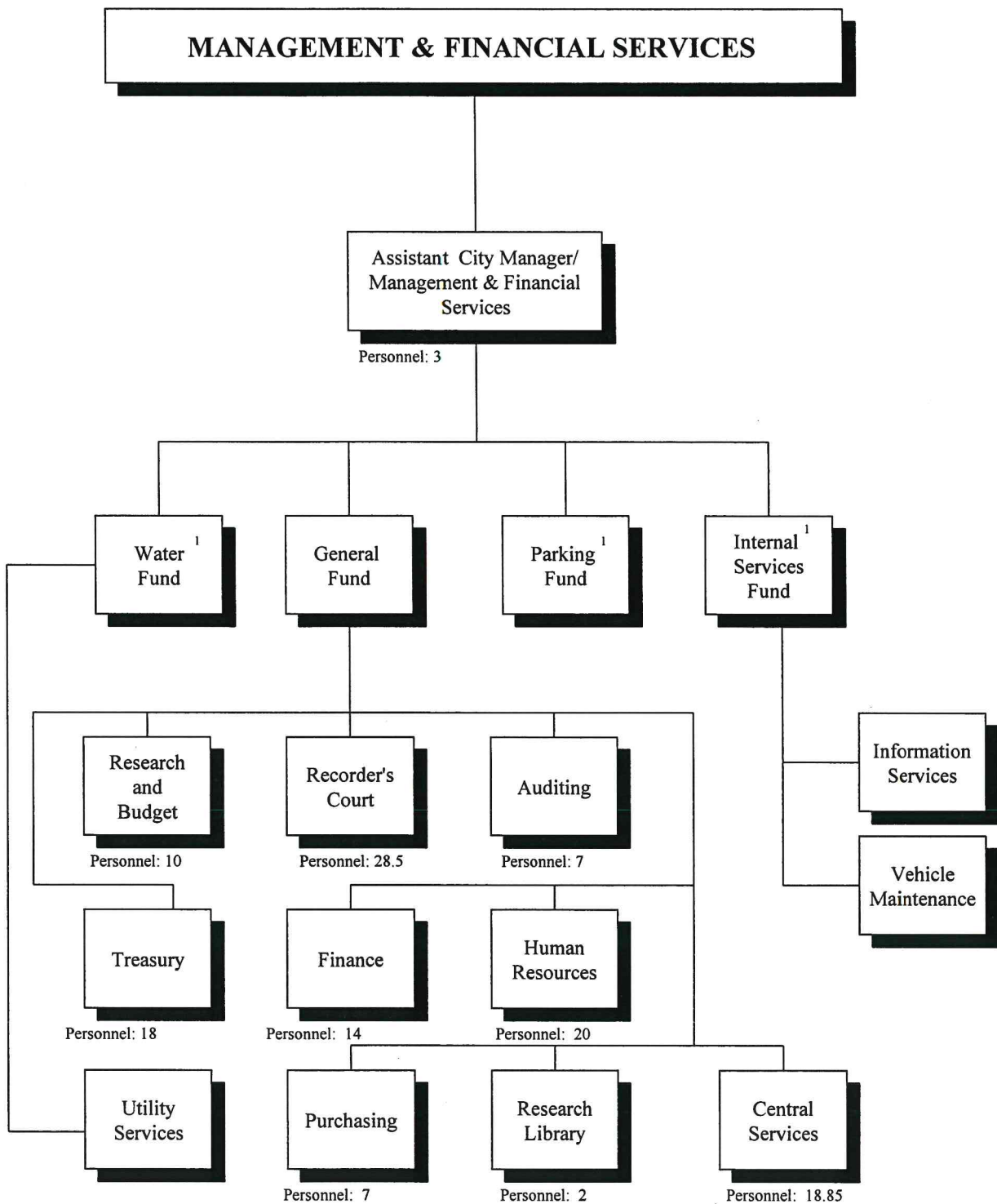
Expenditures By Type ¹

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 0	\$ 77,676	\$ 84,400	8.7
Outside Services	0	73,576	71,556	-2.7
Commodities	0	14,158	11,883	-16.1
Interfund Services	0	1,728	5,652	227.1
TOTAL	\$ 0	\$ 167,138	\$ 173,491	3.8

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Administrative Assistant	0.50	0.50	0.50	13
Film Services Coordinator	1.00	1.00	1.00	24
TOTAL	1.50	1.50	1.50	

¹ 2001 Actual Expenditures for Film Services are included in General Fund Interdepartmental.



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 2003 budget for the bureau's General Fund activities is \$9,454,535 an increase of \$209,740 or 2.3% greater than 2002 projected expenditures.

Personal Services increases \$370,423 primarily due to the wage increase, vacancies in 2002, and group medical insurance.

Capital Outlay decreases by \$131,419 due to the purchase of a software service agreement for the 800 Mhz radio system and electronics bank system in 2002.

Tables showing the 2003 budget compared with 2002 projected revenues and expenditures and 2001 actual are below.

Revenues By Source

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Recorder's Court Fines	\$ 2,494,458	\$ 2,960,000	\$ 3,250,000	9.8
Transmitter Tower	71,041	95,000	95,000	0.0
TOTAL	\$ 2,565,499	\$ 3,055,000	\$ 3,345,000	9.5

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 5,601,629	\$ 6,028,946	\$ 6,399,369	6.1
Outside Services	1,231,245	1,807,655	1,821,576	0.8
Commodities	296,221	357,779	357,989	0.1
Interfund Services	821,846	891,161	851,659	-4.4
Capital Outlay	60,605	140,943	9,524	-93.2
Interfund Transfers	11,484	0	0	--
Other Expenses	46,765	18,311	14,418	-21.3
TOTAL	\$ 8,069,795	\$ 9,244,795	\$ 9,454,535	2.3

ASSISTANT CITY MANAGER/MANAGEMENT AND FINANCIAL SERVICES

Mission

To plan, support and serve City departments and the general public through quality services.

Trends and Issues

Cities throughout the country faced difficult challenges in 2002. A stagnant economy produced lower than expected revenue for many while higher rates of unemployment and poverty increased service demand. Local governments in Georgia were particularly challenged by the state mandated re-negotiation of the Local Option Sales Tax (LOST). The allocation of this revenue source (which accounts for 28% of Savannah's General Fund operating revenue) must be done through an agreement with Chatham County. The outcome from these negotiations will set the financial course for all local governments in Chatham County for the next ten years.

The Management and Financial Services bureau provides critical support services to line departments in the City and direct services to the public through the Parking Services department and Records Court.

In 2003, the Management and Financial Services bureau faces major challenges, including:

- Preparing for the outcome of the Local Option

Sales Tax negotiations which could shift \$2 million to \$5 million in costs to city taxpayers;

- Planning for a significant number of retirements in key city positions in the next three to five years;
- Developing a city-wide centralized customer service center to improve the City's ability to quickly respond to customer needs;
- Continuing to improve employee relations through the Employee Advisory Council, bureau teams and better communication with employees;
- Continuing the implementation of the downtown parking plan, including construction of the Liberty Street Parking Garage and planning for alternatives to the City Market Parking Garage that will revert to the City in 2004; and
- Maintaining the City's strong financial health through timely revenue monitoring, multi-year financial planning and improvement of core financial systems.

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 174,511	\$ 225,870	\$ 265,031	17.3
Outside Services	23,041	25,610	17,595	-31.3
Commodities	7,830	9,496	2,696	-71.6
Interfund Services	6,295	7,397	6,883	-6.9
Other Expenses	1,944	0	0	--
TOTAL	\$ 213,621	\$ 268,373	\$ 292,205	8.9

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
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

- The 2003 budget for the Assistant City Manager is \$292,205, an increase of \$23,832 or 8.9% over 2002 projected expenditures.
- The increase is primarily explained by vacancies in 2002 and wage and benefit increases projected for 2003.

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*, updating the five-year *Capital Improvement Program*, and preparing grant applications for government and private funding sources in cooperation with City departments and outside agencies. These activities will continue to be the primary focus of the Research & Budget department in 2003.

As the recent period of economic prosperity continues to slow down, maintaining a strong financial foundation to support the programs and services provided by the City of Savannah is critical. This will be accomplished through good financial planning and revenue diversification. The full spectrum of financial opportunities will be reviewed and incorporated with actions already taken such as: (1) ensuring tax dollars were spent in an efficient and effective manner, (2) ensuring new sources of revenue were identified which did not place an additional burden on local

citizens, and (3) ensuring a timely response to federal and state actions that have local impact.

The changes in the economic climate that began in 2001 are still a major concern. Therefore, economic activity will continue to be monitored on an on-going basis. In addition, Research & Budget will use the updated Financial Trends Indicators Report and Five-Year Financial Plan as the basis for looking ahead to determine financial planning needs that anticipate changes before they become major problems. The department 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 financial trend indicators report and five-year financial plan.
- To continuously review revenues and expenditures and inform the City Manager of any potential problems.
- 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 Program* 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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Departmental budgets analyzed	112	121	114	121	121
- Competitive grant applications & awards prepared	25	38	25	25	25
- Personnel actions processed	1,000	1,064	1,200	960	960
- Major projects completed	10	6	4	4	2
- Departmental consultations	60	54	44	10	10
- Financial reports (5 year plan, budget, performance reports, financial trend indicators, etc.)	12	7	8	16	5
Efficiency Measures					
- R & B budget preparation time (weeks)	16	17	19	19	19
- Cost per personnel transaction	\$35	\$38	\$35	\$43	\$45
- % of budget spent	100%	93%	100%	99%	100%
Effectiveness Measures					
- GFOA Budget Award rating	Distinguished	Distinguished	Distinguished	Distinguished	Distinguished
- Average departmental time spent on budget preparation (hours)	38	66	40.25	40	40
- Total value of grant awards (millions)	\$2.00	\$4.20	\$2.50	\$3.50	\$3.00
- % of successful grant applications	50%	78%	60%	75%	60%
- % of projects completed on-time	100%	67%	100%	25%	100%
- Departments participating in Incentive Budgeting Program	6	5	6	5	5

Expenditures By Type

<u>Expenditure Area</u>	2001	2002	2003	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 537,522	\$ 601,243	\$ 609,046	1.3
Outside Services	25,410	30,264	34,164	12.9
Commodities	9,344	8,270	8,270	0.0
Interfund Services	26,201	25,259	19,599	-22.4
Capital Outlay	3,755	0	0	--
TOTAL	\$ 602,232	\$ 665,036	\$ 671,079	0.9

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Administrative Assistant	1.00	0.00	0.00	--
Budget Technician	1.00	2.00	2.00	14
Management Analyst	0.00	2.00	2.00	21
Management Analyst, Senior	2.00	1.00	1.00	23
Management Analyst, Principal	4.00	3.00	3.00	25
Grants Coordinator	1.00	1.00	1.00	28
Research and Budget Director	1.00	1.00	1.00	36
 TOTAL	 10.00	 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 and 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 2003, 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 prepare traditional exception reports, staff will contribute to organizational efficiency and effectiveness by assisting in the development of alternative solutions to system problems. Auditing's goals will be 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 conducts City training classes on management controls and employee standards.

Goals and Objectives

Goal: Assist manager 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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Performance/operational reviews & analyses	3	2	2	1	1
- Automated and manual system reviews	2	2	2	2	3
- Management advisory reports	6	15	10	20	20
- Compliance reviews conducted	3	8	5	5	5
- Follow-up reviews	3	2	1	3	2
- Special investigations and projects	15	17	12	12	12
Efficiency Measures					
- % of total deadlines met or exceeded	90%	78%	90%	75%	80%
- % of budget spent	100%	92%	100%	97%	100%
Effectiveness Measures					
- % of recommendations accepted	90%	90%	90%	90%	90%
- % of recommendations implemented	75%	75%	80%	80%	80%

Expenditures By Type

<u>Expenditure Area</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>% Change</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 408,552	\$ 420,673	\$ 434,778	3.4
Outside Services	15,743	21,172	21,172	0.0
Commodities	1,909	2,894	2,894	0.0
Interfund Services	17,553	17,273	16,112	-6.7
TOTAL	\$ 443,757	\$ 462,012	\$ 474,956	2.8

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Internal Auditor	3.00	3.00	3.00	21
Internal Auditor, Senior	1.00	1.00	1.00	23
Internal Auditor, Principal	2.00	2.00	2.00	25
Auditing Director	1.00	1.00	1.00	34
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 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 and investing activities.

During 2001, the City received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officer's Association for its 2000 CAFR. The City has received 18 awards for its CAFR, including 14 consecutive awards, representing a long-standing commitment by the City to present its financial information in accordance with generally accepted accounting principles. The City continues to be active in the GFOA certificate program, having submitted its 2001 CAFR for

consideration.

During 2003, 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 crossover 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. In response, the City will implement these standards during its financial audit for the year ended December 31, 2002.

Additionally, the Finance department will be responsible for coordinating two City bond issues scheduled for 2003, one for landfill improvements and one for a new parking facility.

Goals And Objectives

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

Objectives:

- To accurately report the City's financial transactions and to reflect its financial position through the City's financial information system.
- To prepare the City's Comprehensive Annual Financial Report in accordance with generally accepted accounting principles, and obtain an unqualified opinion on the financial statements from the City's independent auditor.
- To receive a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officer's Association for

the Comprehensive Annual Financial Report.

- 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 and maintain 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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Paychecks prepared	82,000	84,417	82,000	82,000	82,000
- Pension benefit checks prepared	8,400	9,621	8,500	8,500	8,700
- Vendor checks prepared	37,000	36,794	37,000	37,000	37,000
- Accounts receivable bills prepared	4,300	4,135	4,300	4,300	4,300
- Special Assessment bills prepared	1,000	745	700	700	700
- Dollars managed (millions)	\$125	\$177	\$150	\$190	\$190
- Monthly financial statements prepared	12	12	12	12	12
- Bonds issued	1	1	0	1	2
- Annual financial report issued	1	1	1	1	1
Efficiency Measures					
- Cost per paycheck	\$2.25	\$1.98	\$2.13	\$2.13	\$2.16
- Cost per benefit check	\$2.64	\$2.08	\$2.46	\$2.46	\$2.45
- Cost per vendor check	\$5.89	\$5.26	\$5.47	\$5.47	\$5.56
- Cost per \$million managed	\$266.09	\$181.06	\$223.13	\$183.68	\$186.69
- Cost per accounts receivable bill	\$4.30	\$4.04	\$4.05	\$4.01	\$3.79
- Cost per special assess bill	\$3.70	\$4.48	\$4.98	\$4.99	\$5.07
- % of budget spent	100%	93%	100%	100%	100%
Effectiveness Measures					
- "Clean" opinion received	Yes	Yes	Yes	Yes	Yes
- % of book value un-invested	0.00%	0.00%	0.00%	0.00%	0.00%
- % of invoices paid in 21 days	75%	88%	80%	80%	80%
- Days to produce financial information	7.0	5.6	7.0	7.0	7.0
- % of General Fund balance to total expenditures	10.0%	11.5%	10.0%	10.0%	10.0%

Expenditures By Type

	2001	2002	2003	% Change
<u>Expenditure Area</u>	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 677,726	\$ 727,568	\$ 731,355	0.5
Outside Services	93,426	207,788	207,118	-0.3
Commodities	38,433	38,760	38,760	0.0
Interfund Services	61,974	62,555	40,293	-35.6
Capital Outlay	0	0	0	--
Other Expenses	0	0	0	--
TOTAL	\$ 871,559	\$ 1,036,671	\$ 1,017,526	-1.8

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Account Clerk, Senior	4.00	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

- The 2003 budget for the Finance department is \$1,017,526 a decrease of \$19,145 or 1.8% below 2002 projected expenditures.
- The decrease is primary explained by changes in interfund services.

TREASURY

Mission

To efficiently and effectively collect and deposit 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 unit, administers collection of delinquent revenues, and coordinates compliance and enforcement efforts for alcohol licensing and other business activities within the City.

The Accounts Management unit performs billing and collection of property taxes; receiving and processing of business tax applications for new businesses; and providing accounts management and customer service activities required for these tax programs. Recent trends in property taxes have resulted in a reduced reliance on this major revenue source to fund city operations. Efforts to reduce the millage rate, new homestead exemptions, and assessment appeals have increased the accounting and customer service demands in this work program. In 2002 and continuing in 2003, increased emphasis will be placed on collection of delinquent real and personal property taxes and special assessments.

The Central Cashiering unit receives and processes all funds received by the City of Savannah, including all utility services payments and property tax receipts. All payments for user fees billed by City operating departments are received and processed by Central Cashiering. In 2002, several improvements were implemented to increase the efficiency and

effectiveness of the cashiering program. In partnership with the Water Fund's Utility Services division, the automatic draft program was implemented to allow customers to pay utility bills electronically by draft. The process for receiving property tax payments from mortgage companies has been expanded and the number of customers paying by credit card has increased. In the last half of 2002, remittance processing equipment will be acquired which will improve efficiency and internal controls in the cash handling activity. In 2003, additional payment options for customers will be developed through the use of the City website and other e-commerce solutions.

The primary responsibilities of the Marshal's unit are receiving and processing alcohol license applications and annual renewals; receiving and processing annual business tax renewals; performing compliance and enforcement reviews of regulated businesses and alcohol license establishments; monthly receiving and processing hotel/motel tax returns, auto rental tax returns and preservation fee returns; and collection of delinquent taxes related to all return systems. In 2002, the City contracted with an external auditing firm to conduct a compliance review on business tax and preservation fees. Information received from this process will be used to improve effectiveness in these revenue programs.

Goals and Objectives

Goal: Bill and collect 100% of all budgeted 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: Receive and deposit 100% of all General Fund revenues for city services, taxes, user fees, franchise fees, special assessments, regulatory fees and miscellaneous accounts receivables in a timely manner.

Objectives:

- Receive and deposit all utility account payments on the day received.
- Receive and deposit all user fees, special assessments, franchise fees, regulatory fees and miscellaneous accounts receivables on the day received.
- Receive and deposit all tax payments within 24 hours of receipt.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Property tax bills	104,000	103,774	104,000	104,000	104,000
- Business tax returns	12,250	12,375	12,250	12,500	12,500
- Miscellaneous tax bills	1,250	2,472	2,300	2,250	2,300
- Levy notices issued	4,000	0	4,000	10,000	7,500
- Miscellaneous revenue account transactions	9,500	6,337	6,750	9,500	9,500
- Cashier transactions	685,000	665,505	685,000	685,000	685,000
Efficiency Measures					
- Cost/property tax bill	\$2	\$2.90	\$2	\$2.50	\$3
- Cost/business tax account	\$15	\$17.50	\$15	\$15	\$15
- Cost/miscellaneous tax return	\$75	\$71	\$45	\$70	\$70
- Cost/levy notice	\$68	\$0	\$25	\$40	\$40
- Cost/miscellaneous accounts receivable	\$6	\$7.50	\$9	\$8	\$8
- Cost/cashier transaction	\$0.30	\$0.39	\$0.28	\$0.35	\$0.35
- % of budget spent	100%	95%	100%	94%	100%
Effectiveness Measures					
- % tax revenues collected compared to budget	100%	100%	100%	100%	100%
- % non-tax General Fund revenue collected compared to budget	100%	100%	100%	100%	100%
- % alcoholic license fees collected compared to budget	100%	103%	100%	100%	100%

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 635,028	\$ 670,246	\$ 710,820	6.1
Outside Services	35,038	216,370	221,157	2.2
Commodities	44,728	59,090	63,095	6.8
Interfund Services	345,485	349,029	356,006	2.0
Capital Outlay	20,756	33,601	0	-100.0
Other Expenses	6,216	7,747	6,533	-15.7
TOTAL	\$ 1,087,251	\$ 1,336,083	\$ 1,357,611	1.6

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Office Assistant	0.50	0.00	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
Chief Revenue Investigator	1.00	1.00	1.00	18
Revenue Supervisor	2.00	2.00	2.00	19
Revenue Administrator	1.00	1.00	1.00	27
Revenue Director	1.00	1.00	1.00	36
TOTAL	18.50	18.00	18.00	

RECORDER'S COURT

Mission

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

improve processes in order to provide quality service to a diverse customer base.

Trends and Issues

The issues facing the court have not changed in recent years, only intensified. Concerns about space and the impact of the growing caseload continue to be an area the judiciary and administration of the court monitor closely. In recent years, the court has successfully absorbed the growing caseload without increasing the number of administrative employees.

The City and County police agencies continue to increase their focus on traffic enforcement. Special units have been created to enforce the traffic laws. This has significantly impacted the court in the last year. Through the first 5 months of 2002, traffic filings increased 47.42% over the same period in 2001. The court projects the total caseload will exceed 70,000 cases in 2002. To put this in perspective, over the last 5 years the court has averaged around 62,100 cases per year.

Because of the growing caseloads in traffic court, hearings are very short. Rapid hearings contribute to the perception that limited jurisdiction courts provide "assembly line justice." Public trust and confidence are important goals for the courts 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.

Traffic cases impose a substantial burden on the court's resources. The increase in the filing of traffic charges has resulted in hundreds of people coming to the court each day creating insufficient courtroom space. In some traffic sessions, citizens are required to stand against the walls because there is not enough seating available for everyone. While the judiciary and court managers are looking at ways to utilize the current space more effectively, the reality is the physical layout of the Recorder's Court does not lend itself to many options.

The challenge for the court is to respond to the increase in case filings without a loss of service to the citizens 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. The court will continue to work with the City of Savannah and Chatham County to meet our citizens' needs.

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 court the opportunity to achieve an average rate of 28 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 the fines and fees assessed by the judiciary.

submitting their monthly payment.

- To require the probation provider to collect fines and fees within half the time of the client's probationary period.

Objectives:

- To notify all offenders who are delinquent in

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Traffic citations filed	55,000	49,000	55,000	61,000	63,000
- Misdemeanor accusations filed	8,000	7,500	8,000	8,000	8,000
- Felony accusations filed	3,400	3,600	3,500	4,300	4,300
- Local Ordinance Accusations filed	n/a	n/a	n/a	2,750	2,800
- Pre-sentence investigations	1,000	1,100	1,000	1,150	1,200
- Payment plans established	4,000	3,750	4,000	4,600	4,600
- Criminal warrants prepared	1,800	1,800	2,000	2,000	2,000
- Search warrants processed	175	175	175	175	175
- Delinquent notices issued	6,500	5,000	6,000	6,000	6,000
- Subpoenas/accusations issued	50,000	48,250	50,000	53,500	53,500
- Inmates handled	3,750	3,750	3,750	3,750	3,750
Efficiency Measures					
- Cost per charge filed	\$25	\$25	\$25	\$21	\$22
- % of budget spent	100%	100%	100%	100%	100%
Effectiveness Measures					
- % of persons arraigned	100%	100%	100%	100%	100%
- Average days; filing to first assignment (criminal)	28	24	28	28	28
- 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	2001 Actual	2002 Projected	2003 Budget	% Change 02-03
Recorder's Court Fines	\$ 2,494,458	\$ 2,960,000	\$ 3,250,000	9.8

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 1,113,578	\$ 1,135,830	\$ 1,248,983	10.0
Outside Services	177,407	273,330	290,923	6.4
Commodities	30,082	42,611	41,751	-2.0
Interfund Services	118,591	121,970	135,238	10.9
Capital Outlay	1,071	0	0	--
Other Expenses	7,404	0	0	--
TOTAL	\$ 1,448,133	\$ 1,573,741	\$ 1,716,895	9.1

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Judge Recorder's Court	3.00	3.00	3.00	--
Office Assistant	0.50	0.50	0.50	7
Cashier	3.00	4.00	4.00	9
Case Disposition Clerk	2.00	2.00	2.00	10
Bailiff	4.00	2.00	2.00	11
Customer Service Representative	5.00	5.00	5.00	11
Case Manager	4.00	3.00	3.00	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
Court Services Supervisor	0.00	1.00	1.00	19
Recorder's Court, Assistant Director	1.00	1.00	1.00	27
Recorder's Court Director	1.00	1.00	1.00	36
TOTAL	29.50	28.50	28.50	

Budget Highlights

- The 2003 budget for Recorder's Court is expenditures.
\$1,716,895, an increase of 9% over 2002 projected

RESEARCH LIBRARY

Mission

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

access to internally-generated information in local government publications and archival and records collections.

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 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 static and monographic acquisitions continue slight annual declines. Access to online electronic resources and the maintenance of updating subscriptions to legal and technical resources consume a significant portion of available fiscal resources. The increasing age and volume of the City's archival and historical records require more provisions for document conservation, such as preservation housing and microfilming. The City Hall Basement Records Center is now fully utilized to its capacity, and the absence of an adequate auxiliary records center facility is a critical need.

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.
- To catalog and classify library holdings in compliance with national standards in the national bibliographic utility.

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.

Goal: City staff and the public are provided appropriate collections of archival and historical city records which are documented and available for use.

Objectives:

- To document, house, preserve, and reference archival collections.
- To administer records transfers, retention, retrievals, and dispositions.
- To participate in the national bibliographic control program for urban government documents.
- To develop and maintain finding aids in-house and on the City website.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Monographic volumes added	390	324	387	352	300
- Periodical volumes added	154	118	160	154	154
- Service contacts handled	7,018	8,543	7,409	8,283	7,999
- Shelving/filing actions	9,529	9,548	9,712	9,636	9,702
- Library materials circulated	3,500	3,518	3,531	3,520	3,529
- User aids on network	870	870	900	900	900
- Reference/research inquiries	1,476	1,809	1,631	1,707	1,720
- Interlibrary transactions	247	360	266	247	215
- Record transfers (cu.ft.)	212	247	215	265	160
- Records dispositions (cu.ft.)	135	176	136	156	160
- Local docs. In UDMP/ICUD	90	126	77	80	75
Efficiency Measures					
- Cost per volume added	\$106	\$108.60	\$106	\$107	\$107
- Cost per response made	\$5	\$5	\$5	\$6	\$6
- % of budget spent	100%	96%	100%	85%	85%
Effectiveness Measures					
- % of volumes processed	100%	98%	100%	100%	100%
- % of responses to inquiries	100%	100%	100%	100%	100%
- % of records center occupied	99%	99%	99%	100%	100%

Expenditures By Type

<u>Expenditure Area</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>% Change</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 93,547	\$ 81,240	\$ 86,897	7.0
Outside Services	62,291	74,233	74,233	0.0
Commodities	1,785	1,900	1,900	0.0
Interfund Services	6,113	6,207	5,779	-6.9
TOTAL	\$ 163,736	\$ 163,580	\$ 168,809	3.2

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
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 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 customer service skills to serve the citizens of Savannah; and creating a quality work environment for all employees. The Human Resources department is continuously exploring opportunities to improve processes and develop strategies to enhance organizational and individual quality of life for City employees and customers.

In 2003, the salary and benefits provided to employees will be of particular interest to the Human Resources department. Recent statistics suggest that employers' health care costs will continue to rise with double-digit cost increases expected. Medical care cost trends continue to be high due to increased utilization of health care services as well as costs associated with prescription drug plans. The department will look for opportunities to control medical care costs while

remaining competitive in provision of an attractive benefit package at an affordable rate.

Human Resources will continue to emphasize improving communication within the organization as well as enhancing employee relations, in the area of employee training and development. The Employee Advisory Council continues to serve as a viable means by which all employees have an opportunity to identify and voice concerns, ask questions, have employee-related issues resolved, and plan employee events.

Due to slight changes in the economic climate of the United States, the department experienced improvement in the quality of its applicant pool for the filling of vacant positions. The goal for the Employment Services division of Human Resources will continue to be to recruit and retain of top performers for City employment. In addition, workforce planning will be a key issue for 2003. We will begin to address the challenges due to the growing number of employees who will be eligible to retire in the coming years.

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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Hours of training delivery	n/a	n/a	n/a	n/a	800
- Number of employees participating in training programs	1,850	1,769	1,850	1,850	1,850
- Number of employees/retirees enrolled in medical plan	2,710	2,746	2,740	2,780	2,785
- Percent of employees participating in Health Risk Appraisal	50%	57%	55%	60%	60%
- Percent of employees seeking EAP services	15%	13%	15%	14%	15%
- Number of benefit, pay, and personnel changes/actions	5,000	5,723	5,000	5,000	5,000
- Number of applications processed	4,500	4,937	5,000	5,000	5,000
- Number of tests administered	3,000	3,972	3,300	3,300	3,300
- Hours spent conducting applicant ratings	500	712	600	600	600
- Number of positions filled	400	672	600	600	600
- Number of classification analyses conducted	50	48	30	30	35
- Number of complaints/charges handled	10	11	10	10	10
Efficiency Measures					
- Average monthly medical claims cost per employee/retiree	\$285	\$302	\$320	\$365	\$400
- Average time to certify professional applicants (weeks)	6 weeks	3 weeks	5 weeks	5 weeks	5 weeks
- Average time to certify other applicants (weeks)	3 weeks	2.4 weeks	3 weeks	3 weeks	3 weeks
- % of budget spent	100%	95%	100%	100%	100%
Effectiveness Measures					
- Training evaluations on 1-5 scale (5 = most positive)	4.50	4.89	4.50	4.50	4.50
- Medical cost per employee vs. national average	20% lower	13% lower	15% lower	10% lower	10% lower
- Participation of employees in HRA vs. national average of similar voluntary programs	50% vs. 35%	57% vs. 35%	55% vs. 35%	60% vs. 40%	60% vs. 40%

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
- Percent of employees completing probation	90%	81%	80%	80%	80%
- City-wide turnover rate	11%	11.20%	12%	12%	12%
- Customer satisfaction rating of HR services (4 = most positive)	3	n/a	3	3	3

Expenditures By Type

<u>Expenditure Area</u>	2001 <u>Actual</u>	2002 <u>Projected</u>	2003 <u>Budget</u>	% Change <u>02-03</u>
Personal Services	\$ 901,171	\$ 976,633	\$ 1,035,559	6.0
Outside Services	214,365	262,598	257,990	-1.8
Commodities	71,592	79,062	81,516	3.1
Interfund Services	107,599	108,417	79,320	-26.8
Other Expenses	1,404	1,000	0	-100.0
TOTAL	\$ 1,296,131	\$ 1,427,710	\$ 1,454,385	1.9

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Office Assistant, Senior	1.00	1.00	1.00	9
Human Resources Assistant	2.00	2.00	2.00	11
Administrative Assistant	1.00	1.00	1.00	13
Human Resources Technician	5.00	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	1.00	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	20.00	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 Purchasing website is the most visited web page for the City. In 2003, improvements will be made to provide a current minority and woman-owned business directory. 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. A survey was conducted in 2002 to assess the communications needs of all City departments. The results will be used to devise a communications master plan in 2003.

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 the amount of time between requisition entry and purchase order issuance.
- Reduce the 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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Number of requisitions	6,500	6,037	6,000	6,200	6,000
- Number of specifications prepared	520	474	520	520	520
- Number of annual contracts	160	175	160	160	165
- Number of telephone quotes	1,000	1,041	1,000	1,000	1,000
Efficiency Measures					
- Cost per requisition	\$71	\$64	\$71	\$68	\$73
- % of budget spent	100%	80%	100%	100%	100%

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Effectiveness Measures					
- Training sessions held for City departments on purchasing	10	9	10	40	30
- Repeat formal bids due to inadequate specifications	5	3	4	4	4
- Minority participation in Capital Improvement Projects	7%	10.9%	7%	7%	10%
- Minority participation in general procurements (professional services, general services, materials and supplies)	7%	8.3%	8%	7%	7%

Expenditures By Type

<u>Expenditure Area</u>	2001 <u>Actual</u>	2002 <u>Projected</u>	2003 <u>Budget</u>	% Change <u>02-03</u>
Personal Services	\$ 333,355	\$ 350,021	\$ 366,667	4.8
Outside Services	21,076	29,334	30,251	3.1
Commodities	8,254	12,950	12,950	0.0
Interfund Services	32,243	32,001	30,189	-5.7
Other Expenses	21,295	0	0	--
TOTAL	\$ 416,223	\$ 424,306	\$ 440,057	3.7

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Purchasing Administrator, Assistant	1.00	0.00	0.00	--
Purchasing Technician	2.00	2.00	2.00	13
Buyer	3.00	3.00	3.00	19
Purchasing Director, Assistant	0.00	1.00	1.00	26
Purchasing Director	1.00	1.00	1.00	34
TOTAL	7.00	7.00	7.00	

Budget Highlights

- The 2003 budget for Purchasing is \$440,057, an increase of \$15,751 or 3.7% over 2002 projected expenditures.
- The budget increase is primarily explained by wage and benefit increases.

CENTRAL SERVICES DIRECTOR

Mission

To ensure that adequate services are delivered to the citizenry by providing a clean and safe working environment for City employees, a properly

maintained radio communications system, efficient mail services, and 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 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.

Goal

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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Number of objectives completed as scheduled and within budget	19	19	19	20	20
- Number of leases monitored	22	24	24	24	24
Efficiency Measure					
- % of budget spent	100%	100%	100%	100%	100%

Expenditures By Type

	2001	2002	2003	% Change
<u>Expenditure Area</u>	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 118,259	\$ 122,646	\$ 127,653	4.1
Outside Services	9,645	8,804	8,804	0.0
Commodities	764	900	900	0.0
Interfund Services	4,629	5,215	4,874	-6.5
Other Expenses	12	0	0	0.0
Total	\$ 133,309	\$ 137,565	\$ 142,231	3.4

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Administrative Assistant	1.00	1.00	1.00	13
Central Services Director	1.00	1.00	1.00	36
 TOTAL	 2.00	 2.00	 2.00	

RISK ADMINISTRATION

Mission

To ensure the development and maintenance of a work environment for City employees that minimizes the number and severity of workplace injuries, illnesses and accidents; 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 Issue

The property insurance market is continuing to undergo significant changes on a global basis. These changes are primarily due to losses arising out of September 11, 2001 and a downturn in the national economy and will have a direct impact on the City's property insurance program. Operations such as the City of Savannah are now routinely seeing premium increases of as much as 300% while seeing coverage provisions become much more restrictive. The challenge in the upcoming years is to develop a property insurance program which protects the City's financial assets in the event of a major property loss(es) at the best available premium on the market.

Another issue the City will face 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 passed in the Georgia General Assembly in 2002 (HB1128) that will waive the City's immunity on a limited basis beginning January 1, 2005. As a result, the City will need to prepare both financially to address the increased exposure and operationally to reduce the number of at-fault vehicle accidents.

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 due to injuries.

Goal: Reduce expenditures for vehicle and general liability claims.

Objectives:

- Reduce the number and severity of vehicle 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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
Facility safety inspections:					
- Conducted w/insurance company	40	38	45	37	40
- Conducted by Risk Admin	60	64	65	56	60
General liability claims investigated:					
- Property claims	89	94	130	163	89
- Personal injury	75	105	135	132	75
- Employee work related injuries processed:					
- Number of lost time claims opened	50	53	47	36	50
- Number of new claims opened	368	372	350	361	368
- Number of claims closed	180	197	185	143	180
- Auto liability claims investigated	225	221	230	234	225
- Safety classes taught	36	38	40	21	36
- Safety Committee meetings conducted	45	28	32	36	45
- Liability claims closed with no payment	150	98	150	87	160
Efficiency Measures					
- Cost per facility surveyed	\$145	\$145	\$147	\$154	\$145
- Cost per general liability claim:					
- Property claims	\$750	\$682	\$750	\$750	\$750
- Personal injury	\$790	\$476	\$1,000	\$710	\$790
- Cost per work related employee injury	\$3,250	\$2,412	\$3,300	\$2,250	\$3,250
- Cost per auto liability claim submitted	\$790	\$976	\$1,250	\$1,050	\$790
- Average cost per class taught	\$235	\$175	\$175	\$118	\$235
- Cost per Safety Committee meeting	\$60	\$60	\$60	\$87	\$60
- % of budget spent	100%	100%	100%	100%	100%
Effectiveness Measures					
- Limit property loss to .002% of property value	.002%	.001%	.002%	.001%	.002%
- Limit at fault auto accidents	120	115	110	125	120
- Limit employee work related claims	360	372	350	361	360

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 185,854	\$ 194,668	\$ 205,233	5.4
Outside Services	10,602	7,197	7,197	0.0
Commodities	4,146	3,799	3,799	0.0
Interfund Services	8,756	10,582	9,808	-7.3
Interfund Transfers	11,484	0	0	--
Other Expenses	0	1,537	1,537	0.0
TOTAL	\$ 220,842	\$ 217,783	\$ 227,574	4.5

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
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	

Budget Highlights

- Personal Services increase of \$10,565 is primarily due to an increase in wages and group medical insurance.

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 2003, emphasis will be placed on improving customer service and achieving faster responses to changes in priorities while ensuring that inventories do not exceed quantities likely to be

distributed based on historical usage.

In July of 2002, the administrative functions of the National Association for the Exchange of Industrial Resources (NAEIR) program, previously administered by the Research Library was transferred to Inventory Management. During 2003, emphasis will be placed on administering requests, receipts, and the distribution of NAEIR materials to ensure continuation and smooth operation of the program.

Goal and Objectives

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

will be consistent with the industry standard of 3.0 times.

Objectives:

- To maintain a City inventory turnover rate which

- 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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Number of items in inventory	935,000	915,248	888,000	870,000	890,000
- Items transactions	800,000	807,315	770,000	770,000	780,000
- Lines issued	13,500	12,764	13,500	13,500	13,200
- Value of inventory	\$250,000	\$246,129	\$260,000	\$260,000	\$250,000
Efficiency Measures					
- Cost per item maintained in inventory	\$0.19	\$0.19	\$0.21	\$0.19	\$0.20
- % of budget spent	100%	97.5%	100%	100%	100%
Effectiveness Measures					
- City inventory turnover rate	3.0	3.0	3.0	3.0	3.0
- City deviation percentage (Industry standard at .5%)	0.20%	0.20%	.20%	.20%	.20%

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
- Losses not to exceed standard of 1.5% of inventory value	\$600	\$344	\$600	\$600	\$600
- Number of recording errors within standard	30	27	30	30	30
- Records accuracy percentage (Good standard at 90.0%)	93.0%	99.1%	93.0%	93.0%	93.0%
- % of records with no difference	91.0%	97.7%	91.0%	91.0%	91.0%

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 143,780	\$ 153,110	\$ 161,674	5.6
Outside Services	2,561	3,031	4,106	35.5
Commodities	1,751	3,007	3,644	21.2
Interfund Services	17,881	23,326	23,412	0.4
Capital Outlay	0	736	1,400	90.2
Other Expenses	3,738	3,279	1,600	-51.2
TOTAL	\$ 169,711	\$ 186,489	\$ 195,836	5.0

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Office Assistant, Senior	1.00	1.00	1.00	9
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	

Budget Highlights

- Personal Services increase of \$8,564 is primarily due to an increase in wages and group medical insurance.

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.

In light of the tragic events of September 11, 2001 and the nation's heightened level of security, the division will continue to enhance security within City Hall. The division will contract with a company to provide armed security guard services for City Hall.

A "due diligence review" has been conducted to ensure that the contracted vendor is reputable, with solid references, and extensive experience in many areas of security.

The contracted security guard will continue to direct the flow of movement in City Hall to the extent directed and control access to areas assigned 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 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 optimal operating conditions for City Hall, Gamble Building, and Broughton Municipal Building.

Objective:

- To monitor contractual services within the Municipal Centers.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- No. of Interoffice drops	23,845	23,845	24,096	24,096	28,849
- No. of reports received on time and accurate	64	62	64	62	64
- No. of contracts and service providers monitored	32	32	32	35	35
Efficiency Measure					
- % of budget spent	100%	100%	100%	100%	100%
Effectiveness Measures					
- % of time an accurate report is received	n/a	n/a	97%	97%	97%

Expenditures By Type

	2001	2002	2003	% Change
<u>Expenditure Area</u>	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 0	\$ 11,000	\$ 14,465	31.5
Outside Services	469,660	540,887	542,979	0.4
Commodities	9,234	13,389	13,389	0.0
Interfund Services	49,309	96,945	100,665	3.8
TOTAL	\$ 528,203	\$ 662,221	\$ 671,498	1.4

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Security Guard	1.00	0.00	0.00	--
Senior Office Assistant	0.00	0.60	0.60	8
TOTAL	1.00	0.60	0.60	

Budget Highlights

- Personal Services increase is \$3,465 primarily due to group medical insurance and other benefits being added for 2003.

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 for the River Street Hospitality Center.

Trends and Issues

The River Street Hospitality Center is a division of Central Services which provides custodial and maintenance services for the facility. The division 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 slow fall and winter seasons. Operating hours may be amended during special occasions or as business demands dictate.

A major focus in 2003 is to address preventive maintenance issues for the Hospitality Center. Of major concern has been public abuse of the facility especially within the elevator and the elevator lobbies in the form of graffiti and smoking. Smoking will cause the elevator to shut down. A major challenge for staff continues to be maintaining the restroom facility and elevator for the public at the highest possible level of cleanliness, while limiting the need to close any portion for cleaning.

Goal and Objectives

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

Hospitality Center is maintained at 3.0 on a 4.0 point scale.

- To insure the coordination of maintenance activities with contractual service providers.

Objectives:

- To ensure the average cleanliness rating for the

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Total citizens served	400,000	543,754	370,000	600,000	601,000
- Total citizens served from 8:00 p.m. - 10:00 p.m.	30,000	35,406	31,000	35,000	36,000
- # of elevator service calls on weekend	15	9	9	8	8
Efficiency Measures					
- % of budget spent	100%	89%	100%	100%	100%
Effectiveness Measures					
- Cleanliness rating of:					
Hospitality Center/Restrooms	3.0	3.0	3.0	3.0	3.0
Elevator	3.0	2.9	3.0	3.0	3.0
Ramp & surrounding grounds	3.0	3.0	3.0	3.0	3.0

Expenditures By Type¹

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 0	\$ 58,717	\$ 65,102	10.9
Outside Services	0	17,192	16,731	-2.7
Commodities	0	8,116	8,299	2.3
Interfund Services	0	538	549	2.0
TOTAL	\$ 0	\$ 84,563	\$ 90,681	7.2

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Custodian	2.25	2.25	2.25	6
TOTAL	2.25	2.25	2.25	

Budget Highlights

- Personal Services increase of \$6,385 is primarily due to an increase in wages and group medical insurance.

¹ 2001 Actual Expenditures for River Street Hospitality Center are included in General Fund Interdepartmental.

TELE-ELECTRONICS

Mission

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

departments.

Trends and Issues

Tele-Electronics installs and maintains approximately 3,500 pieces of electronic and computer equipment for the City including: mobile and portable radios; communication dispatch equipment (Windows NT servers and personal computers, Unix-based servers and work stations, network hubs and switch equipment, data concentrators and multiplex equipment, fiber optic transmission equipment, uninterruptible power sources). The division also maintains base station radios, 800MHZ thrunking equipment, 900MHZ SCADA field and terminal radio equipment, emergency warning lights and sirens for the Police, Fire, and Public Works departments, council voting equipment and other miscellaneous electronic items.

The City has moved from conventional radio technology to Smartzone thrunked radio technology. Many users have been moved from older conventional systems to repeater-based conventional UHF technology. All public safety and the majority of local government users operate using the Smartzone radio system. The system, a joint venture with Chatham County, is operated under a governing agreement between the City of Savannah and

Chatham County.

The Smartzone radio system is a software driven system which requires periodic software and hardware upgrades to remain current and serviceable. In conjunction with Chatham County, a software and computer hardware migration plan needs to be developed to ensure the Smartzone radio system remains current and fully serviceable.

The SCADA network, used to monitor various water, sewer and drainage services throughout the city and county, continues to grow and has reached approximately 4/5 of its expected growth. Due to recent decisions by Motorola to drop the Darcom line without continued support, an additional M.D.S. digital repeater was added to the SCADA system. We can now replace Darcom radios with M.D.S. radios and extend the life of the overall Darcom system.

Several of the City's portable and mobile radio units are reaching the end of their useful service life. There is a need to begin replacing radios on a scheduled basis.

Goal and Objectives

Goal: A communication system capable of providing City employees 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 fixed 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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Items of electronic equipment maintained	3,690	3,789	3,811	3,874	3,911
- FCC standard checks performed	1,500	1,051	1,500	1,100	1,100
- Calibration checks performed	4	6	6	6	6
- Mobile radio repairs	400	175	210	210	210
- Misc. mobile repairs	500	277	300	300	300
- Portable repairs	700	599	800	800	800
- Miscellaneous repairs	500	190	300	300	300
- Installations	175	262	170	190	190
Efficiency Measures					
- Cost per FCC check performed	\$11	\$16	\$11	\$11	\$10
- Cost per mobile radio repair	\$115	\$259	\$115	\$259	\$236
- Cost per misc. mobile repair	\$69	\$154	\$75	\$154	\$140
- Cost per portable radio repair	\$149	\$150	\$158	\$158	\$143
- Cost per miscellaneous repair	\$84	\$260	\$85	\$85	\$77
- Cost per installation	\$89	\$77	\$89	\$77	\$70
- % of budget spent	100%	95.5%	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%

Revenue By Source

Tele-Electronics receives revenue for providing cellular communication to some cellular companies

and for usage of the transmitter tower from the FBI.

<u>Revenue Source</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>% Change</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Transmitter Tower Rent	71,044	95,000	95,000	0.0
TOTAL	\$ 71,044	\$ 95,000	\$ 95,000	0.0

Expenditures By Type

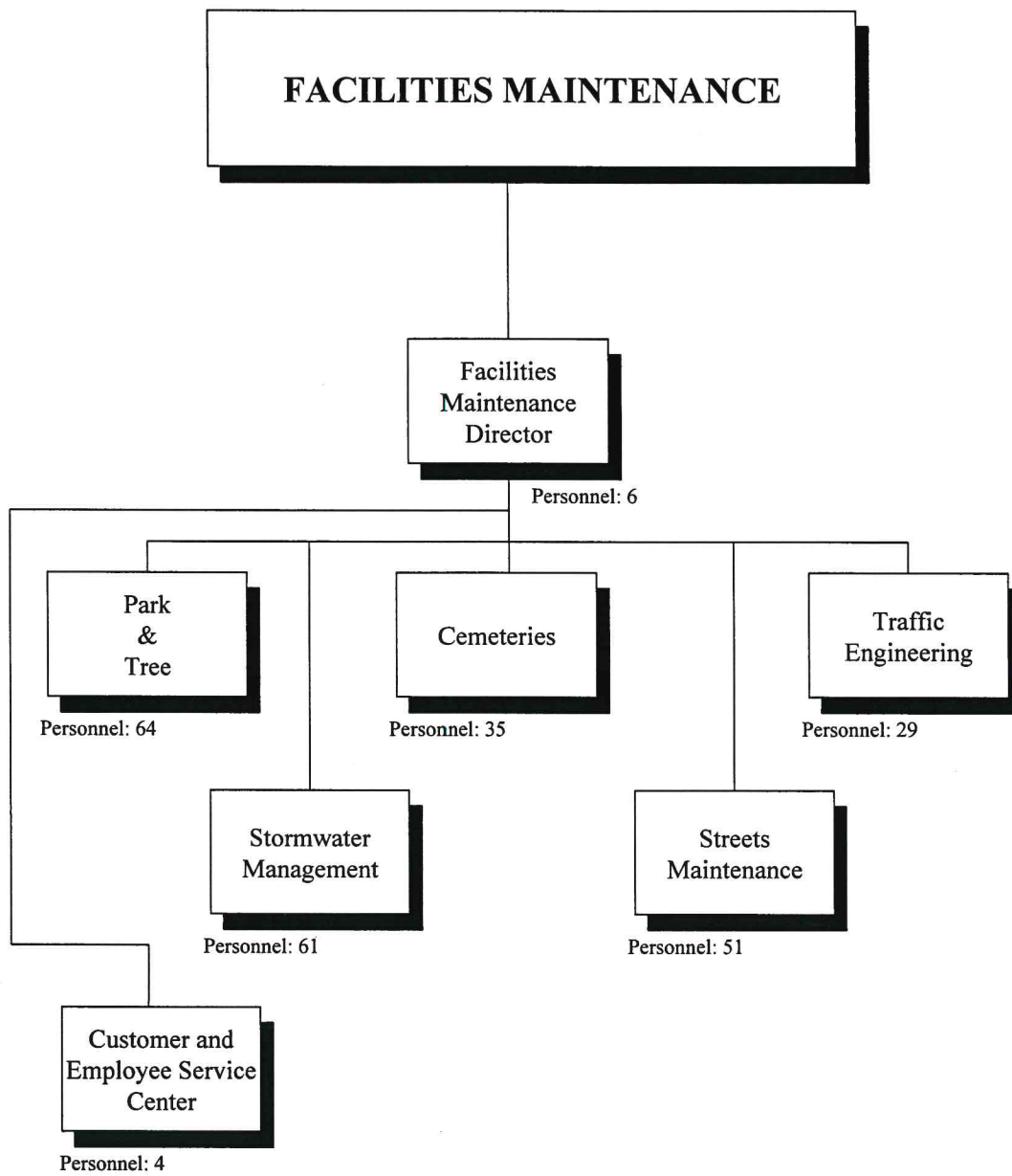
<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 278,746	\$ 299,481	\$ 336,106	12.2
Outside Services	70,980	89,845	87,156	-3.0
Commodities	66,369	73,535	74,126	0.8
Interfund Services	19,217	24,447	22,932	-6.2
Capital Outlay	35,023	106,606	8,124	-92.4
Other Expense	4,752	4,748	4,748	0.0
TOTAL	\$ 475,087	\$ 598,662	\$ 533,192	-10.9

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
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 \$98,482 due to three service improvements to purchase a software service agreement for the 800MHZ radio system, and a central electronics bank for the dispatch system in 2002.



FACILITIES MAINTENANCE BUREAU

The 2003 budget for the Facilities Maintenance Bureau is \$18,921,455 or 3.6% more than 2002 projected expenditures.

Personal Services increased \$763,281 or 8% primarily due to the wage increase, vacancies in 2002, the full year's cost of the on-call pay allowance implemented in 2002, and increases in the medical insurance, worker's compensation, and pension contributions.

Outside Services increased \$214,173 or 5% primarily due to the electricity account in Traffic Engineering for the projected full year's cost of the 2002 rate increase, a projected rate increase in 2003, an allocation for Hutchinson Island street lighting, and an

increase in the price of new poles. Also, 100 additional City-owned lots were acquired and the mowing cycles will double in 2003.

The Commodities decrease of \$154,906 is largely because of 2001 open purchase orders paid in 2002. Also decreasing are Interfund Services by \$69,684 due to Engineering Department charges, and Other Expenses by \$65,096 due to vehicle replacement charges.

Proposed fee increases for standard and prime rate interment fees as well as after-hour cemetery access services are projected to generate \$10,500 in additional revenue in 2003.

Revenues By Source

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Burial Fees	\$ 214,369	\$ 214,000	\$ 240,000	12.2
Lot Sales	82,337	139,000	130,000	-6.5
Cemetery Interest Earned	155,613	64,000	88,320	38.0
Electricity Generator Fees	34,504	10,000	35,000	250.0
TOTAL	\$ 486,823	\$ 427,000	\$ 493,320	15.5

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 8,866,296	\$ 9,349,752	\$ 10,113,033	8.2
Outside Services	3,830,627	4,251,547	4,465,720	5.0
Commodities	1,616,003	1,990,812	1,835,906	-7.8
Interfund Services	1,741,913	1,700,223	1,630,539	-4.1
Capital Outlay	100,656	81,390	61,575	-24.3
Interfund Transfers	25,548	15,640	0	-100.0
Other Expenses	878,896	879,778	814,682	-7.4
TOTAL	\$ 17,059,939	\$ 18,269,142	\$ 18,921,455	3.6

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

The Facilities Maintenance Director's office provides the coordination and functional oversight of six diverse departments. 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 manner.

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

The Bureau's Geographic Information System (GIS) Center provides mapping of Bureau-wide programs and areas. Each department provides the GIS Center with data for mapping their individual areas. A Geographic Positioning System (GPS) is used to plot coordinates. Additional GIS layers were developed in 2002 which included 90% of the sidewalks, 95% of the traffic intersections' ID numbers and 100% of the stormwater mowing ditches. The GIS Center processes in excess of 1,000 maps for the Bureau each year.

The Bureau's Small Engine Repair Shop provides service to all departments with equipment repairs and maintenance. The Shop also provides equipment inventory, specification assistance and evaluation for equipment purchase.

The Bureau has two teams tasked with improving communications between employees and management. The teams, by acting as a liaison, review issues and concerns of the employees and make recommendations to the Bureau Chief. The Employee Relations Team representatives include two production employees from each department. The Management Relations Team is made up of one management employee from each department. In

2002, the Bureau has successfully utilized the teams to review and implement new and revised policies.

The Bureau is confronted daily with the public's high expectations for effective drainage systems, improvement of the quality of City streets and sidewalks, optimization of traffic flow while minimizing delays and congestion, maintenance of picturesque conditions of parks and squares, and provision and availability of quality cemetery services.

The Bureau will be faced with the following issues in 2003:

- Keeping a 19th century infrastructure operational while being challenged with increased usage in the 21st century.
- Unanticipated complex special projects including parks, public landmarks and monuments, increases in the number of City-owned lots, and annual tree plantings.
- Deterioration of the traffic signal system with the challenges of a traffic display, electrical wiring and communication cable that has reached its useful life.
- Repair of damaged streets, sidewalks and curbing infrastructure from tree roots with current resources.
- Annexation of new service areas creating major maintenance challenges and additional travel time will require an increase in resources.
- Securing Special Purpose Local Option Sales Tax (SPLOST) funding which is needed to meet the City's flood reduction goals.

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 identify 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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measure					
- % of performance measures completed	100%	100%	100%	100%	100%
Efficiency Measure					
- % of budget spent	100%	95%	100%	100%	100%
Effectiveness Measure					
- Customer satisfaction ratings	85%	87%	88%	87%	87%

Expenditures By Type

<u>Expenditure Area</u>	<u>2001</u> <u>Actual</u>	<u>2002</u> <u>Projected</u>	<u>2003</u> <u>Budget</u>	<u>% Change</u> <u>02-03</u>
Personal Services	\$ 314,476	\$ 332,958	\$ 352,229	5.8
Outside Services	7,094	9,679	9,304	-3.9
Commodities	8,623	10,026	11,480	14.5
Interfund Services	24,406	26,531	26,117	-1.6
Capital Outlay	13,208	0	0	--
Other Expenses	5,544	5,543	5,543	0.0
TOTAL	\$ 373,351	\$ 384,737	\$ 404,673	5.2

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
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 increased \$19,271 primarily due to an increase in wages and medical insurance.

PARK AND TREE

Mission

To ensure historic and scenic parks are aesthetically pleasing and structurally sound, with an urban forest

free of structural failure and disease to provide 50% shade coverage citywide.

Trends and Issues

The Park & Tree department is responsible for the following: Park Services, Urban Forestry Management and Tree Ordinance Administration.

Park Services 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. The municipal inventory of public landmarks has increased to 48 due to the addition of the African American Monument, Bishop Turner Memorial and the Yamacraw Village Public Art project. A year-round seasonal color program enhances streetscapes, parks and squares and has expanded in 2002.

Urban Forestry Management is tasked with the management of approximately 80,000 municipal street and park trees. Tree maintenance consists of pruning, removal and planting of trees. 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 is being formulated 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. The

planting of new trees has exceeded tree removals by 23% in 2001 and 2002, which has created a positive urban forestry management trend to perpetuate urban tree canopies. In response to this, an expanded in-house young tree care program was developed. Collaborative public/private partnerships augment funding to grow 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 establishment requirements are enforced and monitored for canopy sustainment. Compliance and tree ordinance enforcement is under the guidance of a registered Landscape Architect. Landscape design services are coordinated with the Park Services and Urban Forestry divisions as well as other departments when required. Road widening and utility construction projects are also monitored to protect trees on municipal rights-of-way.

Considering the increased levels of park and square usage, a greater demand on service needs presently exists. Demand for quality and usability has increased the department’s needs to search for more efficient management practices. While litter volumes increase due to park and River Street patronage, staffing has remained constant. Various management alternatives are being evaluated to accommodate the increased workload due to the expanded service areas in Hutchinson Island Squares, Riverwalk, Cuyler Brownsville and Yamacraw Village.

The utilization of contractual service may prove to be an effective solution to accommodate landscape maintenance practices for expanded service areas. An increase in operational funding will also be required to maintain park infrastructure and public art structures.

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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Parks	97	97	98	98	100
Acres maintained	112	112	113	113	114
- 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	4,430	4,700	4,640	4,700
Young tree care	1,296	1,340	2,200	2,395	2,400
Trees removed	872	864	860	790	750
Trees planted	972	1,086	900	1,157	1,210
Efficiency Measures					
- Parks (\$/acre)	\$13,500	\$13,964	\$14,000	\$13,985	\$14,000
- Medians	\$4,700	\$5,200	\$4,800	\$4,950	\$5,000
- Entrance ways & minor medians	\$1,600	\$1,786	\$2,000	\$1,786	\$1,800
- Trees pruned (per unit)	\$145	\$131	\$145	\$143	\$145
- Trees removed (per unit)	\$356	\$362	\$365	\$370	\$375
- Trees planted (per unit)	\$400	\$407	\$475	\$481	\$485
- % of budget spent	100.0%	98.2%	100.0%	100.0%	100.0%
Effectiveness Measures					
- Park appearance rating	3.17	3.32	3.30	3.38	3.30
- Median appearance rating	3.17	3.35	3.20	3.40	3.30
- Entranceway & minor median appearance rating	2.00	2.68	2.75	2.80	2.80

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
- Limb drops	766	326	400	290	300
- Canopy miles planted/yr	0.7	1.5	1.6	2.2	2.2
- Service request response time					
Priority I requests	100.0%	100.0%	100.0%	100.0%	100.0%
Priority II requests	95.0%	98.6%	95.1%	96.0%	95.0%
Priority III requests	94.0%	96.0%	92.0%	93.0%	94.0%

Expenditures By Type

<u>Expenditure Area</u>	2001	2002	2003	% Change 02-03
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 2,267,902	\$ 2,338,193	\$ 2,567,112	9.8
Outside Services	264,038	348,313	265,967	-23.6
Commodities	484,798	622,778	565,860	-9.1
Interfund Services	491,997	648,987	665,635	2.6
Capital Outlay	10,262	9,970	8,400	-15.7
Interfund Transfer	9,548	0	0	--
Other Expenses	197,730	206,098	195,208	-5.3
TOTAL	\$ 3,726,275	\$ 4,174,339	\$ 4,268,182	2.2

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Maintenance Worker	16.00	7.00	7.00	7
Office Assistant, Senior	1.00	1.00	1.00	9
Maintenance Worker, Senior	10.00	19.00	19.00	9
Tree Trimmer	12.00	8.00	8.00	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	6.00	6.00	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	64.00	64.00	

Budget Highlights

- The 2003 budget increases \$93,843. The increase of \$228,919 in personal services is primarily due to a wage increase and vacancies in 2002.
- The increase is offset by decreases in contractual services and commodities.

CEMETERIES

Mission

To provide desirable sites for interment, to respect and protect the rights of the interred, and to keep vital

cemetery records.

Trends and Issues

The Department of Cemeteries, in response to growing public expectations, has evolved into a municipal enterprise providing high-quality modern death-care services, nationally-recognized historical preservation, state-of-the-art vital records management, and park-like grounds maintenance services. The continued maintenance of Colonial Park, Laurel Grove North and South, Bonaventure and Greenwich Cemeteries at these higher standards will require clear vision and strong leadership into the future.

Better informed consumers demand ethical and knowledgeable staff to assist them with purchasing burial rights and scheduling burial services, at a time when they are grieving and most vulnerable to questionable practices. They also demand more clear, concise and complete information and affordable alternatives for the disposition of their deceased loved ones. The department strives to provide the highest quality cemetery sites and services at the most reasonable prices in the community. Consumers should be assured that they will receive the best service while being protected from cemetery fraud.

All citizens have an inherent interest in the public cemeteries as historical sites of cultural significance with valuable collections of outdoor sculpture. Passive uses of historical burial grounds, primarily tourism, continue to increase and impact the fragile cemetery environments. Cemetery rehabilitation is a visible program that requires historically-sensitive and technically-specialized skills. Both in-house and contracted conservators, along with nonprofit partners, have expanded conservation efforts in the cemeteries.

The high use of the cemeteries by unsuspecting tourists and visitors has caused isolated areas to become targets for criminal predators. The department has used staff, contract security guards, volunteers, the Savannah Police Department, and modern technology to educate and protect cemetery visitors and to deter undesirable activities. The consolidated effort must continue to be as dynamic as the predators to respond to their ever-changing methods.

Major record recovery efforts are underway and will build on recent accomplishments by utilizing dedicated volunteers and staff with modern information technology to develop databases ensuring that genealogical information will be preserved.

Dedicated public efforts over past decades have transformed the cemeteries into park-like open spaces. There is decreased need for overall general grounds maintenance and an increased need for specialized plant management, especially in high-profile areas.

Recent improvements in cemetery roadways and drainage systems will likely continue as capital improvement funds are generated through cemetery lot sales. Nonaggressive marketing strategies, including public information, will be utilized to promote sales for future infrastructure improvements.

The Department has improved efficiency and effectiveness with a better trained workforce and better equipment, and has capitalized on volunteers, community service workers, temporary labor, private contractors and various alternative sources for public service delivery.

Goal and Objectives

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

Objectives:

- To increase cemetery lot sales.
- To increase niche sales.
- To maintain 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.

- To improve the customer satisfaction rating for interment services on a scale of 1 to 5, where 1.0 is very unsatisfied, 2.0 is unsatisfied, 3.0 is no opinion, 4.0 is satisfied, and 5.0 is very satisfied.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Number of burials	579	490	450	450	450
- Number of lots sold	75	70	60	60	61
- Number of niches sold	6	3	6	6	7
- Number of lots rehabilitated	40	42	40	40	40
- Number of cemetery tours	2,500	2,892	2,500	2,500	2,500
Efficiency Measures					
- Cost per lot maintained	\$50	\$50	\$60	\$60	\$63
- Cost per lot rehabilitated	\$3,772	\$3,366	\$4,260	\$4,231	\$4,464
- Cost: revenue per burial	1.11:1	1.18:1	1.40:1	1.47:1	1.39:1
- Cost: revenue per lot sale	0.31:1	0.18:1	0.55:1	0.13:1	0.14:1
- % of budget spent	100%	96%	100%	99%	100%
Effectiveness Measure					
- Appearance ratings	1.90	1.20	1.89	1.20	1.20
- Customer satisfaction ratings	n/a	n/a	n/a	4.0	4.1

Revenues By Source

Revenue Source	2001 Actual	2002 Projected	2003 Budget	% Change 02-03
Burial Fees	\$ 214,369	\$ 214,000	\$ 240,000	12.2
Lot Sales	82,337	139,000	130,000	-6.5
Cemetery Interest Earned	155,613	64,000	88,320	38.0
TOTAL	\$ 452,319	\$ 417,000	\$ 458,320	9.9

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 1,131,257	\$ 1,179,592	\$ 1,242,005	5.3
Outside Services	152,181	201,004	209,591	4.3
Commodities	57,600	57,840	56,298	-2.7
Interfund Services	166,982	180,237	198,891	10.4
Capital Outlay	2,944	0	13,675	--
Other Expenses	86,508	73,531	67,457	-8.3
TOTAL	\$ 1,597,472	\$ 1,692,204	\$ 1,787,917	5.7
Positions				

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Maintenance Worker	10.00	10.00	10.00	7
Office Assistant, Senior	1.00	1.00	1.00	9
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	35.00	35.00	35.00	

Budget Highlights

- Fee increases for standard and prime rate interment fees, and after-hour cemetery access services are projected to generate \$10,500 in additional revenue in 2003. Also, fees for Section 10 in Greenwich Cemetery have been added to the fee schedule as several previously unavailable lots are now available.

TRAFFIC ENGINEERING

Mission

To manage the safe and efficient mobility of vehicular traffic and pedestrians on the existing roadway facilities, and plan for future growth by developing

roadway improvements and infrastructure to accommodate these needs.

Trends and Issues

The Traffic Engineering Department is responsible for the maintenance of all traffic control devices, traffic signals, traffic signs and markings, and street lighting along the interstate facilities and parks and squares mainly in the Historic District. The current challenge is for the department to continue to achieve a stable level of service for all major corridors, which translates to acceptable levels of congestion and mobility during the peak periods of the day. However, the continued increase in vehicular traffic on already congested arterials will require very expensive alternative solutions, especially for those arterials moving traffic in the east/west direction through the City.

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.

The street lighting program continues to address areas with deficient lighting. This will be an on-going program until every street meets the required minimum City lighting standard.

Issues facing the department are as follows:

- Continual increase in vehicular traffic, in the past ten years traffic has increased 5.5% on the major arterials.
- The aging of the signal system and its compatibility with the Advance Traffic Management System and Central Computer System.
- The development of a Sign Maintenance Program to maintain over 50,000 signs in the City.

- Traffic safety by reduction of vehicular crashes through engineering solutions.
- Development of major corridor improvements to improve traffic mobility and safety as well as minor intersection improvements to reduce congestion and accident potential.

Some of the issues the department is currently working on include the deterioration of the traffic signal infrastructure. This is especially critical in the downtown area along five corridors: Broughton, Oglethorpe, Liberty, Henry/Anderson and 37th Streets. The signal display, electrical wiring and communication cable is over thirty years old and has reached its useful life.

Also, the traffic control equipment is over seventeen years old and the manufacturer does not support the software and replacement parts. The department will partner with the Georgia Department of Transportation to perform the traffic signal upgrade of the five corridors in a three to four year phase approach.

Another issue the department faces is the replacement of burned out signal bulbs. The department maintains 221 signalized intersections and fifty intersections and school zones with flashing beacons. This translates to approximately 6,600 light bulbs. The department currently replaces burned out bulbs as they are reported by citizens, police department, employees, etc. The department will develop a more proactive work program to maintain these signals and reduce the potential of bulb outages. This program will consist of a bulb replacement program with longer life traffic bulbs, and conversion of standard incandescent bulbs with light-emitting diodes "LED" signals which have a longer life than standard bulbs.

Goal 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 - 2001 accidents).

- Upgrade 1% of street miles to the minimum City lighting standard in 2003.
- To maintain the average travel speed for major corridors at a Level "C" or better (15 to 19 MPH).

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- New street lights installed:					
planned by department	200	200	200	200	200
by citizen's requests	40	45	40	40	40
- Traffic studies conducted	1,000	1,085	1,000	1,000	1,000
- Signal installations/modifications performed	20	21	20	20	20
- Intersections Striped:					
Paint	320	295	320	320	320
Thermoplastic	140	145	150	150	150
- Traffic sign repairs performed	5,300	7,694	5,300	5,300	5,400
Efficiency Measures					
- Cost per mile of minimum lighting	\$4,200	\$4,360	\$4,270	\$4,300	\$4,600
- Cost of traffic signal system maintenance and operations	\$709,700	\$702,800	\$731,700	\$714,300	\$720,368
- Annual cost per avg intersection marked with thermoplastic	\$112	\$101	\$112	\$112	\$112
- Annual cost per avg intersection marked with paint	\$430	\$415	\$430	\$415	\$415
- % of budget spent	100%	98%	100%	99%	100%
Effectiveness Measures					
- % of street miles meeting minimum lighting standard	89.0%	89.0%	90.0%	92.0%	93.0%
- Comparison of accident rates before and after at top 20 locations	3.00	2.06	3.60	3.07	3.32
- Number of valid complaints on traffic mobility	800	519	800	400	400
- % of intersections and street miles marked with thermoplastic:					
Intersections	26.9%	26.9%	28.0%	28.3%	29.6%
Street Miles	22.35%	24.0%	25.3%	25.2%	25.7%
- Level of average travel speed for major corridors	n/a	C	n/a	C	C
- % of Priority I, II, III service orders completed within standard	100%	100%	100%	100%	100%

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 1,205,632	\$ 1,259,253	\$ 1,319,427	4.8
Outside Services	2,779,443	2,871,697	3,033,242	5.6
Commodities	482,515	587,302	469,567	-20.0
Internal Services	102,426	103,619	110,691	6.8
Capital Outlay	45,313	38,605	20,500	-46.9
Other Expenses	91,602	96,443	76,901	-20.3
TOTAL	\$ 4,706,931	\$ 4,956,919	\$ 5,030,328	1.5

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Maintenance Worker	2.00	2.00	2.00	7
Office Assistant	1.00	1.00	1.00	7
Maintenance Worker, Senior	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	0.00	0.00	--
Administrative Assistant	1.00	1.00	1.00	13
Electrician	4.00	4.00	4.00	15
Traffic Planner	1.00	1.00	1.00	16
Traffic Engineering Technician	4.00	5.00	5.00	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	1.00	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	29.00	29.00	29.00	

Budget Highlights

- The electricity account within Outside Services increases \$143,312 primarily due to the projected full year's cost of the 2002 rate increase, a projected rate increase in 2003, an allocation for Hutchinson Island street lighting, and an increase in the price of new poles.
- An allocation of \$7,000 is budgeted for a replacement phone system.
- Funds in the amount of \$7,800 are budgeted for longer life 16,000-hour traffic bulbs for a re-lamping program.
- An allocation of \$43,900 is budgeted to continue painting the light poles on I-16 (third year of a three year program), as well as painting the Bull Street signs and posts, and poles off of Liberty Street between MLK and Montgomery Streets and poles on MLK/Gwinnett.

STORMWATER MANAGEMENT

Mission

To ensure that the open and closed stormwater drainage systems and the stormwater pump stations are fully operational and 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 primary responsibilities of the Stormwater Management Department are the maintenance of the stormwater drainage system, maintaining compliance of the City's National Pollutant Discharge Elimination System (NPDES) permit, review of private development plans and construction, and the management of the City's Capital Improvement Program (CIP) for flood reduction. The department continues to provide quality service for these diverse responsibilities.

The department has taken steps to evaluate the quality of service provided to its customers. Twice a year (spring and fall) the department conducts a condition evaluation of the open drainage system. The past two evaluations have been among the highest ratings ever measured. A postage paid questionnaire is distributed to residents following the completion of work in their area. Over the past year, approximately 80 percent of the responses have been positive. Negative comments are frequently due to the customer's desire for work above and beyond condition standards. The department has initiated a program where the open drainage system is thoroughly evaluated in districts that had the lowest customer service ratings for the past year. System defects in these areas are logged and repaired.

During the year, the department samples stormwater from the City's main points of discharge into the surrounding rivers and marshes. The Environmental Protection Division (EPD) is increasingly using municipalities to do their inspection and enforcement of the Clean Water Act. The department is increasing its clean water educational programs and its inspection of local industries as required by EPD.

Prior to issuing building permits, the department conducts a review of all private development plans submitted to the City. The plans are reviewed to ensure that the proposed development will comply with the City's Stormwater Management, Flood Mitigation, and Erosion and Sediment Control ordinances. The review process has been established to reduce impacts to the City's drainage system caused by development. A final inspection and review of record drawings is also performed to ensure the development was constructed according to the approved plans.

The Stormwater Capital Improvement Program (CIP) is also administered by this department. Approximately \$170 million has been allocated to this program since 1994. Approximately \$38 million of funding remains. Improvements have been made in every basin within the City. All of the City's funded projects will be completed by the year 2005. Additional funding will be necessary to meet the City's flood reduction goals. Fifty-three (53) million dollars has been requested from the Special Purpose Local Option Sales Tax (SPLOST). If SPLOST is not renewed, the City will have to identify another funding source to complete the planned drainage improvements.

Another issue facing the department is the City's annexation of previously unincorporated areas of Chatham County, which has added more closed and open systems to the department's maintenance inventory. It is also becoming increasingly difficult to maintain the City's aging infrastructure due to the failure of older piping systems.

Goal 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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Open miles cleaned	115	121	115	115	115
- Open miles mowed & treated	158	277	158	158	158
- Open system repairs	75	15	30	75	75
- Closed miles cleaned	30	29	30	25	30
- Inlets cleaned	2,000	3,513	2,000	2,600	2,000
- Closed system repairs	390	534	390	390	390
- # of pump stations	6	5	6	6	6
- # of private development plans reviewed	425	394	425	400	425
- Spill incidents	15	4	15	5	5
Efficiency Measures					
- Cost per open mile cleaned	\$12,199	\$11,858	\$12,199	\$13,064	\$12,955
- Cost per closed mile and inlet cleaned	\$175	\$119	\$175	\$170	\$217
- Pump stations operating costs	\$386,432	\$241,081	\$386,432	\$291,972	\$329,828
- % of budget spent	100%	92%	100%	93%	100%
Effectiveness Measures					
- Reported incidents of structural flooding	0	0	0	0	0
- Number of structural failures	220	242	220	220	220
- Canal condition rating (0-4 scale with 0 being best)	0.80	0.79	0.80	0.80	0.80
- Percent of valid requests completed within standard:					
Priority 1	99%	99%	99%	99%	99%
Priority 2	90%	98%	90%	98%	90%
Priority 3	85%	99%	85%	95%	85%
- Number of illicit discharges reported/discovered	10	82	50	50	10
- % of private development plan reviews completed in 10 days	99%	100%	99%	99%	99%

Revenue By Source

<u>Revenue Source</u>	2001	2002	2003	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Electricity Generator Fees	\$ 34,504	\$ 10,000	\$ 35,000	250.0

Expenditures By Type

<u>Expenditure Area</u>	2001	2002	2003	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 2,160,782	\$ 2,351,318	\$ 2,556,289	8.7
Outside Services	280,124	314,598	312,402	-0.7
Commodities	266,030	276,521	326,522	18.1
Interfund Services	101,617	40,923	(68,093)	-266.4
Capital Outlay	22,620	29,265	19,000	-35.1
Interfund Transfers	0	15,640	0	-100.0
Other Expenses	318,730	287,151	274,820	-4.3
TOTAL	\$ 3,149,903	\$ 3,315,416	\$ 3,420,940	3.2

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Maintenance Worker	10.00	10.00	10.00	7
Maintenance Worker, Senior	12.00	12.00	12.00	9
Secretary	1.00	1.00	1.00	10
Medium Equipment Operator	3.00	3.00	3.00	10
Engineering Aide	1.00	1.00	1.00	11
Heavy Equipment Operator	7.00	7.00	7.00	12
Heavy Construction Equipment Operator	4.00	4.00	4.00	13
Administrative Assistant	1.00	1.00	1.00	13
Maintenance Crew Chief	6.00	6.00	6.00	13
Electrician	0.00	1.00	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	1.00	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	60.00	61.00	61.00	

Budget Highlights

- The 2003 budget increases \$23,000 for the new Montgomery Crossroads Pump Station, which should be completed in 2002. The funds are primarily for electricity and equipment maintenance within Outside Services.
- Interfund Services are (\$68,093) for 2003 because of the Engineering Department charges to Stormwater Management. This is due to an increase in charges to capital projects which offset costs in the operating budget.

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; and are free of blight and safety obstacles.

Trends and Issues

The Streets 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 578 miles of paved streets, performing preventive maintenance including crack sealing, shoulder maintenance and resurfacing, and grading 2.96 miles of unpaved streets, 6.25 miles of Cemeteries' unpaved streets and 33 miles of lanes. The department also mows and maintains 536 miles of open right-of-ways, 84 miles of lanes and 376 plus city-owned parcels.

The principal trend is the continual deterioration of streets, sidewalks and curbing. Many streets are reaching the end of their design life and most have been and continue to be negatively affected by repairs to utility assets.

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 streets which, for the most part, were not designed for that 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.

Additionally, the department continues to assume maintenance responsibilities on newly constructed 1% roadway projects and annexed areas. The Truman

Parkway addition and the impact to the street's asset are being addressed through additional contractual repairs. The department is investigating pavement preservation techniques to extend the life of existing pavements before they become problematic.

Quality improvement is needed to lessen the impact by utility cuts and provide quality repairs through new procedural standards and details. The City's water and sewer system continues to expand into most of the unincorporated areas of the county. This increasing service area creates a major maintenance challenge as travel time per repair site has increased and scheduling difficulties are encountered. Training, the use of new materials and the development of the aforementioned standards are used to reduce the impact of the added non-productive travel times as well as contractual repairs.

Repairs to tree root damaged sidewalks are increasing. To reduce the time between repairs, a rubber sidewalk test evaluation was conducted in the 3rd quarter of 2002 with test results expected in late 2003. This material has been successfully used in other municipalities.

The department faces increases each year in the number of City-owned lots due to flooding mitigation. In order to meet the challenge, contractual mowing will be increased to reflect the additional quantities and maintain acceptable mowing cycles.

Goal 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 weather surface and free of

uncontrolled vegetation, rights-of-way and city-owned lots that are maintained on a monthly cycle during the growing season.

Objectives:

- 99% success rate for in-house street patch repairs
- Reduce backlog by 20% from 2002 levels

- Maintain Savannah's 578 miles of paved streets to an overall condition of 2.5 or better.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Utility cuts repaired	2,750	2,583	2,550	2,550	2,300
- Utility cut sites inspected	275	400	275	275	325
- Paved street defects repaired	1,356	1,215	1,400	1,380	850
- Miles of streets maintained	578	578	578	578	578
- Sidewalk sites repaired	550	380	500	440	500
- ROW miles maintained	536	536	536	536	536
- City-owned parcels mowed annually	320	322	350	320	449
- Miles of lanes maintained	84	84	84	84	84
Efficiency Measures					
- Cost per street cut repaired	\$364	\$200	\$390	\$397	\$400
- Cost per defect repaired	\$540	\$345	\$550	\$535	\$700
- Cost per sidewalk site repaired	\$579	\$632	\$600	\$734	\$675
- Cost per mile mowed	\$545	\$578	\$555	\$546	\$550
- Cost per City owned parcel mowed	\$353	\$364	\$375	\$352	\$850
- Cost per mile of lane maintained	\$4,491	\$3,628	\$5,200	\$4,511	\$4,400
- % of budget spent	100%	96%	100%	100%	100%
Effectiveness Measures					
- % of Backlog to be reduced	n/a	n/a	n/a	n/a	20%
- % of Priority I scheduling of work completed within standard	94%	100%	94%	94%	96%
- % of Priority II scheduling of work completed within standard	94%	88%	94%	94%	94%
- % of Priority III scheduling of work completed within standard	87%	86%	87%	87%	87%
- Street Rating at 2.5 or better	n/a	n/a	2.50	2.50	2.50

This graph reflects the number of sidewalk sites repaired annually by in-house crews since 1993, and includes 500 anticipated repairs in 2003. Each repair is approximately eight square yards and is usually the result of damage caused by tree roots.



Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 1,663,533	\$ 1,759,511	\$ 1,937,126	10.1
Outside Services	157,998	295,820	424,048	43.3
Commodities	309,392	429,165	399,877	-6.8
Interfund Services	846,474	689,567	687,209	-0.3
Capital Outlay	6,309	3,550	0	-100.0
Interfund Transfers	16,000	0	0	--
Other Expenses	178,782	211,012	194,753	-7.7
TOTAL	\$ 3,178,488	\$ 3,388,625	\$ 3,643,013	7.5

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
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	3.00	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	51.00	51.00	51.00	

Budget Highlights

- The budget increases \$254,388 over the 2002 budget.
- Personal Services increased \$177,615 primarily due to vacancies in 2002 and a wage increase.
- Contractual Services increased \$128,228 due to the increase in the number of the City-owned lots and mowing cycles.
- The increase is partially offset by decreases in commodities and other expenses.

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 insure completion within set standards, 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 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 are 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 ensures accuracy when processing time cards and time sheets into the payroll system.

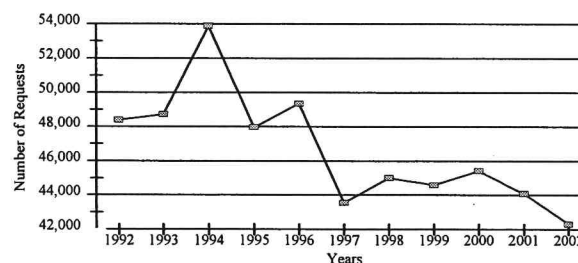
Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measure					
- Service Requests Processed	47,500	44,091	47,500	47,000	47,000
Efficiency Measure					
- % of Budget Spent	100%	96%	100%	100%	100%
Effectiveness Measure					
- Customer Satisfaction Rating					
- Internal	85%	87%	90%	90%	90%
- External	85%	87%	88%	88%	88%

The graph represents the number of service calls received from citizens requesting City service, which were processed by various departments.

Service Requests Processed

Period 1992 - 2002



Expenditures By Type

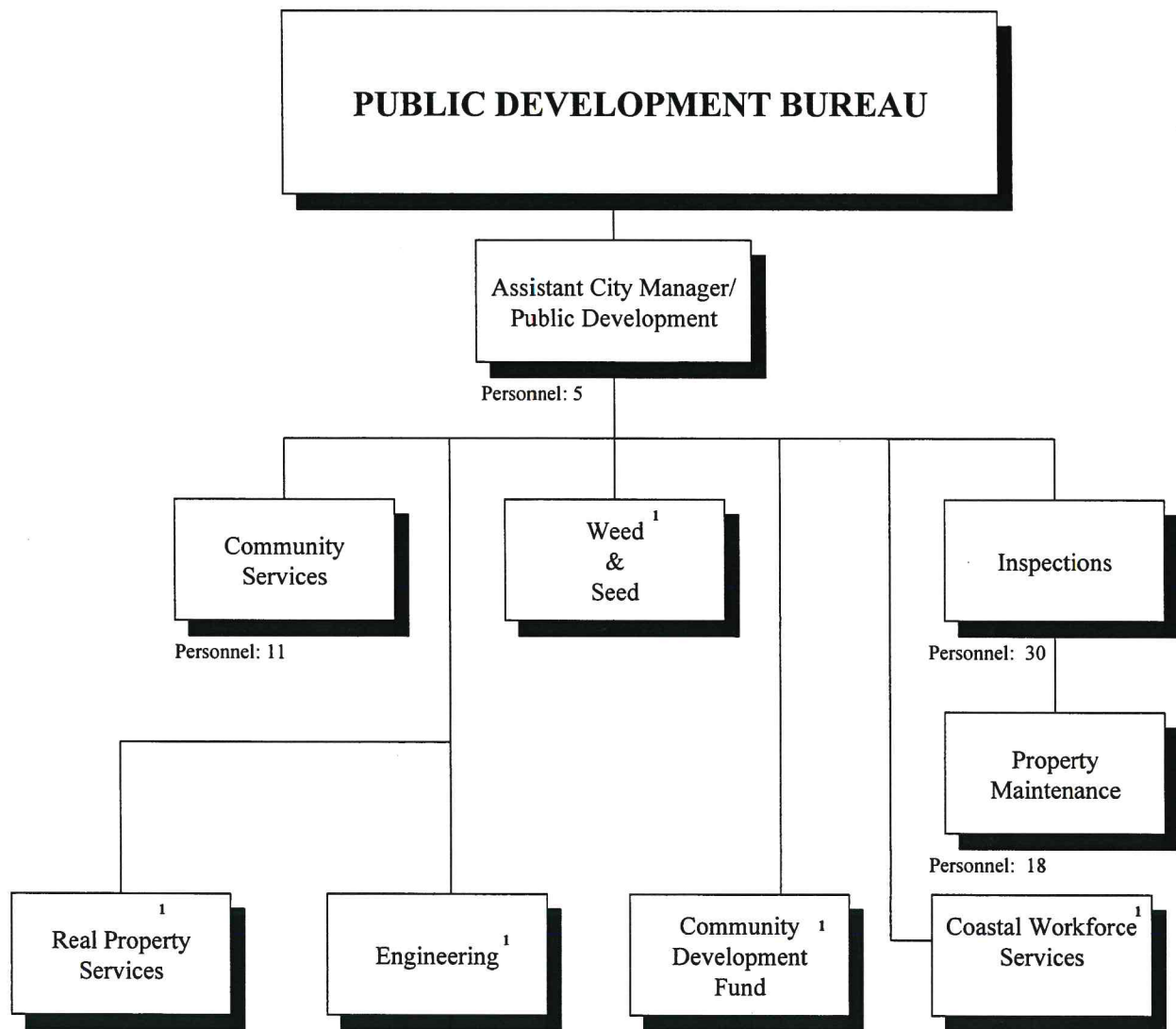
<u>Expenditure Area</u>	<u>2001</u> <u>Actual</u>	<u>2002</u> <u>Projected</u>	<u>2003</u> <u>Budget</u>	<u>% Change</u> <u>02-03</u>
Personal Services	\$ 122,714	\$ 128,927	\$ 138,845	7.7
Outside Services	189,749	210,436	211,166	0.3
Commodities	7,045	7,180	6,302	-12.2
Interfund Services	8,011	10,359	10,089	-2.6
TOTAL	\$ 327,519	\$ 356,902	\$ 366,402	2.7

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Office Assistant, Senior	2.00	2.00	2.00	9
Customer Service Representative	1.00	1.00	1.00	11
Customer Service Supervisor	1.00	1.00	1.00	13
TOTAL	4.00	4.00	4.00	

Budget Highlights

- Personal Services increased \$9,918 due to medical insurance.
primarily to the wage increase and group



¹ Administered in separate funds

PUBLIC DEVELOPMENT BUREAU

The 2003 General Fund budget for Public Development is \$4,332,390, an increase of \$152,027 or 3.6% above 2002 projected expenditures. Revenue for the bureau is generated by the Inspections department. Inspections collects the fees

listed in the table below. The revenue comes from services provided to the citizens and developers within the City of Savannah. Revenue for 2003 is budgeted at \$1,117,000 of which 90% is from building inspection fees.

Revenues By Source

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Inspection Admin Fees	\$ 2,963	\$ 2,000	\$ 2,000	0.0
Sign Inspection Fees	7,884	7,000	7,000	0.0
Zoning Hearing Fees	16,410	18,000	18,000	0.0
Building Inspection Fees	818,644	1,150,000	1,000,000	-13.0
Existing Bldg Inspection Fees	3,520	1,000	1,000	0.0
Electrical Inspection Fees	32,799	24,000	24,000	0.0
Plumbing Inspection Fees	3,455	2,500	2,500	0.0
Private Development Fees	48,910	50,000	42,500	-15.0
Mechanical Inspection Fees	34,282	20,000	20,000	0.0
TOTAL	\$ 968,867	\$ 1,274,500	\$ 1,117,000	-12.4

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 2,940,852	\$ 3,083,379	\$ 3,212,668	4.2
Outside Services	472,027	697,567	719,784	3.2
Commodities	98,938	88,559	94,990	7.3
Interfund Services	224,922	252,954	249,899	-1.2
Capital Outlay	4,021	4,000	4,500	12.5
Interfund Transfers	16,000	0	0	--
Other Expenses	56,994	53,904	50,549	-6.2
TOTAL	\$ 3,813,754	\$ 4,180,363	\$ 4,332,390	3.6

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

In 2003, the bureau of Public Development will focus the resources of its seven departments on the following four crucial initiatives. As a bureau, Public Development is committed to:

- Reducing blighted conditions in targeted City neighborhoods.
- Decreasing the number of substandard housing units.
- Developing internal legal strategies to acquire and dispose of vacant lots and vacant, dilapidated structures.
- Reducing the number of families living below poverty level.

The bureau is continually developing new approaches to advance these four initiatives.

It is one of the City's objectives 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.
- Utilizing a marketing coordinator to promote neighborhood revitalization and better inform residents of programs available to them.
- Developing and implementing housing programs that stabilize and revitalize neighborhoods, blocks, and streets.

The Targeted Blight Eradication Initiative is a campaign to facilitate the total involvement of City bureaus, community residents, and area businesses to eradicate blighted conditions in twelve targeted neighborhoods within the City. With Public Development as the lead bureau, the initiative seeks to focus City resources on the ever-increasing problem of blight. Six areas in three neighborhoods, Cuyler-Brownsville, Eastside, and Midtown, were the focus of the initiative in 2002. In 2003, we will move our blight elimination efforts into other sections within the above named neighborhoods.

Project SAV: Making Connections in Savannah is an initiative funded through the Annie E. Casey Foundation and the City of Savannah. Project SAV was established to connect families in Savannah/Chatham County with services and responsive public and private systems, and to the informal network of resources in their own neighborhoods. The project is focused on two neighborhoods in the City: Eastside and Cuyler-Brownsville. Building Family Assets/Workforce Development, Building Neighborhood Assets, and Connecting Families to Supports and Services are the goals that guide Project SAV. Project SAV is innovative and brings new resources to the community, and it is vitally linked to the ongoing work of the bureau.

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

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 310,777	\$ 293,897	\$ 326,258	11.0
Outside Services	19,778	24,695	34,964	41.6
Commodities	15,846	5,527	5,527	0.0
Interfund Services	7,884	9,145	8,547	-6.5
Other Expenses	1,932	0	0	--
TOTAL	\$ 356,217	\$ 333,264	\$ 375,296	12.6

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Executive Secretary	1.00	1.00	1.00	14
Downtown Programs Technician	1.00	1.00	1.00	15
Downtown Programs Coordinator	1.00	1.00	1.00	24
Management Analyst, Senior	1.00	1.00	0.00	23
Pub Dev Project Coordinator	1.00	1.00	1.00	25
Assistant City Manager/Pub Dev	1.00	1.00	1.00	52
TOTAL	6.00	6.00	5.00	

Budget Highlights

- The increase in Personal Services over 2002 is primarily driven by the general wage increase and increased medical benefits costs.
- The department expects to lease a color copier for bureau-wide use in 2003. The cost associated with this lease explains the increase in Outside Services projected for 2003.

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.

Top priority for the Inspections staff in 2003 will be improving the delivery of the City's Development Services. Several enhanced computer applications will be implemented, including internet access. Consolidation of the Inspections Department and Engineering Department is also planned. By combining these departments, a true "one stop" operation for incoming commercial projects will be created. In addition, it will consolidate and coordinate for developers all of the following services: Planning,

Site Development/Engineering, Building Construction, Zoning, Signs, Historic Preservation and Flood Plain Management.

Site development for commercial and industrial projects is predicted to drop by 15 percent from the previous three years when an average of 140 projects began each year. Two hotels and restaurants will be started, 70,000 square feet of office and business, 50,000 square feet of retail, and 500,000 square feet of industrial/technical projects are predicted for development. In addition, major development projects on Hutchinson Island and in Trustees Garden may overcome economic and environmental issues, in which case development at these sites will begin in 2003. The annexation of the Bradley and Sweetwater Plantation areas will bring an additional 540 single family homesites into the city housing inventory in 2003.

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.
- 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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Plans Reviewed	1,900	2,087	1,021	1,900	1,700
- Construction Permits Issued	6,500	6,216	2,942	6,500	5,100
- Water/Sewer Permits Issued	2,200	2,097	1,045	2,200	1,800
- Inspections	17,000	16,832	8,417	17,000	14,600
- Buildings Secured	150	121	192	150	300
- Buildings Demolished	50	73	57	75	75
- Housing Code Compliance Cases	350	590	711	375	1,000
Efficiency Measures					
- Average Number of Inspections/Inspector/Day (Bldg. & Trade)	9	9	9	8	8
- Average Number of Inspections/Inspector/Day (Zoning)	4	6	9	9	9
- Average Number of Inspections/Inspector/Day(Housing Code Enforcement)	12	16	7	12	7
- Average Number Plan Reviews/Day	8	8	8	8	7
- Average Number of Permits Issued/Day	25	25	24	25	25
- % of Budget Spent	100%	88%	100%	100%	100%
Effectiveness Measures¹					
- % Bldg. & Trade Inspections Conducted on Date Desired	85%	86%	85%	85%	85%
- % Bldg. & Trade Permits Issued Within 10 days from Date of Application	65%	65%	57%	65%	60%
- % Bldg. & Trade Permits Applied-Issued (same day)	45%	44%	43%	45%	43%

¹ Decline in adopted effectiveness measures targets were due to new 2000 International Code requirements as designers were unfamiliar with new code. The changes resulted in an increase in client responses and plan review period.

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 1,235,137	\$ 1,401,992	\$ 1,492,372	6.4
Outside Services	160,555	343,331	366,831	6.8
Commodities	19,541	26,970	31,770	17.8
Interfund Services	94,724	108,201	107,095	-1.0
Interfund Transfers	16,000	0	0	--
Other Expenses	14,724	24,575	22,810	-7.2
TOTAL	\$ 1,540,681	\$ 1,905,069	\$ 2,020,878	6.1

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Permit Specialist	2.00	2.00	2.00	10
Permit Specialist, Senior	1.00	1.00	1.00	11
Customer Service Representative	2.00	2.00	2.00	11
Administrative Assistant	2.00	2.00	2.00	13
Property Inspector	3.00	3.00	3.00	14
Plumbing/Mechanical Inspector	3.00	3.00	3.00	18
Zoning Inspector	2.00	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	1.00	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	1.00	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	30.00	30.00	30.00	

Budget Highlights

- The 2003 operating budget represents a \$115,809 or 6.1% increase over the projected 2002 budget.
- The increase in Personal Services is primarily due to the wage increase and increased benefits costs.

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.

In 2003, computer applications will be enhanced through staff training, software, and hardware improvements. Continued emphasis will be placed on process improvement of administrative operations, conducting more targeted enforcement operations,

and being more proactive with neighborhood associations. In 2003, the PMD staff will also complete the remaining blight eradication master plan. Efforts will continue to develop an in-house continuing education program for PMD staff.

PMD uses a variety of techniques to accomplish its mission, including systematic and blitz inspections, public education, support of City and neighborhood associations' clean up efforts, and as a last recourse, legal action.

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.

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.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- PMD Code Enforcement					
Total Notices Issued	n/a	n/a	n/a	10,000	12,000
- General PM Ordinance					
Notices Issued	n/a	n/a	n/a	5,500	6,500
- Abandoned/Derelict Vehicles					
Notices Issued	n/a	n/a	n/a	2,000	2,200
- Overgrown Lots Notices					
Issued	n/a	n/a	n/a	2,500	3,300
- Graffiti Abatement					
Complaints Received	n/a	n/a	n/a	600	660
- # of PMD staff receiving customer service training	n/a	n/a	n/a	n/a	3
- # of PMD inspectors receiving certification training	n/a	n/a	n/a	n/a	14
Efficiency Measures					
- Cost per courtesy notice issued	n/a	n/a	n/a	\$82	\$100
- % of budget spent	n/a	n/a	n/a	100%	100%
Effectiveness Measures					
- Caseload per PMD inspector	n/a	n/a	n/a	1,000	1,200
- Percent of cases closed/inspector	n/a	n/a	n/a	88%	90%

Expenditures By Type

<u>Expenditure Area</u>	2001	2002	2003	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 805,658	\$ 756,206	\$ 797,178	5.4
Outside Services	205,665	191,423	200,871	4.9
Commodities	47,203	40,734	44,315	8.8
Interfund Services	83,787	98,432	103,068	4.7
Capital Outlay	4,021	4,000	4,500	12.5
Other Expenses	27,132	19,294	19,294	0.0
TOTAL	\$ 1,173,466	\$ 1,110,089	\$ 1,169,226	5.3

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Account Clerk	0.00	1.00	0.00	--
Customer Service Representative	2.00	2.00	2.00	11
Administrative Assistant	1.00	1.00	1.00	13
Property Maintenance Technician	1.00	0.00	1.00	14
Property Inspector	10.00	10.00	10.00	14
Property Inspector, Principal	3.00	3.00	3.00	18
Property Maintenance Specialist	0.00	0.00	0.00	--
Property Maintenance Admin, Asst	0.00	0.00	0.00	--
Property Maintenance Administrator	1.00	1.00	1.00	26
TOTAL	18.00	18.00	18.00	

Budget Highlights

- The 2003 operating budget represents a \$59,137 or 5.3% increase over the projected 2002 budget.
- Personal Services increase due to higher benefit costs as well as the wage increase.
- Outside Services increased as funding for graffiti abatement, trash removal and grass/weed cutting activities increase above 2002 levels.

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 2002, seven grants totaling \$7,142 were awarded through the Grants for Neighborhoods Program. The grants are awarded to community based development organizations (CBDOs) for the implementation of neighborhood improvement projects. Programs funded range from a Career Clothes Boutique which provides work attire for low-income persons who have secured employment to several neighborhood-based blight reduction programs that concentrate on cleaning and maintaining residential and vacant lots. The Grants for Blocks Program increased the grant allocations from \$500 up to \$1,000 to remove or reduce blight or enhance neighborhood blocks. A total of 24 grants have been awarded through this program.

Community Services also initiated the 2002 Blight Eradication Program, which teams Neighborhood Coordinators with Property Inspectors, Housing staff and other related City staff to collectively eliminate physical blight within six target areas. As conditions improve within these areas, the teams will shift to new target areas.

The Physical Conditions Survey continued in 2002. The data will provide the City of Savannah with

baseline data on physical conditions in City neighborhoods, such as building conditions, lot conditions, litter, etc.

Community Services continues to engage faith-based organizations in community revitalization and self-help programs. The Leadership Development program partnered with Parent University to provide additional training opportunities for community leaders and families.

In 2003, Community Services primary focus will be on blight reduction activities in the form of Targeted Blight Eradication Areas. Community Services also will continue supporting capacity building activities for the seven Community Based Development Organizations and local Community Development Corporations through the Grants for Neighborhoods Program. The Parent University Partnership will continue in 2003, with efforts to increase participant involvement in quality of life issues within neighborhoods. Finally, Community Services will be connecting one of its staff positions to the Making Connections effort, which will reinforce the City's neighborhood improvement initiatives by linking residents with services to help build self-sufficiency.

Goals and Objectives

Goal: Maintain effective communication among neighborhoods, residents, community organizations and City staff in order to address issues of blight.

Objective:

- To coordinate services within prescribed target areas in order to effectively eliminate blight conditions.

Goal: Active participation by Community Based Development Organizations (CBDOs) in blight

eradication and neighborhood self-support projects.

Objective:

- To assist neighborhood organizations in achieving CBDO designation and securing grant funding through the Grants for Neighborhoods Program.

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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures¹					
- Participants in leadership development activities	1,400	n/a	1,500	100	200
- Participation in neighborhood association activities	3,274	3,694	3,000	2,200	n/a
- Grant applications received for Grants for Blocks	n/a	n/a	150	111	n/a
- Grant applications received for Grants for Neighborhoods	n/a	n/a	12	10	10
- Coordinate blight reduction projects in targeted neighborhoods	n/a	n/a	n/a	n/a	3
- Neighborhood Organization non-profits receiving CBDO designation	n/a	n/a	n/a	n/a	7
- Neighborhoods awarded neighborhood improvement contracts	n/a	n/a	n/a	n/a	4
Efficiency Measures					
- Cost per participant trained	\$20	\$17	\$19	\$20	\$20
- % of budget spent	100%	100%	100%	100%	100%
Effectiveness Measures					
- % of neighborhood improvement grants implemented	93%	94%	93%	93%	93%
- % of CDBG eligible neighborhoods participating in Grants for Blocks	66%	70%	70%	70%	n/a
- % of grants completed through Grants for Neighborhoods Program	n/a	n/a	n/a	n/a	95%

¹ In 2002, the primary mission and work program of the Community Services Department shifted from community organizing and capacity-building to an emphasis on blight eradication activities. As a result, leadership training efforts were reduced and additional support was provided to a new partnership with Parent University. This shift accounts for the reduction in the department's in-house recruitment efforts for leadership development activities and neighborhood association activities.

Expenditures By Type

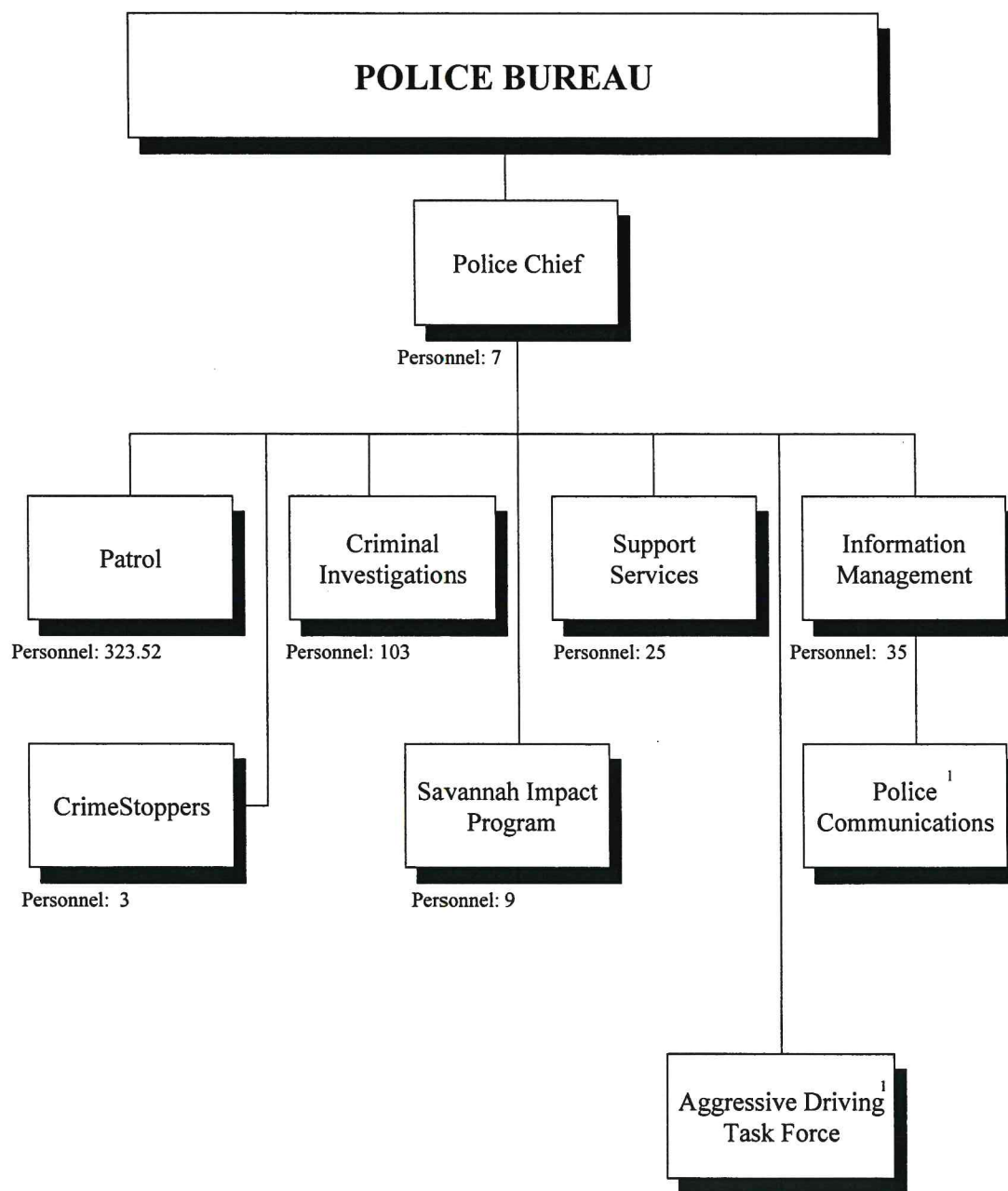
<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 561,225	\$ 631,284	\$ 596,860	-5.5
Outside Services	80,334	138,118	117,118	-15.2
Commodities	14,246	15,328	13,378	-12.7
Interfund Services	36,492	37,176	31,189	-16.1
Other Expenses	13,206	10,035	8,445	-15.8
TOTAL	\$ 705,503	\$ 831,941	\$ 766,990	-7.8

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Community Projects Coordinator	1.00	1.00	1.00	16
Neighborhood Services Coordinator	7.00	8.00	8.00	20
Community Services Administrator	1.00	1.00	1.00	28
Community Planning & Development Director	1.00	1.00	1.00	40
TOTAL	10.00	11.00	11.00	

Budget Highlights

- The 2003 operating budget represents a \$64,951 or 7.8% decrease from the projected 2002 budget.
- The majority of the decrease can be explained by two factors: the conclusion of the Physical Conditions Survey and the relocation of the department.



¹

Administered in a separate fund.

POLICE BUREAU

The 2003 budget for the General Fund activities within the Police Bureau is \$31,157,043 or 7% more than 2002 projected expenditures.

Personal Services increase \$2,051,472 primarily due to the following: the wage increase and modular advancement; vacancies in 2002; the full year's cost of the Star Corporal program implemented in 2002; the full year's cost of the on-call pay allowance implemented in 2002; the full year's cost of the six community services specialist positions which were added to Patrol in September 2002 when the Cops

More Grant ended; the addition of two new community services specialist positions in Patrol (associated with the Cops More program); the addition of one corporal position in Patrol for the new Red Light Camera program; the full year's cost of the lieutenant position added in 2002 to work on blight eradication; and increases in the medical insurance, worker's compensation and pension contributions.

Outside Services increase \$104,521 primarily due to the cost of the maintenance agreement for the new Red Light Camera system.

Revenues By Source

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Police False Alarm Fees	\$ 22,680	\$ 21,000	\$ 22,500	7.1
Accident Reporting Fees	50,524	70,000	70,000	0.0
Chatham County CrimeStoppers Reimbursement	77,506	67,500	85,000	25.9
Chatham County Counter Narcotics Team Reimbursement	803,861	726,000	762,000	5.0
TOTAL	\$ 954,571	\$ 884,500	\$ 939,500	6.2

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 22,805,137	\$ 23,696,657	\$ 25,748,129	8.7
Outside Services	1,111,521	1,237,965	1,342,486	8.4
Commodities	1,142,165	1,281,274	1,249,940	-2.4
Interfund Services	1,510,401	1,868,809	1,852,040	-0.9
Capital Outlay	83,903	74,296	60,755	-18.2
Interfund Transfers	58,426	21,000	11,500	-45.2
Other Expenses	736,051	874,646	892,193	2.0
TOTAL	\$ 27,447,604	\$ 29,054,647	\$ 31,157,043	7.2

POLICE CHIEF

Mission

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

Trends and Issues

In 2002, the Savannah Police Department implemented several programs that will have a lasting impact on reducing crime in Savannah. New initiatives included the following.

- The Narcotics Enforcement Team (NET) was created to address street level drug activity in concert with the City's blight eradication program to reclaim the most blighted, high crime neighborhoods. Initial target areas included the Cuyler-Brownsville neighborhood, East Victorian District, and West Savannah neighborhood.
- A K-9 Unit was established in 2002 to enhance the ability of our police officers to locate and apprehend criminals who run and hide from them. The dogs will be tightly controlled and serve as an important tool for our officers as they strive to reduce crime in our community.
- The addition of community services specialists (CSS) to the Patrol Bureau has provided a tremendous boost to the police officers. The program is designed to reduce response times and

free up sworn officers to focus more time on crime and criminals. By responding to calls for service that do not require the presence of a sworn officer, the CSS's have reduced the amount of time that beat officers spend on low priority calls, allowing them to spend more time on serious calls and preventative patrolling.

- The Savannah Computer Alert Network (SCAN) is a pro-active community crime prevention program based on the electronic sharing of information among Neighborhood Associations, the Savannah Police Department, CrimeStoppers, and the Neighborhood Services Department. Using e-mail as a communications platform, the four entities keep each other informed of on-going situations in neighborhoods. Police officers have the means to keep area neighborhood associations abreast of on-going operations in their areas. The Savannah College of Art and Design presented Savannah Police with 12 computers to be used by Neighborhood Associations around the city.

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2002 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 428,297	\$ 446,198	\$ 467,924	4.9
Outside Services	52,256	60,356	51,495	-14.7
Commodities	26,362	28,569	34,080	19.3
Interfund Services	27,238	33,697	32,710	-2.9
Capital Outlay	7,368	0	0	--
Other Expenses	15,312	18,039	15,656	-13.2
TOTAL	\$ 556,833	\$ 586,859	\$ 601,865	2.6

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Secretary	0.00	1.00	1.00	10
Administrative Assistant	2.00	1.00	1.00	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, providing traffic enforcement, and working with residents and businesses to reduce crime problems.

The CompStat process continues to play a significant role in the effort to implement effective strategies. The continuous analysis of crime conditions and the sharing of intelligence at weekly meetings provides a basis to develop and modify strategies. This approach keeps the department up to date with the dynamics of crime patterns that change from week to week.

In 2002, the Narcotics Enforcement Team (NET) was created in the Patrol Bureau. The purpose of the unit is to address street level drug activity in concert with the City's blight eradication program to reclaim the most blighted, high crime neighborhoods. The five-phase process consists of: (1) "Orientation" in which the support and involvement of neighborhood residents and businesses is encouraged; (2) "Surveillance" which is an intelligence gathering phase to develop an accurate profile of drug activity in the neighborhood; (3) "Enforcement" which consists of aggressive enforcement – take-downs (jump outs), reverse stings, etc.; (4) "Infrastructure" which includes saturation patrol to maintain consistent police presence, environmental cleanup to improve appearance, and social infrastructure to strengthen crime prevention; and (5) "Long-Term Maintenance"

which responds as problems arise to keep the neighborhood free of drugs and blight.

A K-9 Unit was established in 2002 to enhance the ability of our police officers to locate and apprehend criminals who run and hide from them. The dogs will be tightly controlled and serve as an important tool for the officers as they strive to reduce crime in the community. The four dogs, Belgian Malinois (pronounced Mal-lin-waas), are specially bred for police work, with a combination of extremely sensitive smell, high endurance, and incredible leaping ability. In addition to tracking criminals, the use of these new "officers" greatly enhances our ability to locate missing children, elderly Alzheimer's patients, and lost or missing property. Studies show that criminal suspects are less likely to run with the presence of these fleet-footed animals.

The addition of community services specialists (CSS) to Patrol has provided a tremendous boost to the police officers. The program is designed to reduce response times and free up sworn officers to focus more time on crime and criminals. By responding to calls for service that do not require the presence of a sworn officer, the CSS's have reduced the amount of time that beat officers spend on low priority calls, allowing them to spend more time on serious calls and proactive patrolling. CSS's typically handle reports such as stolen tags, thefts from autos, vandalism, animal complaints, shoplifting and other types of calls that do not require the presence of a sworn officer.

Goals and Objectives

Goal: To reduce preventable and suppressible crimes in Precinct 1.

Objectives:

- To reduce the number of robberies in Precinct 1.
- To reduce the number of aggravated assaults in Precinct 1.
- To reduce the number of burglaries in Precinct 1.
- To reduce the number of larcenies from autos in

Precinct 1.

- To reduce the number of auto thefts in Precinct 1.

Goal: To reduce preventable and suppressible crimes in Precinct 2.

Objectives:

- To reduce the number of robberies in Precinct 2.

- To reduce the number of aggravated assaults in Precinct 2.
- To reduce the number of burglaries in Precinct 2.
- To reduce the number of larcenies from autos in Precinct 2.
- To reduce the number of auto thefts in Precinct 2.

Goal: To reduce preventable and suppressible crimes in Precinct 3.

Objectives:

- To reduce the number of robberies in Precinct 3.
- To reduce the number of aggravated assaults in Precinct 3.
- To reduce the number of burglaries in Precinct 3.
- To reduce the number of larcenies from autos in Precinct 3.
- To reduce the number of auto thefts in Precinct 3.

Goal: To reduce preventable and suppressible crimes in Precinct 4.

Objectives:

- To reduce the number of robberies in Precinct 4.

- To reduce the number of aggravated assaults in Precinct 4.
- To reduce the number of burglaries in Precinct 4.
- To reduce the number of larcenies from autos in Precinct 4.
- To reduce the number of auto thefts in Precinct 4.

Goal: To keep Savannah's streets as safe as possible from traffic accidents involving injuries and death.

Objectives:

- To reduce the number of traffic fatalities.
- To reduce speeding on roadways where fatalities and injuries occur.
- To increase public information and education efforts to ensure voluntary compliance of traffic laws.

Goal: To reduce crime in targeted neighborhoods.

Objectives:

- To reduce the number of drug hot spots in targeted neighborhoods.
- To reduce the number of Part I Crimes in targeted neighborhoods.
- To reduce blight in targeted neighborhoods as measured by before and after photographs.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Calls for service	230,000	207,622	220,000	206,000	206,000
- Citations by traffic unit	16,000	18,442	16,000	21,000	22,857
Efficiency Measures					
- Cost per call for service	\$68	\$73	\$75	\$84	\$85
- Cost per citation	\$48	\$62	\$48	\$51	\$51
- % of budget spent	100%	98%	100%	101%	100%
Effectiveness Measures					
- Precinct 1:					
Robberies	n/a	168	n/a	254	241
Aggravated Assaults	n/a	164	n/a	147	140
Burglaries	n/a	407	n/a	421	400
Larcenies	n/a	844	n/a	864	821
Auto Thefts	n/a	295	n/a	386	367

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
- Precinct 2:					
Robberies	n/a	188	n/a	151	143
Aggravated Assaults	n/a	164	n/a	147	140
Burglaries	n/a	627	n/a	491	466
Larcenies	n/a	1,073	n/a	892	847
Auto Thefts	n/a	355	n/a	289	275
- Precinct 3:					
Robberies	n/a	193	n/a	159	151
Aggravated Assaults	n/a	108	n/a	115	109
Burglaries	n/a	572	n/a	535	508
Larcenies	n/a	1,033	n/a	898	853
Auto Thefts	n/a	330	n/a	369	351
- Precinct 4:					
Robberies	n/a	145	n/a	220	209
Aggravated Assaults	n/a	80	n/a	71	67
Burglaries	n/a	464	n/a	455	432
Larcenies	n/a	598	n/a	1,395	1,325
Auto Thefts	n/a	309	n/a	459	436

Expenditures By Type

<u>Expenditure Area</u>	2001 <u>Actual</u>	2002 <u>Projected</u>	2003 <u>Budget</u>	% Change <u>02-03</u>
Personal Services	\$ 14,622,078	\$ 14,958,384	\$ 16,256,785	8.7
Outside Services	200,495	215,531	337,118	56.4
Commodities	400,597	423,823	408,758	-3.6
Interfund Services	698,644	953,158	955,066	0.2
Capital Outlay	35,000	14,645	7,500	-48.8
Interfund Transfers	16,000	21,000	11,500	-45.2
Other Expenses	500,028	662,761	658,598	-0.6
TOTAL	\$ 16,472,842	\$ 17,249,302	\$ 18,635,325	8.0

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
School Crossing Guard	20.52	20.52	20.52	4
Secretary	4.00	4.00	4.00	10
Community Services Specialist	0.00	6.00	8.00	11
Groom	1.00	1.00	1.00	12
Administrative Assistant	1.00	1.00	1.00	13
Police Officer	122.00	138.00	138.00	15
Police Corporal	114.00	100.00	101.00	18
Police Sergeant	32.00	32.00	32.00	22
Management Analyst, Senior	1.00	1.00	1.00	23
Police Lieutenant	11.00	12.00	12.00	26
Police Captain	3.00	4.00	4.00	30
Police Major	1.00	1.00	1.00	36
TOTAL	310.52	320.52	323.52	

Budget Highlights

- In September 2002, the six community services specialist positions and associated costs from the Cops More program were added to the Patrol budget. These positions were previously funded primarily from a federal grant, which ended in August 2002.
- Two new community services specialist positions and one vehicle are included in the 2003 budget at a cost of \$61,213. These positions handle reports and other types of calls that do not require the presence of a sworn officer, therefore allowing officers to focus more time on crime.
- Funding is included in the 2003 budget for the Star Corporal program, which was started in 2002. Star Corporals perform as lead program coordinators in their respective assignments.
- An allocation of \$133,783 is budgeted within Patrol for the new Red Light Camera Program. This cost includes one new corporal position, and \$100,000 for a maintenance agreement on the system. Revenue anticipated from this program in 2003 will support these expenses.
- Also, there are significant increases in the medical insurance, worker's compensation, and pension accounts in the 2003 Patrol budget.

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. Projections for 2002 show that the Communications Center will handle over 441,000 phone calls including 189,000 E911 calls and 252,000 administrative calls; and the Center will dispatch 189,000 calls for service. The Customer Service Desk will take 3,800 reports and respond to an estimated 100,000 miscellaneous inquiries. The Report and Review/Data Entry Unit will process 63,000 incident reports and 11,000 accident reports. The Document Imaging Unit will provide 28,000

copies of police reports for internal and external customers, along with imaging 79,000 documents. The Criminal History Unit will provide 16,800 record checks, and process 9,000 fingerprint cards and 10,000 arrest booking reports. The Warrant Control Unit will receive 2,600 new warrants and process 2,000 executed warrants.

In 2002, the new Tiburon Records Management System (RMS) was implemented, along with the BellSouth E911 telephone call management system.

In 2003, the Information Management Bureau will continue to use modern technology to make information readily available, including plans for the acquisition of mobile data computers or mobile hand held devices.

Goal 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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Incident/Accident Reports Processed	75,000	69,404	74,000	74,000	74,000
- Record Checks	14,000	17,267	17,000	16,800	17,000
Efficiency Measures					
- Cost per Report Processed	\$7	\$7	\$8	\$8	\$8
- Cost per Record Check	\$27	\$21	\$27	\$27	\$28
- % 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%	96%	96%	96%
- Record Checks Completed in 48 hours	100%	100%	100%	100%	100%

Revenues By Source

<u>Revenue Source</u>		<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
<u>User Fees</u>					
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

<u>Expenditure Area</u>		<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$	1,308,907	\$ 1,347,610	\$ 1,497,397	11.1
Outside Services		9,201	17,258	17,994	4.3
Commodities		21,366	28,540	16,900	-40.8
Interfund Services		434,079	451,690	436,698	-3.3
Capital Outlay		1,955	5,300	0	-100.0
Other Expenses		21,216	10,369	16,919	63.2
TOTAL	\$	1,796,724	\$ 1,860,767	\$ 1,985,908	6.7

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Office Assistant	7.00	7.00	7.00	7
Office Assistant, Senior	9.00	8.00	8.00	8
Secretary	2.00	2.00	2.00	10
Office Assistant, Principal	1.00	2.00	2.00	11
Administrative Assistant	1.00	1.00	1.00	13
Police Officer	1.00	1.00	1.00	15
Police Corporal	6.00	7.00	7.00	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	35.00	35.00	

Budget Highlights

- Funding in the amount of \$12,000 is included to purchase two scanners compatible with the new records management system.

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, TRAP and the Criminal Intelligence Center. In 2002, clearance rates for each crime category were above national averages.

The Career Offender Tracking Unit (COTU) has been extremely successful in tracking and capturing the City's most violent offenders. By the end of 2002, COTU is projected to have removed 120 violent offenders from the streets of Savannah.

Goal and Objectives

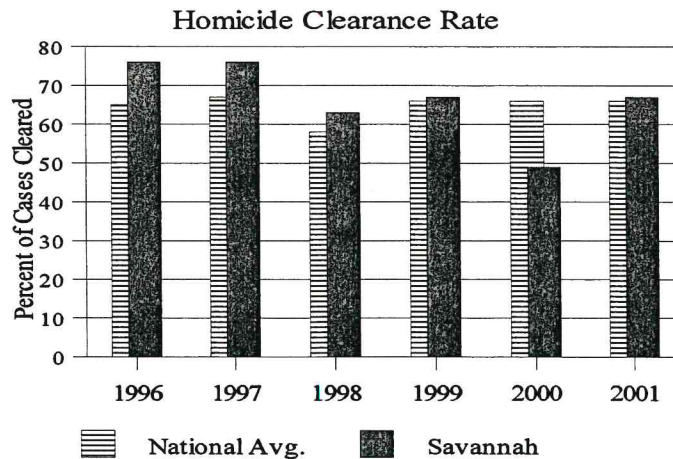
Goal: A city in which all crimes are promptly investigated and successfully cleared.

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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measure					
- Cases Assigned	7,138	7,443	7,200	7,200	7,200
Efficiency Measures					
- Cost per Assigned Case	\$814	\$745	\$900	\$900	\$930
- % of Budget Spent	100%	97%	100%	100%	100%
Effectiveness Measures					
- Clearance Rate, Homicide	68%	67%	68%	80%	68%
- Clearance Rate, Rape	53%	83%	53%	80%	53%
- Clearance Rate, Robbery	28%	32%	28%	31%	28%
- Clearance Rate, Aggravated Assault	59%	65%	59%	68%	59%
- Clearance Rate, Burglary	15%	21%	15%	22%	15%
- Clearance Rate, Auto Theft	15%	21%	15%	18%	15%



Expenditures By Type

<u>Expenditure Area</u>	<u>2001</u> <u>Actual</u>	<u>2002</u> <u>Projected</u>	<u>2003</u> <u>Budget</u>	<u>% Change</u> <u>02-03</u>
Personal Services	\$ 5,031,128	\$ 5,214,518	\$ 5,564,855	6.7
Outside Services	162,891	167,475	171,526	2.4
Commodities	127,080	142,047	153,332	7.9
Interfund Services	241,609	255,714	258,356	1.0
Capital Outlay	23,093	32,851	24,455	-25.6
Interfund Transfers	42,426	0	0	0.00
Other Expenses	169,239	149,849	185,270	23.6
TOTAL	\$ 5,797,466	\$ 5,962,454	\$ 6,357,794	6.6

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
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	18.00	13.00	13.00	15
Police Corporal	66.00	64.00	64.00	18
Police Sergeant	9.00	10.00	10.00	22
Management Analyst, Senior	1.00	1.00	1.00	23
Police Lieutenant	4.00	4.00	4.00	26
Police Captain	1.00	1.00	1.00	30
Police Major	1.00	1.00	1.00	36
TOTAL	109.00	103.00	103.00	

Budget Highlights

- \$24,455 is budgeted for the purchase of new investigative technology.

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.

The events of September 11, 2001 spawned the need for more extensive training as police officers will be the first responders to any terrorist act or emergency event.

Goal and Objectives

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

female sworn officers.

- To require all officers to receive twenty hours of in-service training.

Objective:

- To increase the percentage of minority and

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	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

<u>Expenditure Area</u>	2001 <u>Actual</u>	2002 <u>Projected</u>	2003 <u>Budget</u>	% Change <u>02-03</u>
Personal Services	\$ 1,234,795	\$ 1,227,373	\$ 1,407,881	14.7
Outside Services	612,211	649,465	658,989	1.5
Commodities	549,398	639,722	617,761	-3.4
Interfund Services	103,168	103,481	88,343	-14.6
Capital Outlay	14,905	21,500	10,000	-53.5
Other Expenses	25,248	26,686	10,540	-60.5
TOTAL	\$ 2,539,725	\$ 2,668,227	\$ 2,793,514	4.7

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
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	10
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
Administrative Assistant	2.00	2.00	2.00	13
Police Corporal	5.00	5.00	5.00	18
Personnel Coordinator	1.00	1.00	1.00	20
Police Sergeant	3.00	3.00	4.00	22
Police Budget Administrator	1.00	1.00	1.00	24
Police Lieutenant	1.00	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	 24.00	 24.00	 25.00	

Budget Highlights

- A Sergeant position has been added to manage City costs at the Chatham County Jail.

CRIMESTOPPERS

Mission

To develop CrimeStoppers as an effective crime-solving organization throughout Savannah/Chatham County with the primary objective of this tri-party

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 source 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 promote an awareness among the citizens and the corporate community. In 2002, representatives of the program made, on the average, 18 promotional public appearances per month. That number excludes additional promotion via radio/television and involvement with the law enforcement community on a daily basis with special program presentations/meetings averaging 5 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 existing projects will be undertaken. This will include the continuation of the "Campus CrimeStoppers" program and participation in the SCAN (Savannah Computer Alert Network) program for crime prevention. In addition, CrimeStoppers will continue to study the local justice system and determine an efficient method of criminal justice data sharing in an integrated environment.

CrimeStoppers will host the 2003 Southeastern CrimeStoppers Conference in Savannah. Approximately 100 State Representatives from the southeastern U.S. will attend to learn innovative and new program applications.

Additionally, CrimeStoppers will join with Armstrong Atlantic State University and the United States Attorney's Office for the Southern District of Georgia to conduct a series of cyber security symposiums/workshops. The forum will examine the critical and strategic role of cyber security to the regional business community, to private citizens, and to all levels of government.

Goals and Objectives

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

Objectives:

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

Goal: To continue the study and design of 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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measure					
- Calls received	1,100	1,190	1,210	1,200	1,320
Efficiency Measures					
- Cases solved	75	63	83	85	93
- % of budget spent	100%	88%	100%	97%	100%
Effectiveness Measures					
- Reward contributions	\$8,000	\$3,000	\$3,500	\$6,000	\$4,000
- Reward disbursements	\$5,350	\$7,825	\$8,000	\$12,000	\$6,000
- In-kind advertising (media) value	\$10,000	\$12,500	\$10,000	\$10,000	\$10,000
- # of corporate sponsors	n/a	19	n/a	24	28

Revenue By Source

The cost of the Crimestoppers program is shared by the City of Savannah and Chatham County.

<u>Revenue Source</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>% Change</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Chatham County CrimeStoppers				
Reimbursement	\$ 77,506	\$ 67,500	\$ 85,000	25.9

Expenditures By Type

<u>Expenditure Area</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>% Change</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 112,017	\$ 137,555	\$ 144,026	4.7
Outside Services	11,534	17,556	18,304	4.3
Commodities	1,842	2,340	2,856	22.1
Interfund Services	5,663	7,827	7,263	-7.2
Other Expenses	2,508	2,510	2,510	0.0
TOTAL	\$ 133,564	\$ 167,788	\$ 174,959	4.3

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Administrative Assistant	1.00	1.00	1.00	13
Management Analyst	1.00	1.00	1.00	21
Crimestoppers Coordinator	1.00	1.00	1.00	25
TOTAL	3.00	3.00	3.00	

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 became operational in November of 2001. The program is designed to coordinate the supervision of high-risk offenders who are on parole and 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. At any given time in Chatham County, more than 5,000 people are on probation and an additional 1,100 are 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 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.

It is anticipated that a permanent facility to house the Savannah Impact Program will be purchased in 2003.

It is expected that the Savannah Impact Program will have a full-time Substance Abuse Program and Manager as well as a full-time Adult Literacy Program instructor on staff by January 2003.

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

probationers in making a successful reentry into the community.

Objective:

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

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.

Goal: To provide support to parolees and

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measure					
- Parole Supervision Cases	150	200	160	200	180
- Probation Supervision Cases	160	150	180	150	150
- Juvenile Justice Supervision Cases	0	45	40	45	45
- Total Cases Handled During Year	310	395	380	395	395
Efficiency Measures					
- Cost per Supervision Case ¹	n/a	n/a	n/a	\$738	\$760
Effectiveness Measures					
- Revocation Rate	n/a	n/a	39%	13%	39%
- Employment Rate	n/a	85%	80%	85%	80%
- Program Referrals	n/a	37%	40%	37%	40%

Expenditures By Type

<u>Expenditure Area</u>	2001	2002	2003	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 67,915	\$ 365,019	\$ 409,261	12.1
Outside Services	62,933	110,324	87,060	-21.1
Commodities	15,520	16,233	16,253	0.1
Interfund Services	0	63,242	73,604	16.4
Capital Outlays	1,582	0	18,800	100.0
Other Expenses	2,500	4,432	2,700	-39.1
TOTAL	\$ 150,450	\$ 559,250	\$ 607,678	8.7

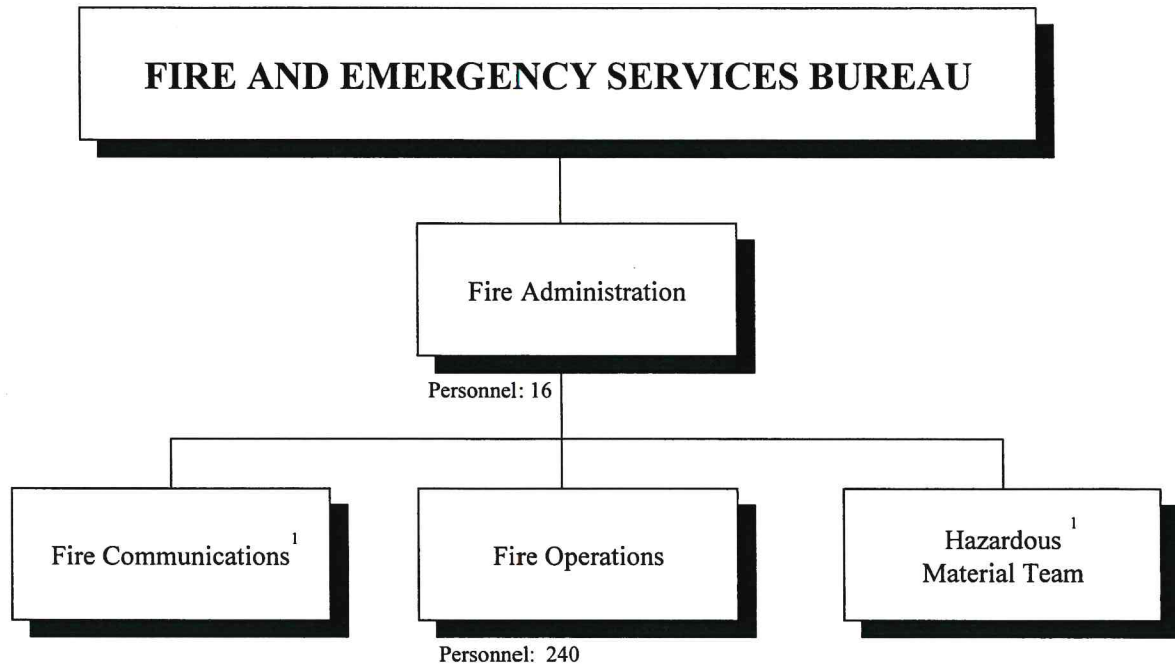
¹ In 2001, there was insufficient data for the development of meaningful supervision costs.

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Office Assistant	0.00	1.00	1.00	7
Secretary	1.00	1.00	1.00	10
Police Officer	4.00	4.00	4.00	15
Police Corporal	1.00	1.00	1.00	18
Police Sergeant	0.00	1.00	1.00	22
Savannah Impact Director	1.00	1.00	1.00	36
TOTAL	7.00	9.00	9.00	

Budget Highlights

- The Savannah Impact Program is to purchase a permanent facility during the first quarter of 2003. Funds are included for costs associated with moving from the current location.
- A Police Sergeant position and an Office Assistant position were added in the last quarter of 2002. The Office Assistant position will manage the influx of clients coming into the Savannah Impact office. The Sergeant will be used in managing the caseload of probationers and parolees.



¹ Administered in Separate Funds.

FIRE AND EMERGENCY SERVICES BUREAU

The 2003 General Fund budget for the Fire and Emergency Services Bureau is \$14,582,762, reflecting a 3.1% increase over 2002 projected

expenditures. Personal Services increased \$566,547 primarily due to the wage increase, reclassification of master firefighters and modular advancements.

Revenues By Source

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>%Change 02-03</u>
Fire Protection Fees	\$ 76,297	\$ 81,000	\$ 44,706	-44.8
Fire Incident Report Fees	39	100	75	-25.0
Fuel Storage Tank Insp Fees	0	1,000	1,000	0.0
Outside Training Fees	2	5,000	5,000	0.0
Fire Inspection Fees	2,672	1,000	1,000	0.0
TOTAL	\$ 79,010	\$ 88,100	\$ 51,781	-41.2

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>%Change 02-03</u>
Personal Services	\$ 11,184,647	\$ 12,275,825	\$ 12,842,372	4.6
Outside Services	454,108	388,441	382,502	-1.5
Commodities	417,746	451,255	399,008	-11.6
Interfund Services	423,044	534,498	506,520	-5.2
Capital Outlay	219,406	193,959	153,700	-20.8
Interfund Transfer	14,000	0	0	--
Other Expenses	302,040	297,723	298,660	0.3
TOTAL	\$ 13,014,991	\$ 14,141,701	\$ 14,582,762	3.1

FIRE ADMINISTRATION

Mission

To protect the lives and property of 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.

Trends and Issues

The Fire Administration department is responsible for maintaining a city safe from fire and other disasters, man-made or natural, so that the citizens of Savannah may live, work and prosper. The Fire Chief and his staff direct, coordinate and plan the functions of the bureau to reach that goal. Administration is also tasked with providing equipment, housing and vehicles for emergency services personnel to use safely and efficiently while mitigating emergency events.

During 2003, the bureau will re-evaluate the need for expansion of services to Hutchinson Island. Also, the maintenance and replacement of older fire stations will be a challenge in 2003.

The department will continue to deliver vital training and workplace safety programs, and will pursue and implement innovative methodology. Also, the department will address the training needs identified in response to international and domestic terrorism.

The bureau proposes to increase utilization of in-house resources to produce training, public relations, and fire safety materials to reduce dependence on costly third party sources. Also, the bureau will strive to maintain a high level of fitness and health that contributes to increased efficiency and reduced physical stress.

The process of attaining accreditation could reach a level of high activity as the time for actual evaluation gets closer. Preparation for accreditation is a labor-

intensive process that allows for a critical evaluation of the bureau's true capabilities.

The bureau will continue to seek out and evaluate external sources of revenue. Several projects that currently produce income will be continued and expanded where possible. Non-traditional funding sources will be sought and utilized as they become available. Current fee structures will be evaluated and adjusted as necessary.

The inspection of new and existing structures for compliance with fire safety codes will be addressed again in 2003. Suppression personnel will continue to support these activities as available. These vital activities contribute to the decreased incidence and severity of fire within our commercial community.

Public fire safety activities are a welcome and expected activity by community members. While it is difficult to quantify the true impact, these efforts locally and nationally have a demonstrated effect in prevention of many fires and the reduction of serious impact in those that do occur. In 2003, these functions will be continued and expanded when possible.

The Fire Investigation division will continue the reorganization process that was developed and initiated in late 2001. This is in response to a federally funded study of the bureau's current capabilities and activities.

Goal 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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Title 25 building inspections	1,300	2,060	1,300	1,200	1,200
- Commercial building inspections	600	600	600	500	500
- Training hours received	432	2,256	432	300	300
- Fire investigations	900	751	875	860	875
Efficiency Measures					
- Cost of training per hour	\$490	\$83	\$518	\$755	\$766
- Cost of Title 25 inspections	\$50	\$28	\$49	\$57	\$58
- Cost of commercial building insp.	\$46	\$41	\$49	\$59	\$60
- % of budget spent	100%	89%	100%	100%	100%
Effectiveness Measures					
- % of fire investigations	100%	89%	100%	98%	100%
- % of Title 25 inspections	100%	100%	100%	92%	100%
- % of commercial inspections	100%	100%	100%	95%	100%
- % of fire safety programs	100%	100%	100%	100%	100%

Expenditures By Type

	2001	2002	2003	% Change
<u>Expenditure Area</u>	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 703,014	\$ 811,881	\$ 851,348	4.9
Outside Services	22,645	30,779	32,556	5.8
Commodities	34,551	36,923	33,449	-9.4
Interfund Services	39,822	63,310	64,542	1.9
Capital Outlay	0	8,959	2,000	-77.7
Other Expenses	12,156	18,482	15,742	-14.8
TOTAL	\$ 812,188	\$ 970,334	\$ 999,637	3.0

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Office Assistant	1.00	1.00	1.00	7
Office Assistant, Senior	2.00	2.00	2.00	9
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	2.00	2.00	2.00	18
Fire Inspector, Principal	1.00	1.00	1.00	20
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 increased \$39,467 primarily due to a wage increase and several vacancies in 2002.
 - The increase in personal services is partially offset
- by decreases in commodities, capital outlay, and other expenses.

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 mission of the Operations department of the Savannah Fire & Emergency Services Bureau has expanded as a result of the September 11, 2001 attacks on our nation and encompasses the following:

- To prevent and/or mitigate fires and emergencies.
- To prepare and train for emergencies.
- To minimize the effect of any conventional, biological, chemical, or radiological acts of terror.
- To coordinate and manage city hurricane and "all hazard" disaster planning.
- To provide basic First Responder medical services as required.

Historically, emergencies occur as a result of accidents, carelessness, or criminal acts. In 2003, terrorism is another dangerous threat. Emergencies may present themselves in the form of structural fires, wild land fires, hazardous material incidents, technical rescue incidents incorporating such disciplines as high-angle, trench, and structural collapse, water rescues, vehicle extrications, hurricane, tornado, and terrorist / weapons of mass destruction incidents, etc.

The need to focus on terrorism and weapons of mass destruction issues after 9-11 resulted in a new position in 2002. A fire captain was appointed in the Special Operations Division whose sole assignment is to remain knowledgeable on the role of the fire department in the evolving world of "homeland defense."

All other active programs in place prior to 2002 will continue into 2003. Work in 2003 will continue to identify and establish curriculums, procedures and standards in an effort to continually improve service and capabilities. Improved cost accounting procedures will better identify overall costs and assist in future planning.

Operations administrative issues for 2003 call for the continuation of administrative training which began in 2002 for all fire captain level managers. Historically, these officers' focus has been exclusively limited to fire suppression issues. Exposure to the business end of fire department management was limited to battalion chiefs and above. This program will provide the city with a solid and well-rounded professional officer corps less dependent on "key" individuals to survive into the future.

A continuing Operations administrative challenge is the increasing need for additional resources to effectively manage the growing requirements of an expanding bureau. Fire stations, apparatus, equipment and firefighters are necessary to assist in the maintenance and management of the expanding operation.

Operationally, a potentially large issue the department will face in 2003 is the Public Fire Protection Inspection conducted by the Insurance Services Office (ISO). Close behind is the role of the fire department in homeland defense. Additional needs with regard to terrorism and weapons of mass destruction issues continue to be identified. These involve sophisticated monitoring devices, personal protective equipment, and special training. The department will continue to work unilaterally and with federal government and military organizations such as the Federal Emergency Management Agency and the 4th Civil Support Detachment (Weapons of Mass Destruction), state organizations such as the Georgia Emergency Management Agency and the Georgia Mutual Aid Group and local organizations such as the Chatham Emergency Management Agency.

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

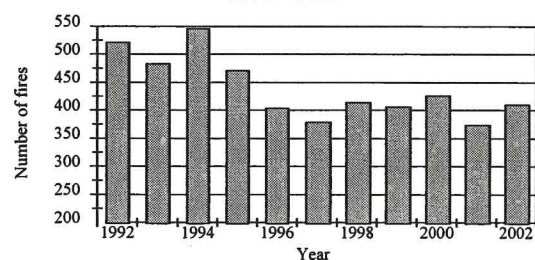
Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Infrastructure & equipment care & maintenance man-hours	17,000	17,000	17,000	17,000	17,000
- Fire calls	1,500	1,295	1,600	1,600	1,600
- False alarms	1,500	1,669	1,600	2,100	1,900
- Public service calls	1,000	981	1,300	1,200	1,200
- Rescues	150	117	125	125	125
- Maintain average daily staff	55	60	64	64	64
- Home fire safety checks	2,000	1,425	2,000	2,000	2,000
Efficiency Measures					
- Cost per man hour	\$171	\$174	\$186	\$186	\$191
- Cost per fire call	\$316	\$367	\$321	\$322	\$330
- Cost per false alarm	\$132	\$118	\$214	\$102	\$116
- Cost per public service call	\$108	\$110	\$90	\$98	\$107
- Cost per rescue	\$723	\$928	\$1,035	\$1,039	\$1,064
- Cost per home safety check	\$10	\$15	\$11	\$11	\$12
- % of budget spent	100%	99%	100%	100%	100%
Effectiveness Measures					
- # of dwelling fires	410	374	525	525	525
- Average \$ loss per dwelling fire	\$8,161	\$6,500	\$8,000	\$8,000	\$7,500
- # of multiple false alarm locations	51	43	51	51	51

The overall trend for dwelling fires in Savannah is decreasing due in part to an aggressive public education program that was started in 1992. Home fire safety checks have also contributed to this overall decline. However, the main causes for dwelling fires remain those of certain behavioral natures. The bureau will be modifying its programs to target these causes.

Dwelling Fires

1992 - 2002



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.

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Fire Protection Fees	\$ 76,297	\$ 81,000	\$ 44,706	-44.8
Fire Incident Report Fees	39	100	75	-25.0
Fire Inspection Fees	2,672	1,000	1,000	0.0
Outside Fire Training	2	5,000	5,000	0.0
Fuel Storage Tank Insp Fees	0	1,000	1,000	0.0
TOTAL	\$ 79,010	\$ 88,100	\$ 51,781	-41.2

Expenditures By Type

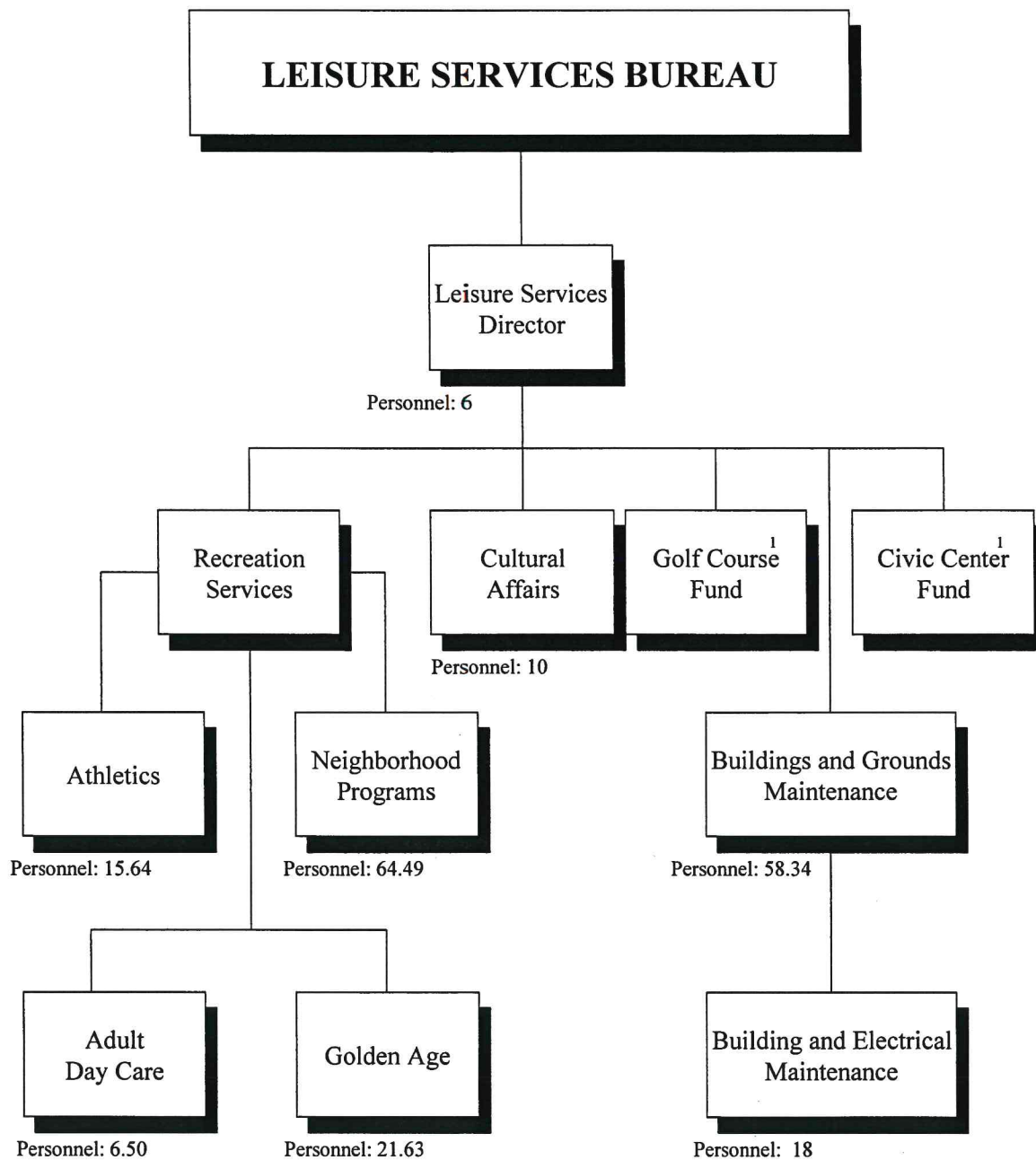
<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 10,481,633	\$ 11,463,944	\$ 11,991,024	4.6
Outside Services	431,463	357,662	349,946	-2.2
Commodities	383,195	414,332	365,559	-11.8
Interfund Services	383,222	471,188	441,978	-6.2
Capital Outlay	219,406	185,000	151,700	-18.0
Interfund Transfers	14,000	0	0	--
Other Expenses	289,884	279,241	282,918	1.3
TOTAL	\$ 12,202,803	\$ 13,171,367	\$ 13,583,125	3.1

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Firefighter Trainee	1.00	1.00	1.00	13
Firefighter	114.00	114.00	114.00	15
Master Firefighter	67.00	67.00	67.00	19
Fire Captain	51.00	51.00	51.00	22
Fire Battalion Chief	6.00	6.00	6.00	30
Asst. Fire Chief	1.00	1.00	1.00	36
TOTAL	240.00	240.00	240.00	

Budget Highlights

- Fire protection fees revenue decreases \$36,294 due to annexation.
- Personal Services increases \$527,080 primarily due to the wage increase, reclassification of master firefighters and modular advancements.
- The increase is partially offset by decreases in commodities, outside services and capital outlay.



¹ Administered in separate funds.

LEISURE SERVICES BUREAU

In 2003, the budget for the Leisure Services Bureau will be \$11,757,986. This expenditure level represents an increase of \$613,118 or 5.5% over the projected 2002 budget. Changes in the 2003 operating budget can be attributed to increases for wages and benefits. The 2003 operating budget supports two service changes, the addition of a southside summer camp and a Neighborhood Documentation Project, which is a

Cultural Affairs project to document and preserve our community revitalization efforts.

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

Revenues By Source

Overall, 2003 revenues in the Leisure Services Bureau are anticipated to increase \$102,338 or 12.3% compared to projected 2002 revenues. Revenues derived from client fees are expected to continue increasing in 2003. The increases in revenues from client fees are primarily projected in two areas: neighborhood centers and park and square events.

The projected revenue includes several fee increases. These increases are detailed in the Summaries section of the document. Also, because of the addition of a summer camp site, neighborhood center revenues are projected to increase in 2003. Projected revenues from fee and grant sources are listed in the following table.

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Paulson Complex Concessions	\$ 16,775	\$ 37,000	\$ 37,000	0.0
Grayson Stadium Rent	11,665	10,000	10,000	0.0
Vending & Misc. Concessions	10,753	7,500	7,500	0.0
Tennis Fees	112,198	108,135	109,135	0.9
Athletic Fees	39,995	43,975	45,285	3.0
Softball Fees	56,590	62,260	63,690	2.3
Athletic Tournament Fees	12,703	14,000	14,000	0.0
Softball Tournament Fees	22,949	18,000	18,000	0.0
Cultural Arts Centers Fees	89,943	75,600	78,000	3.2
Neighborhood Center Fees	80,095	75,830	91,830	21.1
Golden Age Center Fees	15,431	13,897	15,000	7.9
Adult Day Care	53,602	54,000	54,000	0.0
Park and Square Event Fees	<u>59,266</u>	<u>67,000</u>	<u>146,095</u>	<u>118.1</u>
Subtotal- Fees	\$ 581,965	\$ 587,197	\$ 689,535	17.4
State Grant - Elderly	\$ 62,588	\$ 55,000	\$ 55,000	0.0
State Grant - CRDC	187,718	169,000	169,000	0.0
Leisure Services Grants	250	0	0	--
Yamacraw Sports Club Grant	14,250	19,000	19,000	0.0
Cultural Affairs Grants	<u>14,468</u>	<u>3,600</u>	<u>3,600</u>	<u>0.0</u>
Subtotal-Grants	\$ 279,274	\$ 246,600	\$ 246,600	0.0
TOTAL	\$ 861,239	\$ 833,797	\$ 936,135	12.3

Expenditures By Type

<u>Expenditure Area</u>	2001	2002	2003	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 7,394,084	\$ 7,589,374	\$ 8,137,616	7.2
Outside Services	1,707,246	1,993,120	2,015,984	1.1
Commodities	763,266	802,955	830,157	3.4
Interfund Services	441,948	506,595	519,128	2.5
Capital Outlay	86,086	76,693	64,450	-16.0
Interfund Transfers	39,200	0	0	--
Other Expenses	201,424	176,131	190,651	8.2
TOTAL	\$ 10,633,254	\$ 11,144,868	\$ 11,757,986	5.5

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 2003:

- 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.

Goal and Objectives

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

Objectives:

- To acquire a minimum of 63 acres of greenspace as identified by the Georgia Greenspace Initiative and SPLOST guidelines.

- To perform a minimum of 26 random safety/operational inspections of Leisure Services facilities during the year.
- To develop and implement a bureau Marketing Plan.
- To ensure public satisfaction with Leisure Service programs and facilities through surveys and citizen input.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Facility Inspections	n/a	n/a	n/a	n/a	26
- Greenspace Acres Acquired	119	45	119	64	63
- Marketing Plan Implemented	100%	0%	0%	100%	100%
- Public Satisfaction Level ¹	3	3	3	3	3
Efficiency Measure					
- % of budget spent	100%	96.0%	100%	100%	100%

Expenditures By Type

	2001	2002	2003	% Change
<u>Expenditure Area</u>	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 340,260	\$ 352,474	\$ 361,450	2.5
Outside Services	36,459	21,169	24,549	16.0
Commodities	6,342	8,675	4,880	-43.7
Interfund Services	11,173	10,212	9,479	-7.2
Other Expenses	1,932	3,470	3,470	0.0
TOTAL	\$ 396,166	\$ 396,000	\$ 403,828	2.0

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Office Assistant	1.00	1.00	1.00	7
Administrative Assistant	1.00	1.00	1.00	13
Program Coordinator	1.00	1.00	1.00	22
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	

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

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.

Recreation Services strives to maintain quality programming, improve efficiency, and maintain participation with adequate supervision. The evaluation of programs and services to meet the needs and expectations of participants is ongoing.

There are several issues facing the department in 2003:

- Implementing health education in existing programs through the Heart N' Parks initiative.
- Evaluating athletic league officiating with the officials association.
- Continuing outreach for female participation in programs.

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 maintain a 90% customer satisfaction rating by user groups participating in athletic leagues.
- To increase the number of volunteer coaches certified in 2003 by 10%.

Service Levels

Workload Measures	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Participants:					
- Youth Baseball	1,500	1,522	1,500	1,400	1,400
- Youth Basketball	675	579	675	688	690
- Youth Football	950	825	900	900	1,450
- Youth Soccer	1,300	1,263	1,450	1,450	1,436
- Youth Tennis	245	400	245	325	325
- Cheerleader Camp	135	161	140	161	161
- Blackshear Sports Camp	125	90	125	90	90
- Adult Softball	1,800	1,952	2,800	1,975	1,990
- Adult Tennis	1,200	1,304	1,200	1,304	1,304
- Adult Basketball	n/a	214	n/a	217	220

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Efficiency Measures					
Cost Per Participant:					
- Youth Baseball	\$118	\$116	\$118	\$126	\$126
- Youth Basketball	\$118	\$138	\$118	\$116	\$116
- Youth Football	\$92	\$106	\$92	\$92	\$92
- Youth Soccer	\$32	\$34	\$32	\$32	\$32
- Adult Softball	\$164	\$151	\$164	\$151	\$151
- Adult Tennis	\$54	\$50	\$54	\$50	\$50
- Cheerleading	\$48	\$40	\$48	\$48	\$48
- Adult Basketball					
- % of Budget Spent	100%	102.9%	100%	101%	100%

Effectiveness Measures

- Participant Satisfaction Rating of Team Sports	90%	90%	90%	90%	90%
- Volunteer Coaches Certified	n/a	n/a	n/a	n/a	350

Expenditures By Type

<u>Expenditure Area</u>	2001	2002	2003	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02 - 03</u>
Personal Services	\$ 620,150	\$ 648,178	\$ 675,278	4.2
Outside Services	259,866	264,917	262,690	-0.8
Commodities	128,093	117,400	126,495	7.7
Interfund Services	20,201	26,652	18,481	-30.7
Capital Outlay	1,371	8,600	8,600	0.0
Other Expenses	2,568	2,571	4,993	94.2
TOTAL	\$ 1,032,249	\$ 1,068,318	\$ 1,096,537	2.6

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Maintenance Worker	1.59	1.59	1.59	7
Clubhouse Attendant	3.13	3.13	3.13	7
Leisure Services Leader	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 2002-2003 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 2002 - 2003 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.

- To increase female participation by 10% in 2003.

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 to volunteer and mentor youth.

Objectives:

- To achieve a minimum of two family events at each center in 2003.
- 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.
- To maintain four summer camp sessions with one session specifically to serve mentally, physically, behavior disordered adult citizens.
- To increase participation in Special Olympics by 10% in 2003.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
Participants:					
- Centers:	8,950	7,072	6,800	7,200	7,350
Summer Camp	1,443	1,376	1,576	1,526	1,526
Fitness	450	450	1,119	975	450
Cultural	300	1,054	1,119	1,054	1,054
Educational	420	450	450	450	450
Special Events	1,100	3,000	3,375	3,000	3,000
Team Sports	500	1,594	1,616	1,600	1,600
- Playgrounds	5,900	5,682	5,900	5,000	5,200
- Yamacraw Youth Sports Club	525	459	525	585	585
- Pools	2,450	3,823	2,400	3,800	3,850
- Therapeutics	250	303	325	340	340
- After-School Program	200	378	350	375	375
- Weightlifting	n/a	88	75	75	75

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
- Soccer	100	92	120	100	100
- West Broad YMCA	0	0	200	200	200
- Family Events	n/a	n/a	n/a	n/a	28
- Family & Friends Day activities	n/a	n/a	n/a	n/a	10
- Adult mentors	n/a	n/a	n/a	50	60
- Summer camp sessions	n/a	n/a	n/a	n/a	4
- Special Olympic participation	n/a	n/a	n/a	n/a	48
- Female participation	n/a	n/a	n/a	n/a	60

Efficiency Measures

Cost per participant:

- Centers	\$106	\$134	\$106	\$146	\$140
- Yamacraw Youth Sports Club	\$64	\$73	\$64	\$67	\$65
- Playgrounds	\$64	\$64	\$64	\$64	\$64
- Therapeutics	\$1,000	\$825	\$1,000	\$769	\$769
- Pools	\$96	\$62	\$96	\$69	\$69
- After-School Program	\$638	\$338	\$638	\$366	\$344
- Soccer	\$176	\$163	\$176	\$176	\$150
- Weightlifting	\$200	\$170	\$200	\$200	\$75
- YMCA	\$155	\$155	\$155	\$155	\$155
% of budget spent:					
- Neighborhood Programs	100%	107%	100%	100.4%	100%
- Youth Sports Club	100%	97.2%	100%	120.14%	100%
- After School Program	100%	94.3%	100%	101.8%	100%

Effectiveness Measures

Average Daily Attendance:

- Yamacraw Youth Sports Club	140	150	150	150	150
- After-School Program	90	150	150	150	150
- Centers	996	1,375	1,375	1,375	1,400
- Playgrounds	694	870	725	870	870
- Maintain the % of students in the After-School program with satisfactory scores:					
Math	100%	91%	100%	92%	92%
English	100%	91%	100%	91%	91%

Expenditures By Type

<u>Expenditure Area</u>	2001 <u>Actual</u>	2002 <u>Projected</u>	2003 <u>Budget</u>	% Change <u>02-03</u>
Personal Services	\$ 2,232,626	\$ 2,253,931	\$ 2,365,803	5.0
Outside Services	340,099	389,507	398,578	2.3
Commodities	113,038	120,360	122,800	2.0
Interfund Services	73,438	122,814	132,511	7.9
Capital Outlay	4,215	15,950	15,900	-0.3
Other Expenses	70,908	29,388	26,648	-9.3
TOTAL	\$ 2,834,324	\$ 2,931,950	\$ 3,062,240	4.4

Positions

<u>Class Title</u>	2001	2002	2003	<u>Grade</u>
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	27.93	27.93	28.53	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	10.92	14
After-School Program Tutors	2.63	2.63	2.63	15
Computer Services Specialist	1.00	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	63.72	63.72	64.49	

Budget Highlights

- Personal Services increase \$111,872 or 5% due to wage and benefit increases. The 2003 Personal

Services budget also reflects an increase in staff to support the new southside summer camp.

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.

state and federal Title III Congregate Meals and the Social Services Block Grant. Funds from these services are expected to continue in 2003. The program is serving a more diverse population each year with increased needs for services beyond the current six hour per day of program operation to assist families.

The Adult Day Care Program receives funding from

Goal 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 maintain a minimum rating of 90% on adult day care standards.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Participants	110	108	110	105	105
- Individualized Plans	n/a	n/a	n/a	n/a	105
- Congregate Meals	13,000	13,000	16,000	13,000	13,000
- One Way Trips	22,026	19,972	34,000	19,972	20,000
- Participant Hours	73,200	75,726	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%	97.9%	100%
Effectiveness Measures					
- Average Daily Attendance	50	52	54	52	52
- Adult Day Care Standards Achieved	90%	90%	90%	90%	90%

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 224,924	\$ 227,941	\$ 238,744	4.7
Outside Services	92,711	93,194	96,649	3.7
Commodities	9,858	11,899	11,999	0.8
Interfund Services	6,512	15,690	12,981	-17.3
Other Expenses	11,028	8,455	5,625	-33.5
TOTAL	\$ 345,033	\$ 357,179	\$ 365,998	2.5

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
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	

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 2003 under the Older Americans Act. Program growth is expected at new and renovated centers.

Goals and Objectives

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

Objectives:

- To increase male participation by 10% in the

Golden Age Program in 2003.

- 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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Total Participants	915	978	975	975	1,000
- Congregate Meals	81,000	84,500	84,750	84,500	84,500
- One Way Trips	18,096	16,799	17,500	16,800	17,500
- Participant Hours	630,393	630,393	630,400	n/a	n/a
- Physical Fitness Sessions	n/a	n/a	n/a	n/a	1,850
- Health Education Sessions	n/a	n/a	n/a	n/a	168
- Nutrition Sessions	n/a	n/a	n/a	n/a	1,195
Efficiency Measures					
- Cost Per Participant	\$1,085	\$1,085	\$1,085	\$1,103	\$1,085
- Cost Per Congregate Meal	\$9.00	\$7.42	\$3.18	\$7.42	\$7.42
- Cost Per Trip	\$10.00	\$13.25	\$13.80	\$13.25	\$13.25
- % of Budget Spent	100%	98.3%	100%	98.6%	100%
Effectiveness Measures					
- Average Daily Attendance	475	450	550	525	525
- Increase in Male Participation	n/a	n/a	n/a	n/a	240

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02 - 03</u>
Personal Services	\$ 718,780	\$ 705,668	\$ 780,760	10.6
Outside Services	419,297	444,308	449,334	1.1
Commodities	25,672	50,145	31,680	-36.8
Interfund Services	11,688	8,821	8,498	-3.7
Capital Outlay	0	0	15,500	--
TOTAL	\$ 1,175,437	\$ 1,208,942	\$ 1,285,772	6.4

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
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 \$75,092 or 10.6% due to the wage increase and vacancies in 2002.

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 Savannah's rich cultural offerings.

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 catalyst 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. Such proposals that provide a measurable impact on the quality of life in Savannah are funding priorities.

Expanding the accessibility of cultural opportunities remains an integral component of the Department's focus. The delivery of effective marketing strategies and cultivation of positive media relations are essential to expanding the local cultural audience and attracting visitors to Savannah.

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 an avenue for productions, exhibitions, classes and community workshops produced in-house by individuals or by community groups.

Goals and Objectives

Goal: A city where the diversity of presented cultural events and programs motivate citizen and visitor engagement and participation.

Objective:

- Direct the scope of 15 applicant organizations to prepare grants that align with the City's funding priorities.

Goal: A city where the arts, artists and cultural programs play an integral role in youth development.

Objectives:

- Purchase 50 art based youth programs from local art agencies to be provided during after school hours.
- Produce 150 art based youth programs to be provided during after school hours.

Service Levels

	FY 01		FY 02		FY 03
	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	190	200
- #Organizations receiving Tourism allocations	n/a	n/a	2	2	2
- #Presentations and workshops	11	15	25	25	25
- #User fees collected	700	867	1,500	1,500	1,500
- #Registered participants in arts programs	700	760	750	750	400
- #Performing arts volunteers	285	267	300	300	350
- #Performing arts audience	15,500	13,785	15,000	15,000	18,000
- #Performing arts tickets sold	3,000	1,888	1,900	1,900	2,000
- #of applicants provided technical assistance returning applications that align with the City's funding priorities ¹	n/a	n/a	n/a	n/a	15
- % of growth in attendance of cultural events by tourists	n/a	n/a	n/a	n/a	30%
Efficiency Measures					
- Cost per participant/purchased services	\$6	\$6	\$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	1:4	1:4
- % of budget spent	100%	100%	100%	100%	100%
Effectiveness Measures					
- Ratings of purchased programs as excellent	95%	80%	95%	96%	95%
- Ratings of informational/technical services as excellent	98%	n/a	95%	90%	95%
- Ratings of availability of cultural arts programs as excellent	95%	90%	95%	95%	n/a
- Media reviews and editorials ¹	n/a	n/a	n/a	n/a	90%

¹ New workload measures

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02 - 03</u>
Personal Services	\$ 409,651	\$ 430,075	\$ 468,436	8.9
Outside Services	159,680	154,143	155,378	0.8
Commodities	45,249	47,328	54,930	16.1
Interfund Services	15,798	16,708	18,054	8.1
Capital Outlay	18,758	4,000	12,250	206.3
Other Expenses	3,396	0	1,500	--
TOTAL	\$ 652,532	\$ 652,254	\$ 710,548	8.9

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
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	22
Cultural Arts Coordinator	1.00	1.00	1.00	22
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

- Budget increases reflect a service improvement for the Neighborhood Documentation Program, equipment and furniture for the ceramics program as well as office renovations.

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 (excluding Water and Sewer buildings) and facilities under the Leisure Services bureau. 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 the 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 2003:

- Increased playground maintenance and repairs.
- HVAC maintenance while not affecting other work programs.
- Athletic field maintenance needs have continued to grow due to increased usage.
- Continue growth in developing staff skills which make job completion and quality better.

In 2002, the playground maintenance operation made significant improvement with regard to inspection abilities. A new superintendent was hired who successfully acquired the playground safety inspector's certification. The thoroughness of inspections is readily apparent. A new concern deals with the ability to respond to repair items in a timely and efficient manner. For 2003, the department needs to improve the ability to repair damaged

equipment while staying on inspection and maintenance schedules.

The HVAC maintenance program has been extremely successful. The department continues to provide better service systems when compared to private contractors and save user departments considerable sums on installations and replacement equipment. Currently, carpentry and plumbing resources are being used to augment this program.

In 1990, the Buildings and Grounds Department was responsible for maintaining 305 acres of Leisure Services property. Included in that acreage were numerous athletic fields that provided recreational opportunities for 3,571 participants. While the athletic staff has remained the same, the department has added an additional 84 acres and participation in the City's sports programs has increased to 7,141 as of the year 2000. To meet future demand, the department must take a look at the available resources and project what is needed.

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 department will increase that effort again in 2003 to better enable the design of parks and buildings, maintain buildings, and keep parks in acceptable condition. The department is developing training programs internally while exploring opportunities to train staff using outside resources. Several of the staff members are pursuing licensing credentials within their professions to further enable them to perform their duties in accordance with their respective professions.

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 2003.

Objectives:

- To 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 owned buildings.
- To reduce the number of emergency requests.
- To continue to evaluate all City owned buildings for needed renovations and/or repairs.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
INSPECTIONS					
- Playground	720	709	720	720	720
- Swimming Pool	1,200	1,240	1,200	1,200	1,200
REPAIRS					
- Buildings	1,200	1,154	1,200	n/a	n/a
- Park/Playground	1,000	950	1,000	1,000	1,000
- Athletic Field	200	181	200	200	200
- Swimming Pool	500	467	500	500	500
CLEANINGS					
- Building	6,500	6,681	6,500	6,500	6,500
- Park/Playground	9,600	9,851	9,600	9,600	9,600
MOWINGS					
- Park	2,200	2,097	2,000	2,000	2,000
- Athletic Field	1,000	1,050	1,000	1,000	1,000

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
SITE PREPARATIONS					
- Athletic Field	2,500	2,458	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	\$50	\$50	\$50	\$50
REPAIRS					
- Cost per building	\$250	\$260	\$250	n/a	n/a
- Cost per park/playground	\$100	\$96	\$100	\$100	\$100
- Cost per athletic field	\$130	\$127	\$130	\$130	\$130
- Cost per swimming pool	\$100	\$107	\$110	\$110	\$110
CLEANINGS					
- Cost per building	\$50	\$53	\$106	\$106	\$106
- Cost per park/playground	\$110	\$111	\$50	\$50	\$50
MOWINGS					
- Cost per park mowings	\$125	\$126	\$125	\$125	\$125
- Cost per athletic field	\$422	\$425	\$422	\$425	\$425
SITE PREPARATIONS					
- Cost per athletic field	\$160	\$153	\$160	\$160	\$160
- Cost per miscellaneous	\$200	\$191	\$200	\$200	\$200
Effectiveness Measures					
INSPECTIONS					
- % rated good or better:					
Swimming Pool	90%	96%	90%	90%	90%
Athletic Field	90%	94%	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%

Expenditure By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 1,965,589	\$ 2,012,727	\$ 2,181,425	8.3
Outside Services	344,633	544,036	541,445	-0.5
Commodities	310,282	301,120	310,503	3.1
Interfund Services	271,091	267,003	274,344	2.8
Capital Outlay	37,002	37,856	5,200	-86.3
Interfund Transfers	39,200	0	0	--
Other Expenses	83,432	98,646	115,051	16.6
TOTAL	\$ 3,051,229	\$ 3,261,388	\$ 3,427,968	5.1

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Custodian	5.84	5.84	5.84	6
Maintenance Worker	20.00	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	3.00	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	2.00	2.00	2.00	18
Construction Inspector	1.00	1.00	1.00	18
Contract Analyst	1.00	1.00	1.00	22
Landscape Supervisor	1.00	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 Maint Admin	1.00	1.00	1.00	27
Architect	1.00	1.00	1.00	32
Buildings & Grounds Director	1.00	1.00	1.00	39
TOTAL	58.34	58.34	58.34	

Budget Highlights

- Decrease in the 2003 Capital Outlay budget is due to a decrease in equipment purchases.

BUILDING AND ELECTRICAL MAINTENANCE

Trends and Issues

In 2003, Building and Electrical Maintenance will continue preventive maintenance as a major focus of the division.

are correctly identified and analyzed to perform the necessary maintenance tasks to minimize breakdowns.

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

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.

Goal: A building maintenance system which addresses minor construction and operational needs in a timely and professional manner.

Objectives:

- To improve the appearance of City owned buildings.
- To reduce the number of emergency requests.
- To continue to evaluate all City owned buildings for needed renovation and/or repairs.

Objectives:

- To address all maintenance requests within three working days.
- To perform building inspections to uncover needed maintenance follow-up.
- To ensure all repairs and modifications are made using proper construction techniques that do not violate building codes.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Electrical repairs	1,608	2,008	2,000	2,230	2,200
- Plumbing repairs	352	400	350	486	450
- Structural repairs	1,000	1,024	110	1,100	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	2,620	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
Efficiency Measures					
- Cost per electrical repair	\$175	\$168	\$175	\$175	\$175
- Cost per plumbing repair	\$125	\$97	\$125	\$125	\$125
- 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 repair	\$145	\$172	\$145	\$145	\$145
- Cost per building evaluation	\$45	\$45	\$45	\$45	\$45
- % of budget spent	100%	100.5%	100%	100%	100%

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
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

<u>Expenditure Area</u>	2001	2002	2003	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 882,003	\$ 958,380	\$ 1,065,720	11.2
Outside Services	54,501	81,846	87,361	6.7
Commodities	124,732	146,028	166,870	14.3
Interfund Services	32,047	38,695	44,780	15.7
Capital Outlay	24,160	10,287	7,000	-32.0
Other Expenses	28,164	33,601	33,364	-0.7
TOTAL	\$ 1,146,284	\$ 1,268,837	\$ 1,405,095	10.7

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Painter	1.00	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	2.00	3.00	2.00	17
Building & Elec Maintenance Supervisor	4.00	3.00	4.00	19
Building & Elec Maintenance Administrator	1.00	1.00	1.00	26
TOTAL	18.00	18.00	18.00	

Budget Highlights

- The proposed 2003 operating budget includes increases for wages and benefits in Personal Services, and construction supplies in the Commodities expenditure category.

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.

INTERDEPARTMENTAL ¹

The 2003 Interdepartmental budget includes those accounts and activities within the General Fund that are not exclusive to a particular operating bureau or

department. The 2002 projected expenditures and 2003 budget are summarized below.

Expenditure Summary

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>%Change 02 - 03</u>
Tourism & Promotion				
Roundhouse/Battlefield Park	\$ 343,978	\$ 386,330	\$ 410,104	6.2
River Street Hospitality Center	77,203	0	0	0.0
Savannah History Museum	144,000	200,000	150,000	-25.0
Convention & Visitors Bureau	2,263,911	2,399,760	0	-100.0
Tourism Master Plan	10,798	20,000	20,000	0.0
Trade Center	1,132,295	1,200,240	0	-100.0
Film Services	182,610	0	0	0.0
Civic Center Promotion	22,298	50,000	50,000	0.0
July 4th Fireworks	11,000	11,000	11,000	0.0
Subtotal	\$ 4,188,093	\$ 4,267,330	\$ 641,104	-85.0
Planning & Development				
MPC Services	\$ 833,931	\$ 803,458	\$ 864,106	7.5
Land Bank Authority	28,509	30,000	30,000	0.0
Chamber Aim Program	0	50,000	0	-100.0
Savannah Development & Renewal Authority	333,325	394,367	402,801	2.1
Subtotal	\$ 1,195,765	\$ 1,277,825	\$ 1,296,907	1.5
Human Services				
Social Services Contributions	\$ 369,400	\$ 417,700	\$ 392,700	-6.0
Youth Futures Authority	500,000	500,000	500,000	0.0
Youth Works	98,745	120,000	120,000	0.0
Subtotal	\$ 968,145	\$ 1,037,700	\$ 1,012,700	-2.4
Cultural Services				
Cultural Arts - Tourism	\$ 50,000	\$ 50,000	\$ 60,000	20.0
Other Cultural Contributions	788,180	821,462	826,200	0.6
Subtotal	\$ 838,180	\$ 871,462	\$ 886,200	1.7

¹ The River Street Hospitality Center and Film Services were moved from General Fund Interdepartmental to the Legislative/Legal/Administrative section of the General Fund.

Expenditure Area	2001 Actual	2002 Projected	2003 Budget	%Change 02 - 03
City Dues/Memberships				
National League of Cities	\$ 7,645	\$ 7,645	\$ 7,645	0.0
Georgia Municipal Association	27,233	29,680	29,680	0.0
Georgia Chamber of Commerce	3,700	3,700	3,800	2.7
ICMA Performance Center	(3,000)	9,000	9,000	0.0
Inroads	7,100	0	0	0.0
Sister Cities International	600	0	0	0.0
Chatham Municipal Association	30	30	30	0.0
Subtotal	\$ 43,308	\$ 50,055	\$ 50,155	0.2
Prisoner Medical Costs	\$ (128,250)	\$ 70,000	\$ 70,000	0.00
Transfer to Other Funds				
Capital Improvement Projects Fund				
-- General Fund	\$ 6,441,937	\$ 3,601,697	\$ 1,351,714	-62.5
-- Preservation Fund	525,810	444,185	545,700	22.9
Transfer to Debt Service	4,697,805	3,939,160	3,260,810	-17.2
Sanitation Contribution	1,755,521	1,540,410	1,833,172	19.0
Civic Center Contribution	425,404	678,140	589,484	-13.1
Public Safety Communications Fund	561,143	631,228	769,111	21.8
Intra-Fund Transfers	146,880	0	0	0.0
Hazardous Material Team Fund	90,676	97,164	111,322	14.6
Community Development Fund	500,000	770,000	803,688	4.4
Subtotal	\$ 15,145,176	\$ 11,701,984	\$ 9,265,001	-10.1
Services from Other Funds				
Civic Center Services	\$ 100,000	\$ 100,000	\$ 100,000	0.0
Sanitation Services	2,406,388	2,506,877	2,564,894	2.3
Engineering Services	498,308	520,245	576,395	10.8
Environmental Affairs	0	0	28,305	0.0
Real Property Services	0	147,115	218,688	48.7
Subtotal	\$ 3,004,696	\$ 3,274,237	\$ 3,488,282	61.8
Other Expenses/Contributions				
Veterans' Day	\$ 1,500	\$ 2,000	\$ 2,000	0.0
Grant Project Costs	0	116,032	0	-100.0
Health Department Pension	4,300	4,700	5,150	9.6
Old Pension Plan	120,000	120,000	100,000	-16.7
Legislative Liaison	29,411	53,842	58,125	8.0
Cost Savings Incentive	314,530	0	0	0.0
Professional Services	70,518	65,513	50,907	-22.3
Customer Service Survey	36,508	37,500	38,265	2.0
Housing Initiatives	0	250,000	250,000	0.0
Coastal Regional Dev Com.	53,079	53,079	52,604	-0.9

<u>Expenditure Area</u>	2001 <u>Actual</u>	2002 <u>Projected</u>	2003 <u>Budget</u>	%Change <u>02 - 03</u>
Weed and Seed	79,000	79,000	79,000	0.0
Coastal Empire Habitat	0	1,000	0	-100.0
Chatham Sav Authority Homeless	0	10,000	0	-100.0
YFA Summit	0	5,000	0	-100.0
Savannah Day	0	5,000	5,000	0.0
Chamber BRAC Initiative	0	15,000	15,000	0.0
Telfair Museum	0	0	15,000	0.0
Savannah Foundation	30,000	0	0	0.0
Chatham Commissioners	3,000	0	0	0.0
Sav Area Chamber of Commerce	55,000	0	0	0.0
Street Paving Assessment	76,935	0	0	0.0
Election	0	0	156,000	0.0
Chatham County Jail Costs	0	0	1,200,000	0.0
Other	<u>49,262</u>	<u>25,092</u>	<u>24,400</u>	<u>78.2</u>
Subtotal	\$ 923,043	\$ 842,758	\$ 2,051,451	143.4
Contingency	\$ 0	\$ 0	\$ 38,336	0.0
Total Interdepartmental	\$ 26,178,156	\$ 23,393,351	\$ 18,800,136	-19.6

EXPENDITURE DESCRIPTION

The 2003 Interdepartmental budget totals \$18,800,136, which is 19.6% less than 2002 projected expenditures. This change is primarily due to contributions to the Convention & Visitors Bureau and the Trade Center being administered in a different fund, for accounting purposes, in 2003. Additional changes are described below.

Tourism & Promotion. The 2003 allocation for these services is projected to decrease \$3,626,226 due to the Convention & Visitors Bureau and Trade Center being administered in a different fund. The allocation to the **Roundhouse/Battlefield Park** increases 6.2% to upgrade the janitorial staff. Funding for the **Savannah History Museum** decreases 25.0% due to higher revenues anticipated from the change in in the museum entrance fee.

Planning & Development. The allocation to the **Savannah Development & Renewal Authority (SDRA)** increases \$8,434 or 2.1% to support personnel services and office operations.

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 \$886,200 is provided for cultural arts activities of which \$60,000 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 \$9,483,689 is budgeted in 2003. The major changes are highlighted below:

- **Capital Improvement Plan.** Recommended projects are listed in the Capital Improvement Plan section of this document. Of the recommended allocation for 2003 General Fund projects, \$1,140,000 is pre-funded in 2002.
 - **Transfer to Debt Service.** Debt Service decreases \$678,350 as the 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 \$1,833,172 contribution to Sanitation will help stabilize debt service and support general operating costs.
 - **Transfer to Community Development Fund.** The General Fund will contribute \$803,688 to the Community Development Fund to cover administrative costs. This contribution is \$303,688 above the usual allocation of \$500,000 to support the Minority Women's Business Enterprise activities as well as provide additional federal funds available for implementation of the housing plan.
 - **Preservation Fund.** The \$1.00 preservation fee goes into a separate account that is used to support various capital 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 2003, an allocation of \$250,000 is included to support **Housing Initiatives**. Other expenses/contributions are highlighted below:
- In 2003, the contribution to **Weed and Seed** continues at a \$79,000 funding level.
 - Funds in the amount of \$38,265 are budgeted to conduct the annual **Citizen's Satisfaction Survey**.
 - An allocation of \$156,000 is included to cover the City's cost for the **Municipal Election** in 2003.
 - An allocation of \$1,200,000 is included for anticipated **Chatham County Jail** costs to cover the per diem for housing City prisoners. This allocation is included in anticipation of the final terms of the Local Option Sales Tax renegotiated agreement.

PUBLIC SAFETY COMMUNICATIONS FUND

The Public Safety Communications Fund consists of the Police Communications Center and the Fire Communications Center. These two centers receive funding from revenues generated by the E911 Telephone Fee and the E911 Wireless Telephone Fee. Additional funding is provided by a contribution

from the General Fund to ensure that the expenditure and revenue accounts are balanced. In 2002 the Wireless Transfer activity was established as a reserve account to hold the 30% of Wireless Telephone Fee revenues that are earmarked for development of wireless phone locator technology.

Revenues By Source

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
<u>User Fees</u>				
E911 Telephone Fee	\$ 1,366,381	\$ 1,387,457	\$ 1,264,366	-8.9
E911 Wireless Telephone Fee	0	312,000	482,800	54.7
Subtotal	\$ 1,366,381	\$ 1,699,457	\$ 1,747,166	2.8
<u>Interfund Revenues</u>				
General Fund Contribution	\$ 561,143	\$ 631,228	\$ 769,111	21.8
TOTAL	\$ 1,927,524	\$ 2,330,685	\$ 2,516,277	8.0

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02 - 03</u>
Personal Services	\$ 1,640,124	\$ 1,874,808	\$ 2,026,323	8.1
Outside Services	169,736	200,808	187,924	-6.4
Commodities	24,577	43,220	33,131	-23.3
Interfund Services	93,077	111,249	108,779	-2.2
Capital Outlay	0	7,000	14,720	110.3
Interfund Transfers	0	93,600	145,400	55.3
TOTAL	\$ 1,927,514	\$ 2,330,685	\$ 2,516,277	8.0

Expenditures By Department

<u>Department</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Police Communications	\$ 1,702,582	\$ 1,945,720	\$ 2,087,020	7.3
Fire Communications	224,932	291,365	283,857	-2.6
Wireless Transfer	0	93,600	145,400	55.3
TOTAL	\$ 1,927,514	\$ 2,330,685	\$ 2,516,277	8.0

POLICE COMMUNICATIONS

Trends and Issues

The Communications Center provides all communications needs for the Savannah Police Department 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 2002, it handled 441,000 phone calls as well as 300,000 radio transmissions between police officers and communications personnel. The Center receives an average of 1,208 calls each day, of which 519 are E911 calls.

In 2002, an upgrade of the phone call management system was implemented using the BellSouth Positron software product.

In 2003, the Communications Center is projected to handle 189,000 E911 calls, dispatch 206,000 calls for service, and respond to 52,000 Georgia Crime Information Center/National Crime Information Center (GCIC/NCIC) inquiries.

Plans for 2003 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:

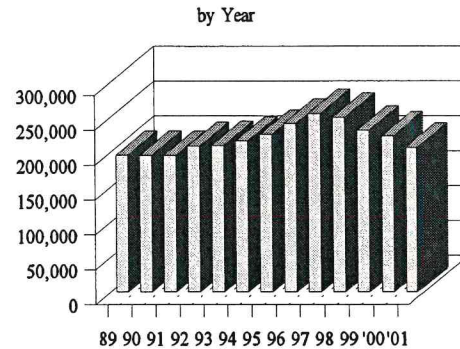
- To ensure that dispatch delays do not exceed 2:30 minutes for emergency calls.
- To ensure that dispatch delays do not exceed 4:00 minutes for immediate calls.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- E911 Calls	208,500	189,555	200,000	189,000	189,000
- Calls for Service	203,000	207,622	220,000	206,000	206,000
- GCIC/NCIC Inquiries	50,000	49,685	55,000	52,000	52,000
Efficiency Measures					
- Cost per Call for Service	\$8	\$7	\$8	\$8	\$8
- % of Budget Spent	100%	102%	100%	100%	100%
Effectiveness Measures					
- Average Dispatch Delay, Emergency	0	2:49	2:30	2:49	2:30
- Average Dispatch Delay, Immediate	0	3:31	4:00	3:37	4:00

The number of service calls grew from 196,662 in 1989 to 207,622 in 2001, a 5.6% increase during that period.

Calls for Service



Expenditures by Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02 - 03</u>
Personal Services	\$ 1,434,046	\$ 1,602,730	\$ 1,763,617	10.0
Outside Services	159,665	194,610	177,059	-9.0
Commodities	20,387	35,728	28,071	-21.4
Interfund Services	88,484	105,652	103,553	-2.0
Capital Outlay	0	7,000	14,720	110.3
TOTAL	\$ 1,702,582	\$ 1,945,720	\$ 2,087,020	7.3

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Communications Specialist	34.00	37.00	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
Police Captain	0.00	1.00	1.00	30
TOTAL	40.00	44.00	44.00	

Budget Highlights

- Three interim Communications Specialist positions have been approved for 2003 to assist with the workload.

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 2003, 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, especially since the terrorist attacks of September 11th. Communications personnel will

continue to explore other communications media, which might have to be employed in the event that the current system is disabled.

During 2003, 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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Emergency Calls	3,500	3,400	4,000	4,500	4,500
- Administrative Calls	54,500	54,500	55,000	49,000	50,000
- Other Calls	400	350	400	350	400
Efficiency Measures					
- Cost per Emergency Call	\$3.79	\$4.04	\$3.32	\$3.62	\$3.78
- Cost per Administrative Call	\$4.00	\$4.00	\$4.00	\$5.15	\$5.28
- Cost per Other Call	\$3.00	\$4.00	\$6.00	\$7.76	\$7.10
- % of Budget Spent	100%	100%	100%	100%	100%
Effectiveness Measures					
- % of Emergency Calls Dispatched Within 45 Seconds	100%	100%	100%	90%	95%

Expenditures By Type

	2001	2002	2003	% Change
<u>Expenditure Area</u>	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02 - 03</u>
Personal Services	\$ 206,078	\$ 272,078	\$ 262,706	-3.4
Outside Services	10,071	6,198	10,865	75.3
Commodities	4,190	7,492	5,060	-32.5
Interfund Services	4,593	5,597	5,226	-6.6
TOTAL	\$ 224,932	\$ 291,365	\$ 283,857	-2.6

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Communications Specialist	6.00	6.00	6.00	12
Communications Specialist, Sr	1.00	1.00	1.00	14
TOTAL	7.00	7.00	7.00	

HAZARDOUS MATERIAL TEAM FUND

The Fire bureau receives revenue for the Hazardous Material Team through a reimbursement agreement: 25% from Chatham County, 25% from the City of Savannah and 50% from 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

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02 - 03</u>
<u>User Fees</u>				
Haz Mat Reimbursement	\$ 183,788	\$ 204,780	\$ 211,644	3.4
<u>Interfund Revenues</u>				
General Fund Contribution	\$ 90,676	\$ 97,164	\$ 111,322	14.6
TOTAL	\$ 274,464	\$ 301,944	\$ 322,966	7.0

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02- 03</u>
Personal Services	\$ 215,387	\$ 213,336	\$ 214,384	0.5
Outside Services	7,870	13,631	14,939	9.6
Commodities	10,487	24,634	17,719	-28.1
Interfund Services	23,891	34,066	49,901	46.5
Capital Outlay	1,215	0	0	--
Other Expenses	15,612	16,277	26,023	59.9
TOTAL	\$ 274,462	\$ 301,944	\$ 322,966	7.0

Expenditures By Department

<u>Department</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Hazardous Material Team	\$ 274,462	\$ 301,944	\$322,966	7.0
TOTAL	\$ 274,462	\$ 301,944	\$322,966	7.0

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 Team 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 2003, 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 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 increasingly being called on 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 2003.

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 2003 by completing 80 pre-incident site surveys and 4 public 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 the understanding of

the potential for releases of dangerous materials into the environment and the options available for protection.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Pre-Incident Site Surveys	30	80	80	80	80
- Public Education Projects	30	4	4	4	4
- Haz Mat Incidents	20	130	168	300	300
Efficiency Measures					
- Cost per Site Survey	\$3,596	\$1,181	\$2,240	\$1,927	\$2,019
- Cost per Project	\$3,146	\$23,627	\$5,974	\$15,417	\$16,148
- Cost per Incident	\$2,697	\$623	\$520	\$308	\$323
- % of Budget Spent	100%	100%	100%	100%	100%
Effectiveness Measures					
- # of People Attending Safety Projects	500	1,000	500	500	500
- Hours of Annual Training of Emergency Responders	500	100	350	300	350

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Master Firefighter	3.00	3.00	3.00	17
Fire Battalion Chief	1.00	1.00	1.00	30
TOTAL	4.00	4.00	4.00	

Budget Highlights

- The 2003 budget has increased by 7.0% over the prior year due to increased operational supply

costs associated with call-outs in response to potentially toxic substances, e.g. anthrax.



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 2003 revenues include a rate increase in

the Residential Refuse Fee. It increases from \$21.00 to \$22.00 per month. The Commercial Waste Disposal Fee increases from \$3.00 to \$3.25 per cubic yard. The average commercial collection fee increases about 4%.

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
<u>User Fees</u>				
Residential Refuse Fees	\$ 9,829,798	\$ 10,248,000	\$ 10,759,000	5.0
Commercial Refuse Fees	1,289,052	1,337,700	1,393,000	4.1
Refuse Disposal Tip Fees	203,238	150,000	150,000	0.0
Lot Clearing Fees	176	0	0	
Ash Disposal Fees	2,963,041	3,208,059	3,024,120	-5.7
Commercial Disposal Fee- City Hauled	1,704,837	1,813,000	1,971,000	8.7
Commercial Disposal Fee- Private Hauler	3,783,919	3,950,000	4,298,000	8.8
C & D Waste Fees	427,132	437,810	450,944	3.0
Special Trash Collection Fee	24,606	23,000	23,000	0.0
Private Lane Refuse Services on Public Property	8,330	6,800	6,800	0.0
Refuse Cart Sales	1,240	1,000	1,000	0.0
Senior Citizens Discount	<u>(7,625)</u>	<u>(10,400)</u>	<u>(10,600)</u>	<u>1.9</u>
Subtotal	\$ 20,227,744	\$ 21,164,969	\$ 22,066,264	4.3
<u>Interfund Revenues</u>				
Interfund Disposal Fees	\$ 1,178,272	\$ 930,419	\$ 1,095,419	17.7
Interfund Commercial Fees	229,500	245,655	245,655	0.0
Services to General Fund	2,406,384	2,506,877	2,564,894	2.3
General Fund Contribution	<u>1,755,521</u>	<u>1,540,410</u>	<u>1,833,172</u>	<u>19.0</u>
Subtotal	\$ 5,569,677	\$ 5,223,361	\$ 5,739,140	9.9
<u>Fines, Forfeits, & Penalties</u>				
Sweeper Parking Citations	\$ 222,392	\$ 229,063	\$ 235,935	3.0
<u>Other Revenues</u>				
Miscellaneous Revenue	\$ 31,393	\$ 10,000	\$ 10,000	0.0
Miscellaneous Unclctd Reserve	0	(5,000)	(5,000)	0.0
Miscellaneous Gain/Loss Surplus	<u>(3,731)</u>	<u>0</u>	<u>0</u>	<u>--</u>
Subtotal	\$ 27,662	\$ 5,000	\$ 5,000	0.0
TOTAL	\$ 26,047,475	\$ 26,622,393	\$ 28,046,339	5.3

The Sanitation Fund expenditures are projected to increase \$1,423,946 or 5.3% in 2003. The primary areas of expense are the Debt Related Charges, Resource Recovery Service Fee within Other Expenses, and Personal Services for the more than

180 employees in this fund. In 2003, one service improvement is included in this budget. The 2003 service improvement is for a litter vacuum for the landfill. The equipment has a total cost of \$24,845.

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 6,434,450	\$ 6,652,178	\$ 7,017,888	5.5
Outside Services	337,418	429,660	472,282	9.9
Commodities	588,629	698,056	694,352	-0.5
Interfund Services	2,252,070	2,378,006	2,555,784	7.5
Capital Outlay	27,208	165,675	38,325	-76.9
Debt Related Charges	1,798,793	1,808,101	2,402,830	32.9
Interfund Transfers	2,795,634	1,413,146	397,146	-71.9
Other Expenses	11,972,743	13,077,571	14,467,732	10.6
TOTAL	\$ 26,206,945	\$ 26,622,393	\$ 28,046,339	5.3

Expenditures By Department

<u>Department</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Sanitation Director	\$ 376,422	\$ 438,238	\$ 488,131	11.4
Residential Refuse	5,733,372	5,975,918	6,223,312	4.1
Refuse Disposal	13,560,836	15,050,052	16,980,382	12.8
Street Cleaning	1,516,060	1,619,881	1,657,709	2.3
Commercial Refuse	1,424,958	1,335,028	1,397,841	4.7
Interdepartmental	3,595,297	2,203,276	1,298,964	-41.0
TOTAL	\$ 26,206,945	\$ 26,622,393	\$28,046,339	5.3

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 2003, 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 midpoint cleanliness ratings in all neighborhoods.

Expenditures By Type

<u>Expenditure Area</u>	<u>2001</u> <u>Actual</u>	<u>2002</u> <u>Projected</u>	<u>2003</u> <u>Budget</u>	<u>% Change</u> <u>02-03</u>
Personal Services	\$ 343,173	\$ 402,356	\$ 441,836	9.8
Outside Services	12,953	14,115	14,845	5.2
Commodities	6,549	9,998	11,220	12.2
Interfund Services	9,446	9,369	9,757	4.1
Capital Outlay	2,141	1,200	3,200	166.7
Other Expenses	2,160	1,200	7,273	506.1
TOTAL	\$ 376,422	\$ 438,238	\$ 488,131	11.4

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Secretary	1.00	1.00	1.00	10
Administrative Assistant	1.00	1.00	1.00	13
Code Enforcement Officer	3.00	4.00	4.00	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	9.00	9.00	

Budget Highlights

- The budget has increased by 11.4% primarily due to the increase in pay and benefit costs.

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, litter control, bulk item collection, special collection and recycling accomplish these objectives.

The department's focus on litter continues as the steady growth in tourism and the increase in day time population continues to pose litter issues. The use of community service workers will continue with expectations of continued growth that will assist in maintaining a litter free community. A comprehensive litter awareness program will be in full swing by the beginning of 2003 that includes educating the public on the safety hazards associated with litter, the cost of littering, and how citizens play a major role in keeping the City clean. The anti-litter campaigns will be displayed via billboard and newspaper ads, the government channel and

initiatives by other agencies such as Keep Savannah Beautiful and the Department of Transportation. Together these efforts will play major roles in maintaining cleanliness.

A greater demand for recycling is confronting the department and steps will be taken to encourage more schools and businesses to house drop-off recycling sites. The expansion of the recycling program will help to increase available landfill space, thus reducing landfill operating costs. Only non-burnable items will be recycled as all burnable debris represents increased tonnage for the Resource Recovery Facility which produces revenue from the steam generated.

During the year 2003, 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:

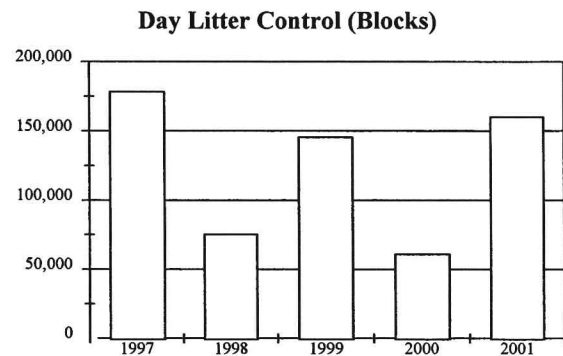
- To ensure that all drop-off sites are conveniently located, accessible and meet the recycling needs of the community.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Collect Residential Refuse & Trash	42,000	42,000	42,000	42,000	42,000
- Collect Refuse & Trash for Elderly/Disabled	1,000	1,200	1,200	1,200	1,200
- Collect Non-Residential Refuse & Trash	1,700	1,700	1,700	1,700	1,700
- Collect Bulk Item Trash	44,700	44,900	44,900	44,900	44,900
- Requested Special Collections	164	166	170	180	180
- Illegal Dump Sites Serviced	148	108	120	90	120
- Day Litter Control (Blocks)	180,000	160,000	170,000	130,000	170,000
- Night Litter Control (Blocks)	85,000	60,000	70,000	70,000	70,000
- Litter Baskets Serviced (Per Month)	3,400	3,200	3,400	3,000	3,400
- Community Service Litter Control (Blocks)	45,000	45,000	45,000	50,000	50,000
- Drop-Off Recycling Centers	12	12	12	12	14
- Vehicles Washed/Sanitized	425	400	425	400	425
Efficiency Measures					
- Cost Per Residential Unit	\$77	\$76	\$78	\$79	\$78
- Cost Per Non-Residential Unit	\$77	\$76	\$78	\$79	\$78
- Cost Per Household for Bulk Item Pick-up Collection	\$14	\$14	\$15	\$15	\$15
- Cost Per Special Collection/Dumpsite	\$26	\$29	\$29	\$31	\$31
- Cost Per Block (Day Litter)	\$5	\$5	\$6	\$7	\$7
- 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	\$2	\$2	\$2	\$2
- Cost Per Drop-Off Site	\$3,737	\$2,626	\$2,802	\$2,802	\$2,802
- Cost Per Vehicle (Wash & Sanitize)	\$59	\$59	\$59	\$65	\$65
- % of Budget Spent	100%	98%	100%	100%	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	100%	100%	100%	95%	100%

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
- % of Downtown City Blocks Provided Litter Control Nightly	98%	90%	98%	98%	98%
- % of Scheduled City Blocks Provided Litter Control by Community Service Workers	95%	95%	95%	100%	100%
- % of Vehicles Washed and Sanitized Daily	95%	95%	95%	95%	95%

Over the past five years, public interest in litter control has increased. The Sanitation Bureau has continued to address this concern with an official litter control program and increased community workers.



Expenditures By Type

<u>Expenditure Area</u>	2001 <u>Actual</u>	2002 <u>Projected</u>	2003 <u>Budget</u>	% Change <u>02-03</u>
Personal Services	\$ 4,017,128	\$ 4,157,766	\$ 4,360,924	4.9
Outside Services	9,381	48,454	34,334	-29.1
Commodities	261,213	314,271	310,471	-1.2
Interfund Services	742,156	787,635	787,162	-0.1
Capital Outlay	0	11,525	4,500	-61.0
Interfund Transfers	171,378	124,146	124,146	0.0
Other Expenses	532,116	532,121	601,775	13.1
TOTAL	\$ 5,733,372	\$ 5,975,918	\$ 6,223,312	4.1

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Office Assistant	1.00	1.00	1.00	7
Sanitation Worker	71.00	71.00	71.00	7
Medium Equipment Operator	5.00	5.00	5.00	10
Residential Refuse Truck Operator	36.00	36.00	36.00	11
Heavy Equipment Operator	3.00	3.00	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 Director	1.00	1.00	1.00	36
TOTAL	127.00	127.00	127.00	

Budget Highlights

- The 2003 budget increases are primarily in Personal Services reflecting increases in wages and benefits, and Other Expenses reflecting computer and vehicle use capital charges.

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 accomplish its mission in 2003 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 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.

Refuse Disposal will undertake a major environment

improvement project in 2003. Due to its closure after October 1993, the landfill's 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 will excavate the wastes disposed in the Southwest Quadrant. A new lined disposal facility will be constructed on the same site by the end of the year.

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 in 1998 and is scheduled to be re-evaluated for 2003.

Goal 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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Reference Tons MSW Available for Resource Recovery	156,000	117,046	156,000	180,000	156,000
- Tons of Resource Recovery Processible Waste Landfilled	20,000	22,262	20,000	26,000	20,000
- Tons of Resource Recovery Non-processible Waste Landfilled	50,000	51,073	50,000	50,000	50,000
- Tons of Combustion Residue Landfilled	44,000	58,750	50,000	50,000	44,000
- Tons Transferred	5,000	7,279	5,000	6,000	6,000
- Volume Reduction Tons	5,000	5,909	5,000	5,000	5,000
Efficiency Measures					
- Cost per Reference Ton Available for Resource Recovery	\$58.50	\$53.23	\$58.50	\$62.48	\$62.48
- Cost Per Ton Received at Landfill	\$58.50	\$22.14	\$58.50	\$25.00	\$30.00
- Cost Per Ton Transferred	\$13.00	\$11.15	\$13.00	\$15.00	\$13.50
- % of Budget Spent	100%	93%	100%	100%	100%
Effectiveness Measures					
- Landfill Capacity Saved	250,000	218,814	250,000	200,000	200,000
- % of EPD Standards Met at Landfill	100%	100%	100%	98%	100%

Expenditures By Type

<u>Expenditure Area</u>	2001	2002	2003	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 541,948	\$ 577,284	\$ 608,403	5.4
Outside Services	284,278	328,587	384,590	17.0
Commodities	78,877	98,190	96,660	-1.6
Interfund Services	103,027	154,647	215,674	39.5
Capital Outlay	25,067	100,950	5,825	-94.2
Debt Related Charges	1,779,715	1,789,495	2,384,718	33.3
Interfund Transfers	0	0	23,000	--
Other Expenses	10,747,924	12,000,899	13,261,512	10.5
TOTAL	\$ 13,560,836	\$ 15,050,052	\$ 16,980,382	12.8

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Maintenance Worker	2.00	2.00	2.00	7
Maintenance Worker, Senior	1.00	1.00	1.00	9
Transfer Station Attendant	1.00	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	13.00	13.00	13.00	

Budget Highlights

- The 2003 budget increases \$1,930,330 or 13%.
The largest percentage increases are in Outside Services, Interfund Services and Debt Related

Charges. The change in Outside Services reflects a new allocation for janitorial services and repairs to facilities.

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 continues to provide the City of Savannah's residents with a level of service that is both unique and optimum. The department consists of four work programs that include street sweeping, street cleaning of areas that are inaccessible to street sweepers, citation writing and sign maintenance. These combined efforts supply city residents with a level of cleanliness that exceeds most other cities in America. Scheduled sweeping is not common in most cities, but in Savannah streets on varying schedules are swept on the same days or nights of each week or month. In areas where citations are written on illegally parked vehicles, streets are swept at the same time according to their time zones each night. This system of exact scheduling sets the City of Savannah apart from other cities.

The four programs in the Street Cleaning department

render combined services to City residents that include sweeping more than 32,000 curb miles, cleaning 1,000 or more miles of areas not accessible to street sweepers, maintaining 1,500 "No Parking" signs and issuing in excess of 29,000 citations on vehicles that are illegally parked thereby precluding some City streets from being properly cleaned.

The beauty of Savannah is greatly attributed to the abundance of trees located here. However along with this aesthetic appeal, the City is confronted with a very heavy leaf fall season that lasts almost half of each year. In spite of this unfortunate challenge, swept streets are inspected and rated on a midpoint basis. This means that at the midpoint of each sweeping cycle, a cleanliness level is determined. The midpoint rating cleanliness averages are consistently at the acceptable standard of 3.00 or above.

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 midpoint rating of service units at the acceptable standard of 3.00 or above.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Daytime Street Miles Swept	7,300	7,717	7,300	7,300	7,300
- Nighttime Street Miles Swept	25,000	27,247	25,000	25,000	25,000
- Citations Written	29,000	28,153	26,000	26,000	29,000
- Median Ends, Catch Basins, Land Ends, Corners Cleaned	760	988	760	760	1,000
- Signs Maintained	1,500	985	1,500	1,500	1,500
Efficiency Measures					
- Cost per Mile Swept	\$35	\$32	\$35	\$35	\$35
- Cost per Citation Written	\$8	\$9	\$8	\$8	\$9
- Cost per Mile Cleaned	\$199	\$142	\$160	\$160	\$199
- Cost per Sign Maintained (Replaced, Repaired, Added)	\$33	\$64	\$33	\$33	\$33
- % of Budget Spent	100%	100%	100%	100%	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%	1%	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

<u>Expenditure Area</u>	2001	2002	2003	<u>% Change</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 808,643	\$ 851,881	\$ 897,949	5.4
Outside Services	2,715	8,481	8,481	0.0
Commodities	135,850	155,981	152,768	-2.1
Interfund Services	398,052	411,501	428,444	4.1
Capital Outlay	0	0	2,800	--
Interfund Transfers	16,000	39,000	0	-100.0
Other Expenses	154,800	153,037	167,267	9.3
TOTAL	\$ 1,516,060	\$ 1,619,881	\$ 1,657,709	2.3

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Medium Equipment Operator	6.50	6.50	6.50	10
Heavy Equipment Operator	12.00	12.00	12.00	12
Sanitation Supervisor	2.00	2.00	2.00	19
Street Cleaning Administrator	1.00	1.00	1.00	26
TOTAL	21.50	21.50	21.50	

Budget Highlights

- The 2003 budget increase of \$37,828 or 2.3% primarily reflects increases in Personal Services due to wage and benefit increases, and Other

Expenses reflecting the increase in the Vehicle Capital Use charge.

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 915 containers and 26 self-contained roll-off compactors periodically from some 1,072 commercial establishments totaling 23,600 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 implemented in 1996 and designed to

generate additional burnable tonnage for the Resource Recovery Facility, continues to experience growth. The department will continue to maximize the number of container pulls based on previous years and solicit and use its resources to market the program.

In 2003, Commercial Refuse Collection will continue to offer customers quality and professional service at competitive prices with strong emphasis on cleanliness and customer satisfaction and will continue improving productivity in all existing programs. Based on the building trend within the area, new construction seems to be in the leveling stage. In 2003 no significant growth is expected; however the department expects service levels to remain consistent with 2002 service level projections.

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

Workload Measures	FY 01		FY 02		FY 03 Base
	Adopted	Actual	Adopted	Projected	
- Cubic Yards Collected/Month	57,000	56,624	57,000	57,000	57,000
- C&D Container Pulls per Month	94	114	94	94	94
- Containers Repaired	200	186	200	200	200
- Containers Painted	300	265	300	300	300

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Efficiency Measures					
- Cost Per Cubic Yard	\$4.18	\$4.13	\$4.35	\$3.80	\$3.81
- Cost Per Container Pulled	\$245	\$192	\$222	\$218	\$221
- Cost Per Container Repaired/Painted	\$210	\$199	\$210	\$186	\$189
- % of Budget Spent	100%	98%	100%	100%	100%

Effectiveness Measures

- Average Number of Containers Missed per Month	0	0	0	0	0
- % of Containers in Condition 1 or 2 Status	95%	95%	95%	95%	95%
- Priority 1 Requests for Container Maintenance Services Completed Within Standard	100%	100%	100%	100%	100%

Expenditures By Type

<u>Expenditure Area</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>% Change</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 655,913	\$ 662,891	\$ 708,776	6.9
Outside Services	27,295	30,023	30,032	0.0
Commodities	106,140	119,616	123,233	3.0
Interfund Services	282,270	260,184	283,895	9.1
Capital Outlay	0	52,000	22,000	-57.7
Other Expenses	353,340	210,314	229,905	9.3
TOTAL	\$ 1,424,958	\$ 1,335,028	\$ 1,397,841	4.7

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Sanitation Worker	1.00	1.00	1.00	7
Medium Equipment Operator	1.00	1.00	1.00	10
Heavy Equipment Operator	11.00	11.00	11.00	12
Welder	1.00	1.00	1.00	15
Sanitation Supervisor	1.00	1.00	1.00	19
Commercial Refuse Collection Admin	1.00	1.00	1.00	26
TOTAL	16.00	16.00	16.00	

Budget Highlights

- Funding in the amount of \$22,000 is included for installation of the screen around the trash compactor on the Lincoln Ramp.

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 Related Charges.

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 67,645	\$ 0	\$ 0	--
Outside Services	796	0	0	--
Services by General Fund	540,012	553,669	612,505	10.6
Services by Utilities Services	108,804	111,600	116,800	4.7
Services From Environ Affrs	0	9,435	9,675	2.5
Real Property Services	0	8,654	12,864	48.6
Engineering Department Service	68,303	71,312	79,008	10.8
Amortization of Bond Discounts	19,078	18,606	18,112	-2.7
Contribution to CIP	2,608,256	1,250,000	250,000	-80.0
Bad Debt Expense	182,403	180,000	200,000	11.1
TOTAL	\$ 3,526,856	\$ 2,203,276	\$ 1,298,964	-41.0

Budget Highlights

- The decrease of \$904,312 is 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, include building, box office, and equipment rent collected from event sponsors. Also included are fees for parking. Parking fees include daily revenue from downtown employees and the general public, and event patrons. The next largest operating revenue

source, the auto rental tax, is expected to generate approximately \$960,990 in 2003.

Operating revenue is projected to decrease in 2003. 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.

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
<u>Taxes</u>				
Auto Rental Tax	\$ 934,288	\$ 933,000	\$ 960,990	3.0
<u>User Fees</u>				
Rental Income				
Building	\$ 681,598	\$ 585,500	\$ 625,000	6.7
Box Office	58,532	61,000	61,000	0.0
Equipment	55,481	41,500	37,500	-9.6
Parking	107,876	90,000	90,000	0.0
Concessions				
Food/Beverage	359,110	355,000	285,000	-19.7
Catering	48,949	36,000	35,000	-2.8
Ticket Fee	152,052	152,000	160,000	5.3
Reimbursed Labor	17,884	15,000	13,500	-10.0
Novelty Sales	<u>7,031</u>	<u>18,500</u>	<u>12,500</u>	<u>-32.4</u>
Subtotal	\$ 1,488,513	\$ 1,354,500	\$ 1,319,500	-2.6
<u>Interfund Revenues</u>				
Services To General Fund	\$ 99,996	\$ 100,000	\$ 100,000	0.0
General Fund Contribution	<u>425,404</u>	<u>678,140</u>	<u>589,484</u>	<u>-13.1</u>
Subtotal	\$ 525,400	\$ 778,140	\$ 689,484	-11.4
<u>Interest Earned</u>				
Interest Earned	\$ 52,507	\$ 40,000	\$ 50,000	25.0
<u>Other Revenues</u>				
Miscellaneous Revenue	\$ 10,439	\$ 6,900	\$ 6,400	-7.2
Promotional Fee	150,396	0	0	--
Subtotal	\$ 160,835	\$ 6,900	\$ 6,400	-7.2
TOTAL	\$ 3,161,543	\$ 3,112,540	\$ 3,026,374	-2.8

The Civic Center Fund is comprised of two activities: the primary administrative and operations staff and concessions. The fund's 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.

Expenditures By Type

<u>Expenditure Area</u>	2001 <u>Actual</u>	2002 <u>Projected</u>	2003 <u>Budget</u>	% Change <u>02-03</u>
Personal Services	\$ 997,073	\$ 1,006,301	\$ 1,078,468	7.2
Outside Services	512,664	579,095	595,368	2.8
Commodities	211,323	231,274	215,164	-7.0
Interfund Services	175,788	292,850	301,592	3.0
Capital Outlay	10,675	1,608	20,000	1143.8
Debt Related Charges	423,402	427,803	427,723	0.0
Interfund Transfers	811,798	570,000	382,500	-32.9
Other Expenses	9,564	3,609	5,559	54.0
TOTAL	\$ 3,152,287	\$ 3,112,540	\$ 3,026,374	-2.8

Expenditures By Department

<u>Department</u>	2001 <u>Actual</u>	2002 <u>Projected</u>	2003 <u>Budget</u>	% Change <u>02-03</u>
Civic Center	\$ 2,946,142	\$ 2,881,120	\$ 2,805,465	-2.6
Concessions	206,145	231,420	220,909	-4.5
TOTAL	\$ 3,152,287	\$ 3,112,540	\$ 3,026,374	-2.8

Mission

To provide quality cultural, spectator and family entertainment opportunities for the region.

Trends and Issues

The Savannah Civic Center is in its 31st 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 2003, several major issues will continue to affect 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 ingress/egress issues associated with the arena involve costs that will not produce revenue to offset the needed improvements. It is a continuing challenge to balance necessary expenditures of the aging arena with revenue. The "Future of the Civic Center Arena" analysis was completed in 2002 and recommends the construction of a new arena and not renovation of the existing facility.

The theatre continues to be extremely active with a variety of quality shows. Small concerts and other events produce 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 community.

Goal and Objectives

Goal: A city with Civic Center operations that are safe and efficient, while providing entertainment and programming for all segments of the region and supports the economic growth.

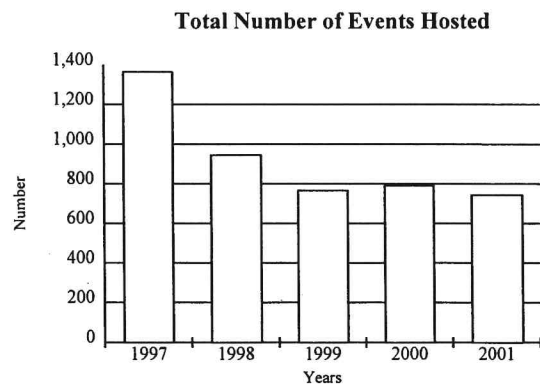
Objectives:

- To achieve 100% of all box office deposits balanced and made per procedure.
- To achieve an 85% rating on all weekly inspections made by Civic Center staff.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
Events Hosted					
- Concerts	15	24	15	20	20
- Sporting	30	31	34	25	20
- Family	40	39	30	45	35
- Cultural	150	161	150	161	150
- Trade	20	28	45	21	17
- Social	130	113	125	130	140
- Conventions	26	27	45	29	23
- Meetings	250	320	500	250	250
Total Events	661	743	944	681	655
- Ticketed events	130	131	70	140	118
- Food/Beverage events	160	133	140	140	125
- Parking events	160	127	150	150	150
Efficiency Measures					
- % of budget spent	100%	99.7%	100%	102%	100%
- Daily operating cost	\$8,322	\$8,636	\$8,409	\$8,528	\$8,291
Effectiveness Measures					
- Amount of revenue earned	\$2,459,500	\$2,736,140	\$2,462,000	\$2,434,400	\$2,436,890
- General Fund Contribution as % of total revenue	21%	13.0%	18%	22%	19%

From 1997 to 2001, the annual number of events hosted have ranged from 1,364 to 743. However, the past three years have experienced a greater consistency in the number of events hosted at the Civic Center. This three-year consistency is significantly lower than event numbers from earlier years. The decline is primarily due to more competition and the aging facility.



Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Office Assistant	0.50	0.00	0.00	--
Maintenance Worker	4.00	4.00	4.00	7
Clubhouse Attendant	1.00	1.00	1.00	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
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	20.00	20.00	20.00	

Budget Highlights

- The Civic Center budget decreases \$86,166 or 2.8%. The most significant budget change is in the Capital Outlay category. The increased 2003 spending will support table and chair replacement

and maintenance equipment. The increase in Other Expenses represent proposed computer related hardware purchases.

WATER FUND

Revenues By Source

The largest major source of revenue for the Water Fund is Water Sales-Inside. This revenue accounts for approximately 51% of the fund's total revenue. The combined revenue for all water sales represent approximately 76% of Water Fund revenue. Reimbursements from other City funds and tap-in fees are the second and third largest revenue sources, respectively. These three leading revenue sources

reflect the cost of supply and demand, government services and development.

Revenues for 2003 do not include rate increases. Water rates have not changed since 1998. Thus, the typical water bill for "Inside" City customers will remain the same.

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>%Change 02-03</u>
<u>User Fees</u>				
Water Sales-Inside	\$ 8,159,736	\$ 8,244,589	\$ 8,186,701	-0.7
Water Sales-Outside	3,573,654	4,045,509	4,160,794	2.9
Wholesale Water Sales	32,505	136,829	143,000	4.5
Crossroads	130,000	130,000	130,000	0.0
Senior Citizens Discount	(7,854)	(11,708)	(15,000)	28.1
Water Meter Install	401,104	231,300	217,800	-5.8
Water Tap-In	1,168,528	976,500	924,000	-5.4
Water Cut-On	196,784	179,275	180,000	0.4
Misc Surcharges	<u>320,738</u>	<u>438,200</u>	<u>268,000</u>	<u>-38.8</u>
Subtotal	\$13,975,195	\$14,370,494	\$14,195,295	-1.2
<u>Interfund Revenues</u>				
Reimbursement from I&D	\$ 352,692	\$ 252,997	\$ 181,044	-28.4
Reimbursement from Sanitation	108,804	111,600	126,475	13.3
Reimbursement from Sewer	1,301,820	1,240,745	1,332,617	7.4
Reimbursement from General Fund	0	0	28,305	--
Water Purchased/Other Funds	<u>181,020</u>	<u>188,271</u>	<u>194,148</u>	<u>3.1</u>
Subtotal	\$ 1,944,336	\$ 1,793,613	\$ 1,862,589	3.8
<u>Interest Earned</u>				
Interest Earned	\$ 193,071	\$ 87,000	\$ 110,000	26.4
<u>Other Revenues</u>				
Fire Sprinkler Reimbursement	\$ 90,186	\$ 11,000	\$ 10,000	-9.1
Transmitter Tower Rent	47,840	38,420	40,000	4.1
Miscellaneous Revenue	6,678	12,504	8,000	-36.0
I & D Non-Contract Profit	<u>(52,623)</u>	<u>0</u>	<u>0</u>	<u>--</u>
Subtotal	\$ 92,081	\$ 61,924	\$ 58,000	-6.3
TOTAL	\$16,204,683	\$16,313,031	\$16,225,884	-0.5

The proposed 2003 budget for the Water Fund decreased \$87,147 or less than .05%. The budget decrease is an effort by bureau departments to efficiently manage resources.

Increases in the 2003 budget reflect wage and benefit adjustments, computer purchases and operating supplies and equipment. Changes in expenditure

levels for the bureau director and planning and engineering departments reflect staff re-assignments. There was a 2002 mid-year service improvement in Water Supply and Treatment which added one maintenance superintendent position to supervise well maintenance. A service improvement for 2003 added one office assistant position in Water Distribution.

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 4,346,006	\$ 4,689,496	\$ 5,021,205	7.1
Outside Services	1,452,631	1,504,692	1,497,365	-0.5
Commodities	902,814	1,143,708	1,177,295	2.9
Interfund Services	1,557,246	2,085,636	2,073,593	-0.6
Capital Outlay	72,020	67,550	98,750	46.2
Debt Related Charges	2,053,976	2,340,846	2,339,002	-0.1
Other Expenses	870,371	923,663	1,031,174	11.6
Capital Projects	5,296,000	3,557,440	2,887,500	-18.8
Contingencies	0	0	100,000	--
TOTAL	\$ 16,551,064	\$ 16,313,031	\$ 16,225,884	-0.5

Expenditures By Department

<u>Department</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Utility Services	\$ 1,311,166	\$ 1,395,255	\$ 1,459,636	4.6
Water & Sewer Planning and Engineering	611,151	602,552	808,516	34.2
Water Supply & Treatment	2,477,331	3,132,889	3,151,881	0.6
Water Distribution	2,177,675	2,622,786	2,844,318	8.4
Water & Sewer Director	782,960	758,992	543,131	-28.4
Interdepartmental	9,190,781	7,800,557	7,418,402	-4.9
TOTAL	\$ 16,551,064	\$ 16,313,031	\$ 16,225,884	-0.5

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; while ensuring environmental regulatory compliance.

Trends and Issues

The increasing growth potential of the Savannah community lies in the successful planning and program implementation of the Water and Sewer Bureau. Efficient and comprehensive management of the Bureau's vast resources is essential to meet the demands of aging utility infrastructure and a growing service delivery area.

The Water and Sewer Director's office shall work to continuously improve customer and employee relations with personnel who are focused on the Bureau's mission, method, and outcome.

There are four bureau departments anchored in the mission, namely, Water and Sewer Planning and Engineering, Water Supply and Treatment, Water and Sewer Conveyance and Distribution, and Water Quality Control.

During 2003, the bureau will focus on the following trends and issues:

- Mandates of the Interim Groundwater Strategy.
- Outside city water sales growth.
- Zero tolerance sewage spill regulation.
- Need for sound science practices in alternative future water sources and area development

which might negatively impact existing water sources.

- Water conservation initiatives.
- Savannah River Water Quality changes.
- Construction of Crossroads wastewater treatment facility.
- Vulnerability Assessment of water supply and wastewater operations security improvement.
- Capital projects supervision and control.
- Liaison and relationship with environmental interest, business, industry, governmental and the community.

Additional environmental protection activities may dictate increased travel and training. Keeping pace with the demands of the environmentally-conscious community requires attending meetings and forums in locations outside of Savannah.

The Water and Sewer Director's office is committed to remaining a good steward of local water and sanitary sewer facilities and services in 2003 and beyond.

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 improve Water and Sewer employee relations by providing an organized communications network annually.

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 project payments are accurately calculated, paid and prepared in accordance with applicable City, State and Federal standards and regulations.

Objectives:

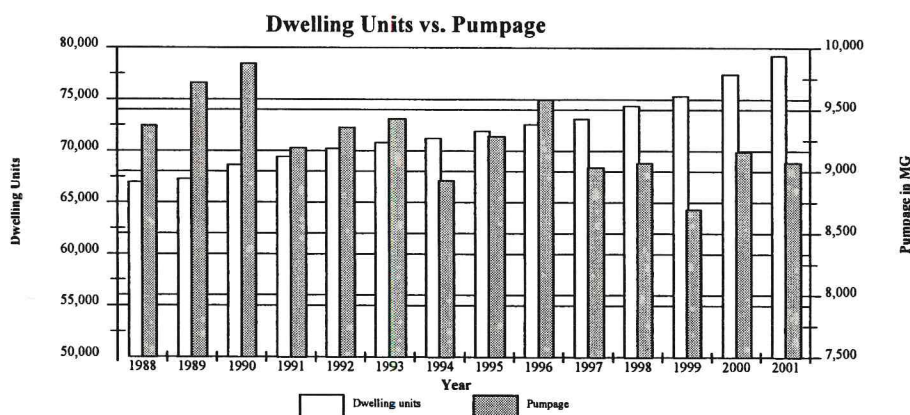
- To ensure all signed and correct invoices are paid to vendors, consultants and/or contractors within 10 working days 100% of the time.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- # of educational water source books distributed	39	39	100	16	50
- # of water conservation community/environmental protection outreach events/presentations	113	113	121	121	60
- # of plumbing retrofit programs initiated	1	1	1	0	1
- # of indoor and outdoor water audits provided	294	294	121	121	75
- # of water conservation studies conducted using water billing data	1	1	1	1	1
- # of non-public wells mapped on GIS	n/a	n/a	50	50	5 ¹
- # of Bureau employee relations communication meetings	4	4	6	6	12
Efficiency Measure					
- % of budget spent	100%	98%	100%	100%	100%

¹ Program revision scheduled for 2003. Scope of program changes activities from the MPC to the bureau director's office.

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Effectiveness Measures					
- % Priority 1 service requests completed within standard by:					
Water Operations	100%	100%	100%	100%	95%
Water Quality Control	100%	100%	100%	100%	100%
- % of customers satisfied with overall Water & Sewer system based on citizen survey	75%	75%	76%	77%	78%
- % signed engineering invoices paid within standard	98%	100%	100%	100%	100%
- % of annual service levels reflecting Bureau's management performance without significant system failure or environmental permit violation. ¹	87%	87%	95%	95%	95%



The above chart illustrates the city water system's pumpage rate over the past 13 years. It is compared to the area's increasing dwelling unit development trend. The number of dwelling units has grown by 5%, from nearly 74,000 units in 1997 to approximately

78,000 in 2001. However, water use has not increased. On-going preventive maintenance operations, drought contingency measures, and other consumer-directed water conservation activities continue to achieve positive outcomes.

¹ The evaluation is based on bureau's effectiveness measures involve National Pollutant Discharge Elimination System (NPDES), Environmental Protection Division (EPD), Safe Drinking Water Act and wastewater spill compliance.

Expenditures By Type

<u>Expenditure Area</u>	2001	2002	2003	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 597,176	\$ 584,609	\$ 419,534	-28.2
Outside Services	134,874	97,310	75,194	-22.7
Commodities	10,504	11,532	17,723	53.7
Interfund Services	31,886	33,706	24,196	-28.2
Capital Outlay	0	0	0	--
Interfund Transfers	0	15,181	0	--
Other Expenses	8,520	16,654	6,484	-61.1
TOTAL	\$ 782,960	\$ 758,992	\$ 543,131	-28.4

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Engineering Technician	1.00	1.00	0.00	19
Administrative Assistant	1.00	1.00	1.00	13
SCADA Technician	1.00	0.00	0.00	17
Construction Inspector	2.00	2.00	0.00	18
Contract Analyst	1.00	1.00	1.00	22
Planner	0.00	1.00	1.00	22
SCADA Coordinator	1.00	0.00	0.00	24
Civil Engineer	1.00	1.00	0.00	25
Water & Sewer Project Coordinator	1.00	1.00	1.00	27
Civil Engineer, Senior	1.00	1.00	0.00	32
Environmental Affairs Officer	1.00	1.00	1.00	40
Water & Sewer Director	1.00	1.00	1.00	43
TOTAL	12.00	11.00	6.00	

Budget Highlights

- Reductions in the 2003 budget are primarily due to a bureau staff re-organization. The re-organization reduces the number of staff positions assigned to the director's office from eleven to six.

WATER & 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

Water & Sewer Planning and Engineering is responsible for reviewing all private and capital improvement projects to ensure compliance with federal, state and local requirements. The capital improvement section of the department also reviews and checks all the consultant and contract invoices as well as pay requests to ensure compliance with the executed contracts.

The department plans and develops in-house water and wastewater projects, 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 and maintains, manages and updates the bureau's water and wastewater as-built plans. This department also provides technical support to all other

departments within the Water and Sewer bureau.

Trends and Issues that the department will encounter during year 2003 include:

- Establishing a tracking system for capital improvement projects (CIP) to identify change orders for each project with justification/explanation.
- Reviewing and updating the water and sewer section of the city standard specifications and construction details.
- Updating the sewer modeling by evaluating different models and selecting the model which can satisfy the needs of the department.

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 two 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 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.

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

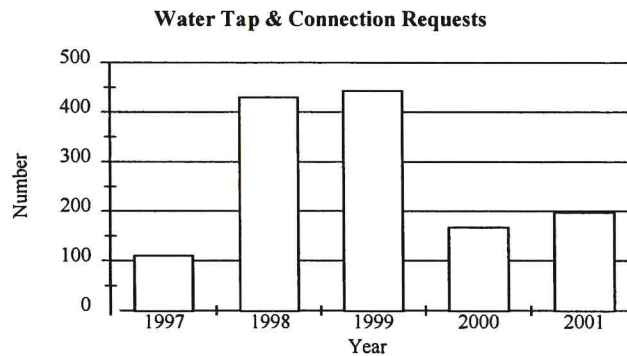
with in +/- 10% of budget by December 31, 2003.

- To ensure all construction projects are completed within schedule 100% of the time.
- To ensure the construction contracts are completed in accordance with City specification 100% of the time.

Service Levels

Workload Measures	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Budget
- Review plans and specifications	450	554	450	500	450
- Process water tap connections	200	197	200	325	200
- Collect industrial wastewater samples	144	144	n/a	n/a	n/a
- Review self-monitoring reports	200	183	n/a	n/a	n/a
- On-site inspections of industrial customers	n/a	17	n/a	n/a	n/a
- Field locate and sketch valves	700	870	700	700	700
- Map valves in AutoCAD	1,200	2,376	1,200	1,200	1,200
- Tabulate valves	2,000	1,781	2,000	2,000	2,000
- Update Eagle Point Sewer Model based on submitted as-builts (I.f.)	50,000	219,189	50,000	125,000	50,000
- Update Cybernet Water Model based on submitted as-builts (I.f.)	30,000	60,260	30,000	40,000	30,000
- Maintenance tasks/repairs at well sites	60	51	60	125	60
- Maintenance tasks/repairs at lift stations	60	116	60	70	60
- Update AutoCAD/GIS 1"-400' scale maps for sewer lines based on submitted as-builts (I.f.)	20,000	35,005	20,000	20,000	20,000
- Update AutoCAD/GIS 1"-400' scale maps for water lines based on submitted as-builts (I.f.)	20,000	2,233,020	20,000	20,000	20,000
- Implement Capital Projects inspections:					
In-house (Design)	n/a	4	n/a	n/a	n/a
Record Drawings Reviewed	n/a	n/a	6	6	6
RFP Development	4	4	4	4	4
Consultant Agreements	4	1	4	3	4
Construction Contract Processed	6	6	6	6	6
- Plans and Specifications Reviewed	15	13	16	16	16
- Onsite inspections and repairs	n/a	n/a	n/a	n/a	1,400
- #Construction meetings attended	n/a	n/a	n/a	n/a	80
- Shop drawings/pay request reviewed	n/a	n/a	n/a	n/a	100
Efficiency Measures					
- Cost per plan review	\$530	\$530	\$605	\$601	\$605
- Cost per water tap request	\$169	\$169	\$207	\$200	\$207
- Cost per industrial sample	\$129	\$129	n/a	n/a	n/a
- Cost per inspection	\$259	\$259	n/a	n/a	n/a

Workload Measures	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Budget
- Cost per review of self-monitoring report	\$262	\$262	n/a	n/a	n/a
- Cost per valve located and sketched	\$38	\$28	\$38	\$45	\$38
- Cost per valve mapped in AutoCAD	\$22	\$10	\$22	\$26	\$22
- Cost per valve tabulated	\$13	\$14	\$13	\$16	\$13
- Cost per linear feet of sewer model updated	\$0.49	\$0.06	\$0.49	\$0.15	\$0.49
- Cost per linear feet of water model updated	\$0.83	\$0.24	\$0.83	\$0.48	\$0.83
- Cost per maintenance task/repair at lift stations	\$829	\$343	\$829	\$451	\$829
- Cost per maintenance task/repair per well site	\$829	\$795	\$116	\$453	\$829
- Cost per linear feet of 1"-400' sewer maps updated	\$1.00	\$0.41	\$1.00	\$0.96	\$1.00
- Cost per linear feet of 1"-400' water maps updated	\$1.00	\$0.65	\$1.00	\$0.96	\$1.00
CIP Projects					
- Cost per drawing	n/a	n/a	n/a	n/a	\$355
- Cost per RFP	n/a	n/a	n/a	n/a	\$532
- Cost per agreement	n/a	n/a	n/a	n/a	\$532
- Cost per contract	n/a	n/a	n/a	n/a	\$355
- Cost per plans and specifications	n/a	n/a	n/a	n/a	\$133
- Cost per inspection	n/a	n/a	n/a	n/a	\$129
- Cost per meeting	n/a	n/a	n/a	n/a	\$106
- Cost per drawing/pay request	n/a	n/a	n/a	n/a	\$127
- Percent of budget spent	100%	94.00%	100%	100%	100%
Effectiveness Measures					
- % of plans reviewed within 10 working days	100%	100%	100%	100%	100%
- % of taps processed within 2 working days	100%	100%	100%	100%	100%
- Engineering projects completed on schedule	100%	100%	100%	100%	100%
- Engineering projects completed within +/- 10% of budget	100%	100%	100%	100%	100%



The chart illustrates the total water tap and water connection requests received and processed within

the two-day standard. These 2001 total number of requests represents an increase of approximately 17% over 2000.

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 490,666	\$ 505,380	\$ 711,094	40.7
Outside Services	29,542	18,607	22,289	19.8
Commodities	9,126	10,667	12,492	17.1
Interfund Services	51,403	54,624	53,968	-1.2
Capital Outlay	19,602	0	0	--
Other Expenses	10,812	13,274	8,673	-34.7
TOTAL	\$ 611,151	\$ 602,552	\$ 808,516	34.2

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
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	1.00	1.00	1.00	15
GIS Technician	1.00	1.00	1.00	15
Construction Inspectors	0.00	0.00	2.00	18
Bldg/Elec Maintenance Supervisor	1.00	1.00	1.00	19
Engineering Technician	1.00	1.00	1.00	19
Water and Sewer Utilities Coordinator	1.00	1.00	1.00	19
GIS Analyst	1.00	1.00	1.00	20
Civil Engineer, Senior	1.00	1.00	2.00	32
Water/Sewer Engineering Director	1.00	1.00	1.00	36
TOTAL	11.00	11.00	14.00	

Budget Highlights

- Increases in the 2003 budget reflect three additional activities.
staff positions and the re-structuring of bureau

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, Water Supply has provided the City of Savannah and much of Chatham County with a safe dependable water supply. Events over the past several years have brought a number of challenges to the department. Security concerns brought about by the events of September 11, 2001, and the sustained drought throughout Georgia are among the most prominent issues that will be facing area water suppliers over the next several years. In 2003, it will be the goal of the Water Supply activity to continue its past history of excellent performance and service to all customers even in the face of these challenges.

Security has become one of the top priorities for water systems across the country. Although, each of the Well sites has been individually monitored for unauthorized entry for many years, improvements to the security of these sites will be a key part of the focus for 2003. In response to a federally mandated assessment of the system's vulnerabilities, the entire system will be studied to determine where vulnerabilities exist, what can be done to minimize the vulnerabilities, and what measures will be taken to respond to emergencies should they take place. As part of the enhancements to security and safety of the public, the Water Supply staff will be working on replacement of chlorine gas with alternative methods

of disinfection.

The summer of 2002 marks the third consecutive year of drought induced water restrictions limiting outdoor water use. Although, the drought conditions of the past four years do not directly impact aquifer levels, the increased demand for irrigation brought about by the sustained drought do impact the aquifer's long-term viability. The possibility of salt water intrusion coupled with drought conditions have brought increased scrutiny to the use of Savannah's primary source of water. For the past several years, Savannah has worked diligently to not only provide the best possible water supply to its own citizens, but has also been instrumental in providing water supply assistance to other municipalities and neighboring counties. As such, Savannah has risen to the role of a regional water purveyor. It is expected that the 2003 legislative session will bring a number of new laws and policies that may have a significant impact not only on Savannah, but on the entire southeast region. Because of our interdependency upon a mutual water source, it will be imperative for Savannah and surrounding municipalities and counties to come together in a cooperative effort to develop long-term plans and protection of the areas water supply.

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.

Goal: A city where water and sewer facilities perform at maximum efficiency in accordance with regulatory requirements to meet customer needs.

Objective:

- 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.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Water pumped (million gallons/day)	26.00	15.16	25.50	25.50	25.50
- Samples collected and analyzed	2,800	3,275	2,900	3,000	2,850
- Well sites monitored for pressure each day	40	40	40	40	40
- Million gallons of water fluoridated each day	23.50	22.50	23.50	23.50	23.50
- Well sites maintained	39	39	39	39	39
- # of sewage lift stations receiving SCADA monitoring system	7	7	7	7	7
Efficiency Measures					
- Cost per million gallons pumped	\$193	\$201	\$193	\$193	\$193
- Cost per sample collected and analyzed	\$67	\$41	\$67	\$67	\$67
- Cost per well site monitored	\$9,064	\$7,891	\$9,064	\$9,064	\$9,064
- Cost per million gallons fluoridated	\$11	\$10	\$11	\$11	\$11
- Cost per site to maintain	\$3,672	\$3,017	\$3,672	\$3,672	\$3,672
- Percent of budget spent	100%	97%	100%	100%	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	76%	75%	76%	76%	76%
- Valid water quality complaints	n/a	76	93	93	93
- Valid pressure complaints	0	1	0	0	0
- % of time water wells were SCADA-monitored	90%	93.5%	90%	90%	90%
- % of sewage lift stations SCADA-monitored	90%	91.5%	90%	90%	90%

Expenditures By Type

<u>Expenditure Area</u>	2001 <u>Actual</u>	2002 <u>Projected</u>	2003 <u>Budget</u>	% Change <u>02-03</u>
Personal Services	\$ 876,836	\$ 986,111	\$ 1,055,561	7.0
Outside Services	1,194,794	1,249,428	1,255,354	0.5
Commodities	205,120	266,198	255,023	-4.2
Interfund Services	155,572	531,672	516,832	-2.8
Capital Outlay	18,021	49,100	44,800	-8.8
Interfund Transfers	0	21,927	0	-100.0
Other Expenses	26,988	28,453	24,311	-14.6
TOTAL	\$ 2,477,331	\$ 3,132,889	\$ 3,151,881	0.6

Positions

<u>Class Title</u>	2001	2002	2003	<u>Grade</u>
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
SCADA Technician	0.00	1.00	1.00	17
Electronic Control Technician	1.00	1.00	1.00	18
Maintenance Supervisor, Principal	0.00	1.00	1.00	19
Water & Sewer Supervisor	2.00	2.00	2.00	19
Water & Sewer Supt	0.00	1.00	1.00	24
Water & Sewer Admin	1.00	1.00	1.00	30
TOTAL	22.00	24.00	24.00	

Budget Highlights

- The 2003 budget increased \$18,992 or 0.6%. The increase primarily reflects wage and benefit changes. A 2002 mid-year service improvement added one Maintenance Supervisor, Principal position.

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 has the responsibility of operating and maintaining six water distribution systems. Although the number of individual systems has decreased due to consolidation of the Georgetown and Gateway systems and the consolidation of the Travis Field and I&D systems, the service area continues to grow. The systems now include more than 814 miles of water main, 72,000 metered services, 4,500 fire hydrants and 16,000 water main valves and appurtenances. The Distribution staff is constantly challenged with the responsibility of maintaining the systems in order to meet existing needs. Equally important, are the planning, design and installation of a new infrastructure. Without additional infrastructure the community would not be able to grow.

Parts of the distribution system in the Historic and Victorian areas are more than 100 years old. These areas are going to require extensive improvements in the future. The lateral replacement program, the Capital Improvement Projects, and the in-house water line projects have reduced leaks by more than 70% in

the past 20 years. These programs must continue in order to maintain this trend.

Staff must continue to look for ways to further strengthen our distribution systems and reduce groundwater usage. In-house projects to interconnect water distribution systems have provided system redundancy and lowered operating costs by reducing the demand on individual wells. The Wahlstrom Road area has been converted to surface water and other highly commercial areas are presently being considered for conversion. Innovative ideas such as these must continue in order to provide our customers with cost effective, high quality service.

The activity must remain vigilant in its efforts to reduce leaks and conserve water. This will help meet the Environmental Protection Division's Interim Groundwater Strategy's mandate of ten million gallons per day reduction in groundwater pumpage. Furthermore, the activity must continue to look for ways to improve services and reduce overall operating costs.

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.

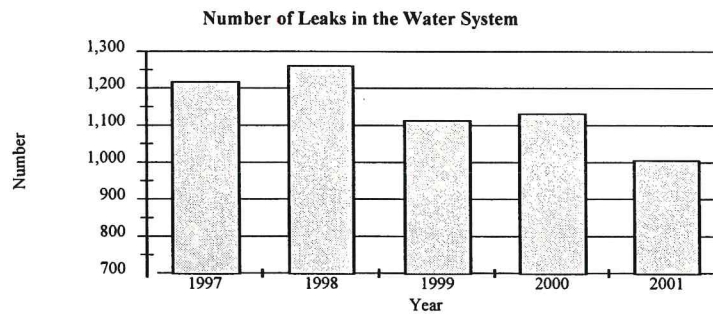
Objective:

- To ensure there is zero backflow of toxic and

obnoxious chemicals into the potable water system.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	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%	72%	76%	76%	76%



The above chart illustrates the city's water leak history over a five year period. There has been a significant improvement for the entire period. Specifically, a total of 1,005 leaks were repaired in 2001 compared to 1,131 in 2000. The 11% decrease

is the result of the department's successful lateral replacement and miscellaneous water line replacement programs, as well as other in-house water line improvement projects.

Expenditures By Type

<u>Expenditure Area</u>	2001 <u>Actual</u>	2002 <u>Projected</u>	2003 <u>Budget</u>	% Change <u>02-03</u>
Personal Services	\$ 1,391,892	\$ 1,642,972	\$ 1,791,539	9.0
Outside Services	47,602	59,003	58,270	-1.2
Commodities	518,034	674,538	716,284	6.2
Interfund Services	135,281	148,274	149,380	0.7
Capital Outlay	5,318	18,450	53,950	192.4
Other Expenses	79,548	79,549	74,895	-5.9
TOTAL	\$ 2,177,675	\$ 2,622,786	\$ 2,844,318	8.4

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Office Assistant	0.00	0.00	1.00	7
Administrative Assistant	0.00	1.00	1.00	7
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 Representative	1.00	1.00	1.00	11
Maintenance Crew Chief	9.00	9.00	9.00	13
Water & Sewer Locator Technician	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 Administrator	1.00	1.00	1.00	30
Water & Sewer Conveyance & Distribution Director	0.00	1.00	1.00	36
TOTAL	41.00	43.00	44.00	

Budget Highlights

- The 2003 budget increases \$221,532 or 8.4% over 2002 projected expenditures. Personal Services and Capital Outlay represent the greatest percentages of increase. Wage and benefit increases and a new office assistant position reflect 2003 budget increases in Personal Services. Capital Outlay expenditures in 2003 are for tool and equipment replacement.

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

Utility Services 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 2002, the division received more advance 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 2003 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.

requests completed correctly as requested at 99.8%.

Objectives:

- Maintain the percentage of customer service

- Maintain collections at 99.5% of net water, sewer and refuse billings.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Actual	Base
Workload Measures					
- Total meters read	392,600	392,500	392,600	397,800	399,600
- Total annual billings	369,100	365,700	369,100	360,600	362,200
- Customer service transactions	192,200	189,000	192,200	190,500	192,000
Delinquent notices mailed	100,000	104,636	100,000	110,770	109,000
- Delinquent cut-offs ¹	20,000	7,829	10,000	8,400	10,000
Efficiency Measures					
- Cost per meter reading	\$1	\$1	\$1	\$1.10	\$1.10
- Cost per billing	\$1	\$1	\$1	\$1.15	\$1.10
- Cost per customer service transaction	\$2	\$2	\$2	\$ 2.10	\$2.10
- Cost per delinquency notices mailed	\$1	\$1	\$1	\$1.05	\$1.05
- Cost per delinquent cut-off	\$27	\$27	\$27	\$25	\$25
- Percent of budget spent	100%	94	100%	92%	100%
Effectiveness Measures					
- Meters read within 2 days of schedule	98%	96%	98%	95%	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%

Expenditures By Type

<u>Expenditure Area</u>	2001		2002		2003	% Change 02-03
	Actual		Projected		Budget	
Personal Services	\$ 924,153		\$ 970,424		\$ 1,043,477	7.5
Outside Services	45,328		80,344		85,558	6.5
Commodities	160,030		180,773		175,773	-2.8
Interfund Services	142,208		151,981		143,017	-5.9
Capital Outlay	29,079		0		0	--
Other Expenses	10,368		11,733		11,811	0.7
TOTAL	\$ 1,311,166		\$ 1,395,255		\$ 1,459,636	4.6

¹ Changed "cut-off" procedure in 2000.

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
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 proposed 2003 budget increases 4.6% above projected 2002 expenditures. These increases are in Personal Services and Outside Services. Higher expenditure levels in the 2003 budget primarily reflect wage and benefit increases and increases in the allocation for mileage reimbursement.

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 40% of 2003 Interdepartmental expenditures.

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 65,283	\$ 0	\$ 0	--
Outside Services	491	0	700	100.0
Interfund Services	1,040,896	1,165,379	1,186,200	1.8
Debt Related Charges	2,053,976	2,340,846	2,339,002	-0.1
Interfund Transfers	5,296,000	3,520,332	2,987,500	-15.1
Other Expenses	734,135	774,000	805,000	4.0
Contingencies	0	0	100,000	--
TOTAL	\$ 9,190,781	\$ 7,800,557	\$ 7,418,402	-4.9

Budget Highlights

- Reductions in the level of the CIP contribution in 2003 budget reduction.
Interfund Transfers is the primary cause of the



SEWER FUND

Revenues By Source

The Sewer Fund collects revenue from the sources outlined in the following table. Rates proposed for sewer service for 2003 are higher than 2002. The proposed base charge for 2003 is unchanged from 2002; only the consumption charge is proposed to increase. The increase for customers inside the City

is \$0.08 per 100 cubic feet (CCF) for the first 15 CCFs and the same increase for over 15 CCFs. The increase for customers outside the City is \$0.12 per CCF for the first 15 CCFs bi-monthly and the same increase for over 15 CCFs.

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
<u>User Fees</u>				
Sewer Service - Inside City	\$ 11,808,702	\$ 12,144,927	\$ 12,708,232	4.6
Sewer Service - Outside City	4,759,822	5,162,672	5,605,068	8.6
Septic Tank Disposal	139,841	116,839	115,000	-1.6
Reclaimed Water Sales	98,816	105,700	100,000	-5.4
Senior Citizens Discount	(7,625)	(11,364)	(15,000)	32.0
Sewer Connection Fees	810,542	582,500	500,000	-14.2
Line Televising Fees	69,368	34,179	50,000	46.3
Miscellaneous Surcharges	2,021,611	1,207,500	871,950	-27.8
Sewer Cut-On Fees	157,678	145,477	145,000	-0.3
Crossroads Development Fees	130,000	130,000	130,000	0.0
Wholesale Sewer Service	<u>814,277</u>	<u>802,370</u>	<u>911,600</u>	<u>13.6</u>
Subtotal	\$ 20,803,032	\$ 20,420,800	\$ 21,121,850	3.4
<u>Interfund Revenues</u>				
Services Purchased by Other Funds	\$ 77,580	\$ 55,733	\$ 55,733	0.0
<u>Interest Earned</u>				
Interest Earned	\$ 427,979	\$ 187,000	\$ 230,000	23.0
<u>Other Revenue</u>				
Miscellaneous Revenue	\$ 25,131	\$ 25,215	\$ 20,000	-20.7
Miscellaneous Accounts Receivable Reserve	<u>(7,040)</u>	<u>0</u>	<u>0</u>	<u>--</u>
Subtotal	\$ 18,091	\$ 25,215	\$ 20,000	-20.7
TOTAL	\$ 21,326,682	\$ 20,688,748	\$ 21,427,583	3.6

Expenditures By Type

The budget for the Sewer Fund is \$21,427,583 which is a 3.6% increase over 2002 projected expenditures. Personal Services increase \$707,682 due to position vacancies in 2002, the wage increase in 2003, increases in benefits costs, the new on-call pay plan, the transfer of two engineering positions from Water

Distribution to Lift Station Maintenance, and the addition of two new positions: an Industrial Pretreatment Technician and a Plant Operator. Both positions will be assigned to the President Street Plant.

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 4,594,650	\$ 4,745,348	\$ 5,453,030	14.9
Outside Services	3,051,905	3,815,896	3,916,008	2.6
Commodities	1,078,521	1,695,298	1,705,248	0.6
Interfund Services	2,876,019	3,054,968	3,091,795	1.2
Capital Outlay	113,317	320,587	237,795	-25.8
Debt Related Charges	4,648,675	4,162,321	3,977,539	-4.4
Interfund Transfers	3,648,500	1,517,589	1,340,830	-11.6
Other Expenses	1,315,626	1,376,741	1,555,338	13.0
Contingencies	0	0	150,000	--
TOTAL	\$ 21,327,213	\$ 20,688,748	\$ 21,427,583	3.6

Expenditures By Department

The Sewer Fund consists of five departments: Sewer Maintenance, Lift Station Maintenance, President

Street Plant, Regional Plants, and Sewer Interdepartmental.

<u>Department</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Sewer Maintenance	\$ 2,301,359	\$ 2,347,167	\$ 2,526,823	7.7
Lift Station Maintenance	2,080,296	2,636,833	2,817,385	6.8
President Street Plant	3,813,430	4,655,268	4,998,415	7.4
Regional Plants	1,743,287	1,957,724	2,028,092	3.6
Sewer Interdepartmental	11,388,841	9,091,756	9,056,868	-0.4
TOTAL	\$ 21,327,213	\$ 20,688,748	\$ 21,427,583	3.6

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 assuring that continuous wastewater service in the City of Savannah Service Area Sanitary Sewer System is effectively accomplished. In order to accomplish this task, it is necessary that the operation and maintenance of approximately 850 miles of sewer line and 17,000 manholes which convey wastewater to the four treatment plants are in place. As part of this responsibility, Sewer Maintenance personnel must clean and repair sewer lines and manholes, as well as, provide service to new water and sewer customers in the Savannah service area. Effective performance of these responsibilities must be accomplished or system failures will result in wastewater overflows into the environment. Conditions or elements which can cause a sewer system spill include aged sewer main collapses, tree root intrusions, system vandalism, or blockage caused by grease introduction into the system. Sanitary sewer overflows into the environment can result in public health concerns, excessive mitigation costs, and punitive fines from State and Federal Environmental Regulatory agencies.

It is important that Sewer Maintenance continues the trend of system improvement with these conditions in consideration. This trend will be accomplished by rehabilitating or replacing defective portions of the sewer system. Each year staff prioritizes areas for rehabilitation and replacement by utilizing operational records, such as customer service complaints and system flow data.

Recent stringent environmental regulations enacted in the State of Georgia pertaining to the reporting of wastewater overflows, as well as, the upcoming proposed regulations on proper maintenance and documentation of operational records will be an issue which will require continuous improvement within Sewer Maintenance. This objective will be achieved by improved operational responses to system malfunction and increased preventive maintenance of the sewer system. Improved operational responses will include extending staff coverage hours and staging spill mitigation provisions throughout the service area. Increased preventive maintenance will be achieved by increasing sanitary sewer line cleaning footage and increased inspections of areas with past system failures.

Another issue confronting Sewer Maintenance in the future will include the reduction of storm and ground water inflow and infiltration into the sanitary system. This issue will be addressed by continuing the program of reducing the inflow and infiltration by rehabilitation of replacing defective sewer mains and manholes, and removing sources of storm water connections to the sanitary sewer system.

Additionally, Sewer Maintenance will continue the trend of removing illicit sanitary sewer service connections to the storm water system. This task will be accomplished by redirecting the services to the sanitary sewer systems; or in some cases, extending additional sanitary mains in areas where the illicit connections exist.

Goal and Objectives

Goal: A city where all gravity sanitary sewers are free of stoppages and sewer line breaks.

spills from entering state waters by repairing sewer line breaks as soon as possible.

Objectives:

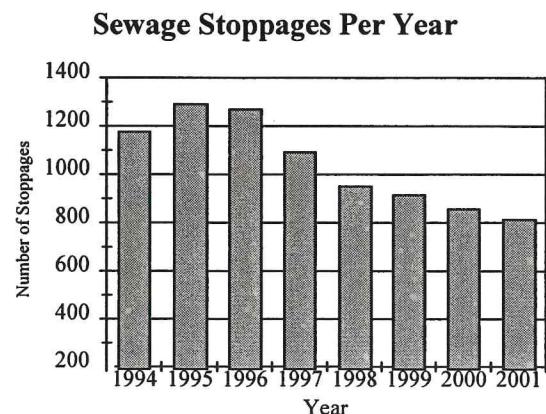
- To eliminate major spills and to prevent minor

- To reduce the number of gravity line stoppages.
- To increase the total feet of gravity line cleaned.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Breaks repaired	190	130	200	88	125
- Feet of line repaired	3,000	5,486	3,000	5,992	6,000
- Stoppages cleared	980	816	980	884	800
- Feet of line cleaned	210,000	205,282	250,000	266,254	350,000
Efficiency Measures					
- Cost per break repaired	\$9,000	\$10,800	\$7,000	\$7,000	\$11,691
- Cost per stoppage cleared	\$500	\$510	\$500	\$500	\$501
- Cost per foot cleaned	\$1	\$2	\$2	\$1	\$1
- % 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%	73%	70%	n/a	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	0	n/a	1	0
- Sewer line breaks/overflows resulting in minor spills reaching waters of the state	n/a	0	n/a	4	0

The graph to the right provides a visual display of the number of annual sewage stoppages in the City's system. Stoppages have declined steadily since 1996.



Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 1,180,814	\$ 1,246,619	\$ 1,376,563	10.4
Outside Services	418,471	455,166	453,371	-0.4
Commodities	151,730	235,362	243,066	3.3
Interfund Services	217,193	281,758	253,756	-9.9
Capital Outlay	14,447	18,600	28,539	53.4
Interfund Transfers	204,500	0	0	--
Other Expenses	114,204	109,662	171,528	56.4
TOTAL	\$ 2,301,359	\$ 2,347,167	\$ 2,526,823	7.7

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Office Assistant	1.00	0.00	0.00	7
Maintenance Worker	4.00	4.00	4.00	7
Maintenance Worker, Sr	10.00	8.00	8.00	9
Medium Equipment Operator	9.00	1.00	1.00	9
Customer Service Representative	1.00	1.00	1.00	11
Heavy Equipment Operator	0.00	10.00	10.00	12
Heavy Construction Equipment Operator	1.00	2.00	2.00	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	33.00	33.00	

Budget Highlights

- The total budget for 2003 has increased by 7.7% from the previous year largely due to higher personnel costs, which have risen due to wage and benefit increases.

LIFT STATIONS MAINTENANCE

Mission

To facilitate efficient transportation of sanitary sewage to the City's wastewater treatment plants.

Trends and Issues

The Lift Station Maintenance activity is responsible for conveying a continuous flow of wastewater to the four treatment plant facilities through a series of sewage pumping stations. Currently, this task is accomplished by operating and maintaining 164 lift stations throughout the City of Savannah service area. These lift stations contain mechanical, electrical, and failsafe systems which must be continuously operated and maintained in order to prevent wastewater spills into the environment. Lift station staff must perform timely inspections and repairs of equipment contained within these lift station sites in order to accomplish this task. Conditions or elements which can cause failure of a lift station include defective components, inclement weather or vandalism. Failures in the operation of these lift stations can result in wastewater overflows into the environment which result in public health concerns, excessive mitigation costs, and punitive fines from State and Federal Environmental Regulatory agencies.

A major issue which continuously confronts the Lift Station Maintenance activity is the upgrade and modernization of the electrical, mechanical, and failsafe systems at the individual stations. The electrical systems include components such as control panels, variable frequency drives, and emergency power generators. The mechanical components include pumps, valves, and discharge piping. The failsafe system includes the Supervisory control and Data Acquisition (SCADA) system, auto-dialers, and

station visual and audible alarms. These systems require continuous operation and maintenance due to the corrosive conditions caused by the conveyance of wastewater.

Recent stringent environmental regulations enacted in the State of Georgia pertaining to the reporting of wastewater spills, as well as, the upcoming proposed regulations pertaining to proper maintenance and documentation of operational records will be an issue which will require continuous improvement of the Lift Station Maintenance activity. Another issue confronting Lift Station Maintenance in 2003 will be the need of improved site appearance at lift station sites in high-public visibility areas. This trend of improvement, which has been initiated in 2002, will involve more landscaping installation and upkeep, as well as, aesthetic fence improvements, buildings, gates and other above-ground structures at the lift stations.

During the year 2003, Lift Station Maintenance will continue the trend of implementing improved odor control technology at lift station sites which create an odor nuisance to the public. The element which causes the undesirable odors as a part of wastewater conveyance is hydrogen sulfide. Methods necessary to reduce or neutralize hydrogen sulfide content will be implemented. This area of improvement will minimize public concern, and reduce the corrosive damage to conveyance infrastructure by the inherent conditions which generate the noxious odors.

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 resulting in spill free transportation through the conveyance system to treatment facilities.

Objectives:

- To reduce the number of sanitary spills reaching the waters of the state.
- 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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Operate lift stations	160	161	165	166	164
- Operate odor control units	5	9	9	9	9
- Maintenance tasks at lift stations:					
Electrical	8,050	119,437	8,050	114,074	115,000
Mechanical	8,050	235,071	8,050	132,654	111,000
Grounds	6,900	7,881	6,900	1,288	12,000
Total	23,000	362,389	23,000	248,016	238,000
- Lift station checker inspections	23,196	19,302	23,196	18,776	19,000
- Analyze head/capacity data on pumping stations	6	50	21	132	100
Efficiency Measures					
- Cost to operate a station	\$5,500	\$6,100	\$5,000	\$5,500	\$5,000
- Cost per maintenance task	\$40	\$4	\$40	\$7	\$40
- Cost per station to analyze head/capacity data	\$12,000	\$2,500	\$12,000	\$8,000	\$12,000
- % of budget spent	100%	90%	100%	100%	100%
Effectiveness Measures					
- Spill monitoring	0	0	0	1	0
- Lift Station failures resulting in major (over 10,000 gallons) spills	n/a	n/a	0	0	0
- Lift Station failures resulting in minor spills reaching waters of the state	n/a	n/a	0	2	0

Expenditures By Type

<u>Expenditure Area</u>	2001	2002	2003	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 934,351	\$ 915,060	\$ 1,150,565	25.7
Outside Services	766,004	970,267	991,734	2.2
Commodities	251,530	490,898	493,213	0.5
Interfund Services	44,929	52,850	49,995	-5.4
Capital Outlay	20,218	147,200	81,640	-44.5
Other Expenses	63,264	60,558	50,238	-17.0
TOTAL	\$ 2,080,296	\$ 2,636,833	\$ 2,817,385	6.8

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Maintenance Worker, Senior	2.00	2.00	2.00	9
Secretary	1.00	1.00	1.00	10
Storekeeper	0.00	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, Principal	2.00	2.00	2.00	19
Engineering Technician	0.00	0.00	1.00	19
Maintenance Superintendent	1.00	1.00	1.00	24
Civil Engineer	0.00	0.00	1.00	25
Water & Sewer Administrator	1.00	1.00	1.00	30
TOTAL	21.00	22.00	24.00	

Budget Highlights

- The total budget for 2003 has increased by 6.8% over the previous year partly because two engineering positions will be transferred from Water Distribution to Lift Station Maintenance in January 2003 as part of the reorganization of the Water & Sewer Bureau.

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

As the department charged to protect the environment and health for citizens through wastewater treatment, the Water Quality Control Department must adapt to new, increasingly stringent state and federal regulations while at the same time assuring that aging treatment infrastructure is capable of proper wastewater treatment.

Recent trends in environmental regulations have seen the tightening of permitted levels of discharges for wastewater treatment facilities statewide. The President Street Plant as well as Regional Plants are upgrading processes and operations to ensure compliance with all regulations. Electrical and process upgrades, begun in past years, will continue to ensure effluent will be produced within all new and existing discharge guidelines. The President Street Laboratory has added 2 positions in the past years to assure compliance with analysis required by new regulations. Increased sampling due to new regulations has been another trend that will continue.

There is also the possibility of emergency power installation at President Street if funding is approved. This will ensure continuous operations in the event of a catastrophic power loss.

One major program Water Quality Control now oversees is the Industrial Pretreatment Program. This program is designed to protect treatment plants from illicit industrial discharges. Previously, the program was able to inspect and sample industries as needed, but recent trends to more industrial discharges and more regulatory oversight have left the program in need of expansion. The Industrial Pretreatment Coordinator will not only focus on the compliance of currently permitted industries with discharge parameters, but new industries who should be monitored are placed on the inspection schedule. Once in place, it will be of great benefit in protecting the treatment facilities from potential discharges that could damage processes, safeguarding equipment, and increasing plant discharge compliance.

Goal and Objectives

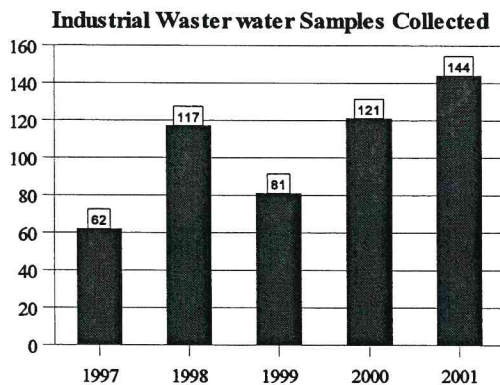
Goal: A city where the wastewater treatment facilities meet all mandated state and federal standards and regulations, provide the best available treatment at the lowest possible costs, and protect the environment and health of the community.

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.
- To locate and investigate 200 inflow and infiltration cross connections to the sanitary sewer system.
- To inspect and evaluate 300 grease traps for conformance to regulations.
- To permit, inspect and evaluate 24 currently regulated categorical industries through the Industrial Pretreatment Program.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Treat wastewater (mg/year)	6,000	6,522	5,500	5,500	6,000
- Analyze lab samples:					
Permit compliance	63,960	71,809	75,250	75,250	75,250
Spill monitoring	2,313	226	0	1,000	1,000
Other	527	161	527	500	500
Total	66,800	72,196	75,777	76,750	76,750
- Maintenance tasks at plant and grounds:					
Mechanical	6,640	3,427	500	500	500
Electrical	1,040	377	4,000	4,000	4,000
Grounds	320	1,627	1,400	1,400	1,400
Total	8,000	5,431	5,900	5,900	5,900
- Televis miles of existing sewer lines	18	18	18	18	20
- Televis miles of new sewer lines	10	8	10	10	8
- Inflow & infiltration cross-connection locates and investigations	30	310	200	200	200
- Grease trap inspections completed	n/a	n/a	n/a	300	300
- Collect industrial wastewater samples	n/a	144	n/a	184	184
- Review self-monitoring reports	n/a	183	n/a	240	240
- On-site inspections of industrial customers	n/a	17	n/a	31	31
- Manage currently permitted industries	n/a	n/a	n/a	n/a	24
- Inspect currently unregulated businesses	n/a	n/a	n/a	n/a	10
Efficiency Measures					
- Cost to treat wastewater per mg	\$300	\$362	\$400	\$400	\$400
- Cost per lab test	\$7	\$7	\$7	\$7	\$7.00
- Cost per televising of sewer line mile	\$8,000	\$10,569	\$8,500	\$8,500	\$8,500
- Cost per industrial sample	n/a	\$129	n/a	\$116	\$116
- Cost per inspection	n/a	\$259	n/a	\$185	\$185
- Cost per review of self-monitoring report	n/a	\$262	n/a	\$229	\$229
- % of budget spent	100%	100%	100%	100%	100%
Effectiveness Measure					
- NPDES permit exceptions					
Treatment	0	9	0	0	0
Reclaimed water	0	0	0	0	0
Total	0	9	0	0	0



The chart to the left illustrates industrial wastewater pretreatment program activity from 1997 to 2001. Samples from permitted sites have increased by 132% between 1997 and 2001. Routine inspections ensure an industry's compliance with local wastewater discharge permit limits.

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 1,900,569	\$ 2,004,587	\$ 2,288,777	14.2
Outside Services	1,178,620	1,548,913	1,617,213	4.4
Commodities	464,080	692,992	694,347	0.2
Interfund Services	164,710	238,814	224,753	-5.9
Capital Outlay	47,635	94,777	78,956	-16.7
Interfund Transfers	0	24,500	0	-100.0
Other Expenses	57,816	50,685	94,369	86.2
TOTAL	\$ 3,813,430	\$ 4,655,268	\$ 4,998,415	7.4

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Maintenance Worker	7.00	6.00	6.00	7
Maintenance Worker, Senior	1.00	2.00	2.00	9
Storekeeper	2.00	1.00	1.00	10
Heavy Equipment Operator	2.00	2.00	2.00	12
Maintenance Mechanic	3.00	3.00	3.00	12
Painter	1.00	1.00	1.00	12
Plant Operator	12.00	11.00	12.00	12
Lab Technician	3.00	4.00	4.00	12
Lab Technician, Senior	1.00	1.00	1.00	13
Administrative Assistant	2.00	2.00	2.00	13
Maintenance Mech, Senior	2.00	2.00	2.00	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	1.00	1.00	18
Maintenance Supervisor	1.00	0.00	0.00	18
Industrial Pretreatment Technician	0.00	1.00	1.00	18
Maintenance Supervisor, Principal	0.00	1.00	1.00	19
Water & Sewer Supervisor	5.00	4.00	4.00	19

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Industrial Pretreatment Coordinator	1.00	1.00	1.00	22
Chemist	1.00	1.00	1.00	24
Water & Sewer Superintendent	2.00	3.00	3.00	24
Water & Sewer Administrator	1.00	1.00	1.00	30
Water Quality Control Director	1.00	1.00	1.00	36
TOTAL	53.00	54.00	55.00	

Budget Highlights

- A new Industrial Pretreatment Technician position was added in the last quarter of 2002.
- A new Plant Operator position is included to monitor and inspect wastewater discharges from local industries as part of a service improvement to balance the work crews and reduce overtime.
- The total budget for 2003 has increased 7.4% from the previous year in large 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

Like the trends at President Street, increasing and ever stringent regulations on treatment effluent continue to be a dominant trend for Regional Plants. With expanding responsibilities to new service areas, the department is finalizing details on location and design for the new Crossroads Treatment Facility. This facility will be located in the Northwestern service area and will provide a state of the art treatment facility for our customers. This area is expected to further expand and with potential new industrial customers, a more modern and expanded treatment facility is needed. This also may bring about the closure of the Travis Field facility, since it is older and any flow can be diverted to the new one.

The Georgetown Treatment Plant discharges into the Ogeechee River so its discharges are closely monitored by the Environmental Protection Division (EPD). Georgia EPD is monitoring very closely the Total Maximum Daily Loading (TMDL) on the Ogeechee River to assure the discharge does not

violate permit parameters. Another trend in Georgetown is an increase in grease at the plant from new establishments in the service area. The new grease inspector will attempt to stop the grease at its source, but until all establishments comply, plant operations may be affected.

Georgetown is also continuing to design process upgrades. In 2003, the final design will be completed for Phase I which includes solids handling process upgrades. These upgrades will allow continuous treatment in this expanding service area. Future phases will include continuing process upgrades as funding is available. Wilshire Treatment Plant will continue to design and complete in-house improvements to processes and equipment. The location of the Wilshire Treatment Plant and the route of its effluent outfall line to the Savannah River may also provide the city with another viable source of reclaimed/reuse water for the southern and western portions of the City.

Goal 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 at regional 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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Operate the following plants:					
Travis Field (mg/year)	500	346	400	400	400
Wilshire (mg/year)	830	1,007	1,000	1,000	1,000
Georgetown (mg/year)	400	430	500	500	500
Total mg/year	1,730	1,783	1,900	1,900	1,900
- Analyze lab samples:					
Travis Field					
Compliance	2,730	3,042	3,703	4,000	4,000
Spill Related	0	441	0	72	100
Other	100	0	100	100	100
Total	2,830	3,483	3,803	4,172	4,200
Wilshire					
Compliance	3,693	3,231	4,357	5,000	5,000
Spill Related	0	196	0	4	0
Other	100	32	100	100	100
Total	3,793	3,459	4,457	5,104	5,100
Georgetown					
Compliance	3,693	2,746	4,740	4,350	4,350
Spill Related	0	0	0	0	0
Other	100	0	100	100	100
Total	3,793	2,746	4,840	4,450	4,450
Total samples	10,416	9,688	13,100	13,726	13,750
- Maintain plants & grounds:					
Travis Field					
Mechanical	833	919	800	800	800
Electrical	130	58	130	130	130
Grounds	40	129	40	40	40
Total	1,003	1,106	970	970	970
Wilshire					
Mechanical	1,886	2,011	1,886	1,886	1,886
Electrical	267	132	267	180	200
Grounds	82	32	82	50	50
Total	2,235	2,175	2,235	2,116	2,136
Georgetown					
Mechanical	1,069	1,354	1,059	1,400	1,400
Electrical	167	81	167	167	167
Grounds	51	31	51	51	51
Total	1,287	1,466	1,277	1,618	1,618
Total maintenance tasks	4,525	4,747	4,482	4,704	4,724
Efficiency Measures					
- Cost per mg of wastewater treated	\$500	\$596	\$500	\$500	\$500
- Cost per sample analyzed	\$25	\$32	\$25	\$25	\$25

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
- Cost per maintenance task	\$35	\$77	\$55	\$60	\$60
- % of budget spent	100%	100%	100%	100%	100%

Effectiveness Measures

- NPDES permit exceptions:					
Travis Field	0	105	0	0	0
Wilshire	0	0	0	18	0
Georgetown	0	0	0	0	0
Total	0	105	0	18	0
- Operational malfunctions resulting in major (over 10,000 gallons) spills	n/a	n/a	n/a	n/a	0
- Operational malfunctions resulting in minor spills reaching waters of the state	n/a	n/a	n/a	n/a	0

Expenditures By Type

<u>Expenditure Area</u>	2001 <u>Actual</u>	2002 <u>Projected</u>	2003 <u>Budget</u>	% Change <u>02-03</u>
Personal Services	\$ 538,481	\$ 579,082	\$ 637,125	10.0
Outside Services	687,959	840,350	852,490	1.4
Commodities	211,181	276,046	274,622	-0.5
Interfund Services	242,945	163,900	174,492	6.5
Capital Outlay	31,017	60,010	48,660	-18.9
Interfund Transfers	0	8,500	7,500	-11.8
Other Expenses	31,704	29,836	33,203	11.3
TOTAL	\$ 1,743,287	\$ 1,957,724	\$ 2,028,092	3.6

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Plant Operator	5.00	6.00	6.00	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	13.00	13.00	

SEWER INTERDEPARTMENTAL

The Interdepartmental activity includes costs shared by the entire fund for such items as bond

indebtedness, services provided by the General Fund, and Capital Improvement Project Contributions.

Expenditures By Type

<u>Expenditure Area</u>	<u>2001</u> <u>Actual</u>	<u>2002</u> <u>Projected</u>	<u>2003</u> <u>Budget</u>	<u>% Change</u> <u>02-03</u>
Personal Services	\$ 40,435	\$ 0	\$ 0	--
Outside Services	851	1,200	1,200	0.0
Interfund Services	2,206,242	2,317,646	2,388,799	3.1
Debt Related Charges	4,648,675	4,162,321	3,977,539	-4.4
Interfund Transfers	3,444,000	1,484,589	1,333,330	-10.2
Other Expenses	1,048,638	1,126,000	1,206,000	7.1
Contingencies	0	0	150,000	--
TOTAL	\$ 11,388,841	\$ 9,091,756	\$ 9,056,868	-0.4

I & D WATER SUPPLY

Revenues By Source

Revenues are projected at \$8,258,055 in 2003 for the Industrial & Domestic Water Supply Fund and will equal planned expenditures. I & D Water operations are funded by rate charges to its customers. Special research tasks and some of the monitoring activities of I & D are funded through federal grants. The

majority of the I & D Water revenue is from five industrial customers: Weyerhaeuser (formerly Willamette and Stone Container), Kerr-McGee (formerly Kemira), International Paper, Savannah Foods, and Englehard. Data for the revenue accounts are listed below.

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
<u>User Fees</u>				
Water Sales - Contract	\$ 6,744,604	\$ 7,186,214	\$ 7,668,666	6.7
Water Sales - City	<u>412,127</u>	<u>368,511</u>	<u>400,000</u>	<u>8.5</u>
Subtotal	\$ 7,156,731	\$ 7,554,725	\$ 8,068,666	6.8
<u>Interfund Revenue</u>				
Admin. Services to Water Fund	\$ 119,100	\$ 102,236	\$ 107,151	4.8
<u>Grant Revenue ¹</u>				
Tritium Grant	\$ 40,390	\$ 45,551	\$ 37,238	-18.3
Source Water Assessment	<u>0</u>	<u>54,383</u>	<u>45,000</u>	<u>-17.3</u>
Subtotal	\$ 40,390	\$ 99,934	\$ 82,238	-17.7
<u>Interest</u>				
Interest Earned	\$ 80,734	\$ 0	\$ 0	--
<u>Other Revenue</u>				
Miscellaneous	\$ 181	\$ 0	\$ 0	--
TOTAL	\$ 7,397,136	\$ 7,756,895	\$ 8,258,055	6.5

¹ "One time" 2002 grant to study the vulnerability of the City's water system is included in the Grant Fund.

The I & D Water Supply Fund consists of Plant/Laboratory Operations and Maintenance. The 2003 operating budget increases \$501,160 or 6.5% over the projected expenditures for 2002. The categories of Capital Outlay and Interfund Transfers represent significant budget changes. Increases in

Capital Outlay are attributed to replacement of the lab computer, and air conditioning for the lab; and Interfund Transfers increases reflect scheduled electrical upgrades and re-roofing of the chemical building. Projected expenditures for 2002 and 2003 are listed in the table below.

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 1,514,834	\$ 1,602,572	\$ 1,649,326	2.9
Outside Services	1,697,414	2,059,080	2,163,056	5.1
Commodities	691,175	767,532	759,150	-1.1
Interfund Services	636,790	716,495	846,576	18.2
Capital Outlay	24,120	40,408	100,200	148.0
Debt Related Charges	2,540,854	2,540,076	2,537,137	-0.1
Interfund Transfers	0	0	171,587	--
Other Expenses	116,903	30,732	31,023	0.9
TOTAL	\$ 7,222,090	\$ 7,756,895	\$ 8,258,055	6.5

Expenditures By Department

<u>Department</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
I & D Water Supply	\$ 7,222,090	\$ 7,756,895	\$ 8,258,055	6.5
TOTAL	\$ 7,222,090	\$ 7,756,895	\$ 8,258,055	6.5

I & D WATER SUPPLY

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

Since 1947, the Industrial and Domestic Water Treatment Plant (I&D) has been providing water to all of the major industries of the Savannah area, while meeting or exceeding all of the state and federal drinking water requirements. Events over the past several years have brought a number of challenges to the I&D activity. Security concerns brought about by the events of September 11, 2001, the sustained drought throughout Georgia, and increasing regulatory requirements are among the most prominent issues that will be facing the I&D staff. During 2003, it will be the goal of the I&D activity to continue its past history of excellent performance and service to all of its customers while meeting the increasing challenges of heightened security, increased demand, and continuously increasing regulatory requirements.

Security has become one of the top priorities for water systems across the country, since the events of September 11. Although the I&D is manned 24 hours per day and its key remote sites are monitored, improvements to the security of I&D will be a key part of the focus for 2003. In response to a federally mandated assessment of the system's vulnerabilities, the entire I&D system will be studied to determine where vulnerabilities exist; what can be done to minimize the vulnerabilities; and what measures will be taken to respond to emergencies should they take place.

The summer of 2002 marks the third consecutive year of drought-induced water restrictions limiting outdoor water use. Although river stages have remained low over the past couple of years, recent rain and well controlled dam releases have kept the river above minimum drought flows established by the U.S. Army Corps of Engineers. Additionally, work was completed in mid-2002 on Cut 3 and Mill Creek,

helping to increase flows from the Savannah River to the feeder creeks from which I&D draws its raw water.

During 1997, I&D was expanded to a firm capacity of 62.5 million gallons per day. Over the past several years this expanded capacity has enabled Savannah to negotiate sales of water to neighboring communities as well as to Effingham and Bryan counties. The foresight to invest in its capacity to treat surface water has brought Savannah to the place of being the primary purveyor of water in this region. The possibility of salt water intrusion into the ground water supplies, coupled with drought conditions, has brought an increased understanding concerning the vital role Savannah's I&D will play in water supply throughout the region. For the past several years, Savannah has worked diligently to not only provide the best possible water supply to its own citizens, but has also been instrumental in providing water supply assistance to other municipalities and neighboring counties. It is expected the 2003 legislative session will bring a number of new laws and policies that may have a significant impact on Savannah, as well as, the entire southeast region. Because of interdependency upon mutual water sources, it will be imperative for Savannah and surrounding municipalities and counties to come together in a cooperative effort to develop long-term plans and protection of the area's surface and ground water supplies.

The new year will see the use of the pilot plant that has been under design and construction over the past three years. The pilot plant will be a significant aid in developing treatment methods and finding acceptable alternative chemicals to meet the growing demands of regulatory requirements.

Goal 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

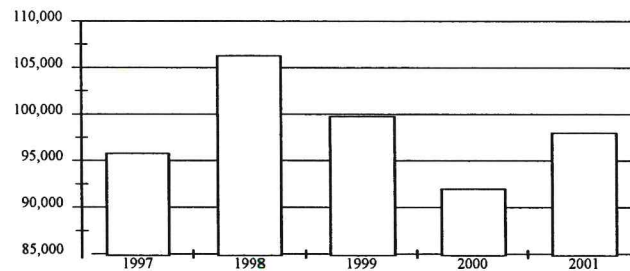
with rules and regulations of the Safe Drinking Water Act/National Pollutant Discharge Elimination System.

- 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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Pump, treat, and sell water (million gallons/year)	13,012	13,343	13,012	13,000	13,000
- Perform chemical and bacteriological tests	102,000	97,439	102,000	93,000	102,000
- Instrument calibrations	2,025	2,542	2,250	2,550	2,550
Efficiency Measures					
- Average unit cost (\$/million gallons)	\$600	\$570	\$584	\$584	\$600
- Cost per laboratory test	\$13	\$13	\$14	\$15	\$14
- Cost per calibration	\$34	\$28	\$33	\$29	\$30
- % of budget spent	100%	95%	100%	100%	100%
Effectiveness Measures					
- Total Environmental Protection Division violations	0	0	0	0	0
- Test per unit of water (million gallons)	11.8	7.3	7.8	7.2	7.8
- Total valid complaints	0	0	0	0	0
- Calibrations completed within frequency standard	675	981	925	1,000	975

Lab Tests: 1997 - 2001



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.

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Maintenance Worker	3.00	3.00	3.00	7
Plant Operator	8.00	8.00	8.00	12
Lab Technician	2.00	2.00	2.00	12
Painter	1.00	1.00	1.00	12
Maintenance Mechanic	2.00	2.00	2.00	12
Maintenance Mechanic, Senior	2.00	2.00	2.00	13
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	1.00	1.00	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	1.00	1.00	1.00	30
Water Operations Director	1.00	1.00	0.00	36
Water Supply & Treatment Director	1.00	1.00	1.00	36
TOTAL	35.00	35.00	34.00	

Budget Highlights

- The 2003 budget increases reflect the current stability of major industrial contract customers, growing numbers of non-contract customers, the anticipated impact of the new de-watering facility

and various plant improvements.

- The decrease in the 2003 positions reflect the deletion of the Water Operations Director position.



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.

Student decals and second residential decals will increase from \$35 to \$50 in 2003. This fee increase is anticipated to generate an additional \$3,100 in

revenue.

Revenue from the Liberty Street Parking Lot is projected at \$0 for 2003 due to construction of a new garage on the site. The new Liberty Street Garage is expected to open in November 2003 with a fee of \$35 per month.

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
<u>User Fees</u>				
Parking Meters	\$ 1,399,877	\$ 1,670,000	\$ 1,670,000	0.0
Liberty Street Parking Lot	40,751	22,000	0	-100.0
Visitors' Center Lot	156,262	178,000	178,000	0.0
State Street Parking Garage	404,825	485,000	485,000	0.0
Robinson Parking Garage	424,221	495,000	495,000	0.0
Bryan Street Parking Garage	586,799	620,000	620,000	0.0
Liberty Street Parking Garage	n/a	n/a	61,500	--
Commercial Vehicle Decals	180,485	210,000	210,000	0.0
Leased Parking Spaces	28,110	29,000	29,000	0.0
MPC Rents - State Street	24,000	39,000	42,000	7.7
Visitor Day Pass	<u>70,926</u>	<u>90,000</u>	<u>90,000</u>	<u>0.0</u>
Subtotal	\$ 3,316,256	\$ 3,838,000	\$ 3,880,500	1.1
<u>Interfund Revenues</u>				
Services to Sanitation Fund	\$ 122,313	\$ 129,250	\$ 129,250	0.0
Services to General Fund	<u>166,131</u>	<u>166,196</u>	<u>174,010</u>	<u>4.7</u>
Subtotal	\$ 288,444	\$ 295,446	\$ 303,260	2.6
<u>Fines, Forfeits & Penalties</u>				
Parking Citations	\$ 1,657,991	\$ 1,800,000	\$ 1,830,000	1.7
Taxi Citations	<u>3,860</u>	<u>8,000</u>	<u>10,000</u>	<u>25.0</u>
Subtotal	\$ 1,661,851	\$ 1,808,000	\$ 1,840,000	1.8
<u>Interest Earned</u>				
Interest Earned	\$ 272,107	\$ 172,061	\$ 222,083	29.1
<u>Other Revenues</u>				
Miscellaneous Revenue	\$ 77,733	\$ 65,000	\$ 68,100	4.8
TOTAL	\$ 5,616,391	\$ 6,178,507	\$ 6,313,943	2.2

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 2003 budget is \$6,313,943, or 2.2% above the 2002 projected expenditures.

Personal Services increase \$186,231 primarily due to the wage increase, vacancies in 2002, the contribution

to group medical insurance, and new positions for the Liberty Street Garage which is expected to open in November 2003. Debt Service increases \$349,670 due to interest payments for the new Liberty Street Garage and the planned President Street Garage. Interfund Transfers decrease by \$389,392 because fewer funds are available in 2003 to contribute toward the building renewal/replacement of parking structures.

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 1,665,252	\$ 1,767,952	\$ 1,954,183	10.5
Outside Services	540,841	623,775	589,357	-5.5
Commodities	233,535	162,683	161,899	-0.5
Interfund Services	451,356	477,051	484,168	1.5
Capital Outlay	13,538	38,681	4,000	-89.7
Debt Related Charges	891,830	967,393	1,317,063	36.1
Interfund Transfers	0	2,015,953	1,626,561	-19.3
Other Expenses	122,187	125,019	176,712	41.3
TOTAL	\$ 3,918,539	\$ 6,178,507	\$ 6,313,943	2.2

Expenditures By Department

<u>Department</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Parking Administration & Enforcement	\$ 1,684,768	\$ 1,715,680	\$ 1,808,962	-4.7
Parking Garages and Lots	1,715,560	1,923,116	2,329,504	21.1
Parking Interdepartmental	518,211	2,539,711	2,175,477	-14.3
TOTAL	\$ 3,918,539	\$ 6,178,507	\$ 6,313,943	2.2

PARKING ADMINISTRATION AND ENFORCEMENT

Mission

To provide for the safety and convenience of Savannah's citizens 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 needs of residents, downtown workers, shoppers, students, and visitors to Savannah. In addition, the parking program also serves to assist with parking for special events both City sponsored and non-City sponsored.

The parking management program is designed to maintain a systematic balance of parking in the Historic District. Implementation of the five-year parking plan introduced in 2000 to address the 2,000 space shortfall in the downtown area will significantly reduce the deficit of parking spaces. Construction of the Liberty Street Garage will reduce the deficit by 930 spaces. We expect this facility to open in the fourth quarter of 2003. In December of 2001, a purchase option agreement between the City and Westside Urban Health was signed and approved for construction of a 600 plus parking facility. Acquisition of surrounding properties for construction of this parking garage is currently under negotiation with the City and those property owners.

Parking Services is responsible for approximately 4,800 on-street parking spaces in the managed

parking district that runs from River Street to Gaston and from East Broad to Martin Luther King Boulevard. A breakdown of these spaces is as follows:

- ▶ 2,800 metered spaces
- ▶ free spaces
- ▶ freight zone spaces
- ▶ bus and tour vehicle spaces
- ▶ loading zones

In 2002, Parking Services conducted a meter test program with the use of multi-space meters. This new technology in parking is under review and offers many new and exciting changes. Conceptually, they will reduce the number of single space meters by as many as twelve per block face. Other features include dollar bill, smart card, and credit card acceptors.

Parking demand in the downtown area continues to grow due to increased hotel construction and related retail and business activity. The City's parking plan over the next four years will ensure that these demands are met.

Goals and Objectives

Goal: A City in which adequate on-street parking spaces are available in the downtown business district to meet the needs of residents, workers, visitors, shoppers, and students.

Objectives:

- To increase the availability of existing on-street parking within the controlled parking district.
- To 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, tour vehicles, and non-emergency vehicles.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Citations issued	132,000	120,631	120,000	117,000	120,000
- Citation fees collected	\$1,700,000	\$1,657,991	\$1,800,000	\$1,800,000	\$1,830,000
- Meters repaired/replaced	1,000	820	800	800	750
- Permits issued to taxicabs, wreckers & tour vehicles	800	1,013	820	800	800
Efficiency Measures					
- Cost per citation	\$3	\$4	\$2	\$4	\$4
- Cost per citation collected	n/a	n/a	n/a	\$3	\$3
- Cost per meter repaired/replaced	\$135	\$214	\$302	\$200	\$200
- Cost per permit	\$300	\$190	\$215	\$200	\$200
- % of budget spent	100%	99%	100%	98%	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%	141%	100%	100%	100%

Expenditures By Type

	2001	2002	2003	% Change
<u>Expenditure Area</u>	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 1,056,105	\$ 1,127,871	\$ 1,249,780	10.8
Outside Services	221,534	235,523	241,338	2.5
Commodities	219,436	144,042	141,623	-1.7
Interfund Services	127,248	137,154	121,131	-11.7
Capital Outlay	12,360	33,693	1,000	-97.0
Other Expenses	48,085	37,397	54,090	44.6
TOTAL	\$ 1,684,768	\$ 1,715,680	\$ 1,808,962	5.4

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Parking Services Officer	11.00	10.00	10.00	8
Office Assistant, Senior	1.00	0.00	0.00	--
Cashier	3.00	3.00	3.00	9
Meter Technician	2.00	2.00	2.00	10
Customer Service Representative	1.00	2.00	2.00	11
Meter Technician, Senior	1.00	1.00	1.00	11
Parking Services Officer, Senior	1.00	1.00	1.00	12
Administrative Assistant	1.00	1.00	1.00	13
Revenue Investigator	7.00	7.00	7.00	13
Parking Services Supervisor	4.00	4.00	4.00	19
Marketing Coordinator	1.00	1.00	1.00	20
Parking Services Administrator	0.00	1.00	1.00	26
Parking Services Director	1.00	1.00	1.00	35
TOTAL	34.00	34.00	34.00	

Budget Highlights

- In 2002, a Parking Services Administrator position was created and a vacant Parking Services Officer position deleted.
- The decrease in Capital Outlay is due to the purchase of replacement radios in 2002.

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 City's three parking garages have been operating at maximum occupancy for the last five years. With a waiting list at each garage, the 100% plus occupancy has affected many long-term parkers who are unable to lease spaces in our garages. The five year parking plan will help to reduce the shortage of available off-street parking by building two new parking garages over the next four years.

Construction of the Liberty Street Garage will begin in late 2002, providing some 930 spaces and reducing the deficit by 62%. It 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 will be on the eastside of the Historic District, and will assist with relieving traffic congestion in the downtown core, and encourage economic development on the Historic District's eastside. The two facilities will provide a net gain of 1,700 spaces.

The new facilities will greatly reduce the parking deficit and 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.
- To market new remote facilities for reducing traffic congestion in the downtown core.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Garages/lots revenues collected	\$1,644,800	\$1,612,857	\$1,700,000	\$1,800,000	\$1,839,500
- Garages/lots gate equipment repaired/replaced by outside contractors	16	20	45	12	20
- Total # of garage spaces	1,468	1,468	1,469	1,469	2,399
- Total # of spaces in lots	667	438	280	420	280 ¹

¹ The City will lose 140 lot spaces on the site where the Liberty Street Garage will be constructed.

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Efficiency Measures					
- Operating cost per gate equipment repair	\$3,404	\$449	\$8,500	\$500	\$450
- Operating cost per garage space	\$900	\$846	\$900	\$350	\$350
- % of budget spent	100%	75%	100%	85%	100%
Effectiveness Measures					
- Bryan St. Garage occupancy rate	120%	116%	120%	120%	120%
- Robinson Garage occupancy rate	110%	104%	115%	100%	100%
- State St. Garage occupancy rate	123%	92%	100%	100%	100%
- Liberty Lot #1 occupancy rate	100%	100%	n/a	100%	n/a
- Liberty Lot #3 occupancy rate	100%	100%	100%	100%	100%

Expenditures By Type

<u>Expenditure Area</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>% Change</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 590,677	\$ 640,081	\$ 704,403	10.0
Outside Services	195,837	265,252	225,019	-15.2
Commodities	14,099	18,641	20,276	8.8
Interfund Services	17,811	22,639	22,621	-0.1
Capital Outlay	1,178	4,988	3,000	-39.9
Debt Related Charges	891,830	967,393	1,317,063	36.1
Interfund Transfers	0	0	33,000	--
Other Expenses	4,128	4,122	4,122	0.0
TOTAL	\$ 1,715,560	\$ 1,923,116	\$ 2,329,504	21.1

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Custodian	0.00	0.00	1.00	6
Security Guard	6.45	6.45	7.95	7
Maintenance Worker	3.00	3.00	3.00	7
Parking Attendant	11.45	11.45	14.95	7
Parking Fac. Shift Supervisor	1.00	1.00	1.00	14
Parking Services Supervisor	1.00	1.00	1.00	19
TOTAL	22.90	22.90	28.90	

Budget Highlights

- Debt Service increases by \$349,670 for interest payments for the new Liberty Street Garage and the planned President Street Garage.
- A total of \$59,355 is included in the budget for operating the Liberty Street Garage for 2 months

in 2003 (it is expected to open in November). This cost includes two full-time parking attendants, three part-time parking attendants, three part-time security guards, one full-time custodian, and two vehicles.

PARKING INTERDEPARTMENTAL

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 18,470	\$ 0	\$ 0	--
Outside Services	123,470	123,000	123,000	0.0
Interfund Services	306,297	317,258	340,416	7.3
Building Renewal/Replacement	0	2,015,953	1,593,561	-21.0
Other Expenses	69,974	83,500	83,500	0.0
Contingencies	0	0	35,000	--
TOTAL	\$ 518,211	\$ 2,539,711	\$ 2,175,477	-14.3

Budget Highlights

- Building Renewal/Replacement decreases because fewer funds are available in 2003 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. Repayments of CDBG and other loans also provide program income.

The 2003 budget includes a \$803,688 contribution from the General Fund to cover the cost for administration of the Community Development Fund, which will provide additional federal funds for

implementation of CDBG programs and the cost of the minority-women's business program.

Overall, grant revenues are expected to decrease in 2003. The CDBG Entitlement Grant is projected to decrease as a result of the 2000 Census data. CDBG and HOME Program income decreases because of several payoffs in 2002 that are not anticipated in 2003.

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
<u>Interfund Revenues</u>				
General Fund Contribution	500,000	770,000	803,688	4.4
<u>Grant Revenues</u>				
CDBG (Fund 221/225)				
Carryforward	\$ 3,850,000	\$ 3,800,000	\$ 3,600,000	-5.3
CDBG Entitlement Grant	3,546,000	3,545,000	3,428,968	-3.3
Emergency Shelter Grant	119,000	121,000	121,000	0.0
CDBG Program Income	429,201	450,013	358,500	-20.3
Section 108 Loan	1,000,000	0	0	0.0
Section 108 Program Income	0	0	50,000	--
Miscellaneous Income	0	6,000	1,000	-83.3
Subtotal	\$ 8,944,201	\$ 7,922,013	\$ 7,559,468	-4.6
State Grants (Fund (223)				
SSBG	\$ 70,000	\$ 70,000	\$ 70,000	0.0
Other Federal Grants (Fund 224/226)				
Carryforward-Other Federal	\$ 1,500,000	\$ 1,200,000	\$ 900,000	-25.0
Rental Rehab Program Income	31,444	24,175	21,000	-13.1
EDI Grant	333,333	0	0	0.0
EDA Revolving Loan Fund	123,197	97,844	90,000	-8.0
MLK/SPG Program Income	37,973	50,464	45,000	-10.8
HOPWA IV Renewal	1,229,636	0	0	0.0
HODAG Program Income	62,500	62,500	62,500	0.0
FHIP Grant	0	100,000	100,000	0.0
Shelter Plus Care Renewal	0	242,928	242,928	0.0
Subtotal	\$ 3,318,083	\$ 1,777,911	\$ 1,461,428	-17.8
HOME Grant (Fund 232)				
Carryforward-HOME	\$ 3,858,161	\$ 3,000,000	\$ 3,200,000	6.7
HOME Entitlement	1,492,000	1,489,000	1,489,000	0.0
HOME Program Income	409,093	910,542	398,000	-56.3
Subtotal	\$ 5,759,254	\$ 5,399,542	\$ 5,087,000	-5.8
TOTAL	\$ 18,591,538	\$ 15,939,466	\$ 14,981,584	-6.0

Federal and state grants for the departments and activities in Community Development will support the Fund's \$14,981,584 for the 2003 budget. The vast majority of funds are used for programs that are

represented in the chart, Expenditures By Type. The fund's 2003 budget is \$957,882 or 6% below the 2002 budget.

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 1,349,941	\$ 1,405,274	\$ 1,509,853	7.4
Outside Services	89,053	110,263	108,764	-1.4
Commodities	34,384	31,848	32,810	3.0
Interfund Services	322,044	400,012	396,756	-0.8
Capital Outlay	0	8,700	0	-100.0
Interfund Transfers	16,776,280	13,972,700	12,922,732	-7.5
Other Expenses	19,836	10,669	10,669	0.0
TOTAL	\$18,591,538	\$ 15,939,466	\$ 14,981,584	-6.0

Expenditures By Department

<u>Department</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Community Planning & Development	\$ 682,380	\$ 680,759	\$ 716,239	5.2
Housing	484,570	575,693	543,581	-5.6
Economic Development	200,508	251,365	287,768	14.5
Program Costs/Carryforward	17,224,080	14,431,649	13,433,996	-6.9
TOTAL	\$ 18,591,538	\$ 15,939,466	\$14,981,584	6.0

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 services within targeted neighborhoods to alleviate the effects of blight.

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 such as 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.

Funding for many of these projects is provided through grants to other agencies. CPD monitors these agencies to ensure compliance with federal regulations and to assure appropriate use of the grant

funds.

The major trends impacting CPD in 2002 and which will continue to impact the department in 2003 are:

Increased involvement by 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 from traditional community development partners toward community-based organizations, which results in more intense competition for the dollars remaining.

Continuing federal legislative climate which threatens to curtail entitlement funds. In 2002, the City's allocation of CDBG was decreased slightly from the 2001 levels. The federal 2003 budget includes a request for more funding for CDBG and HOME. If CDBG funds are reduced rather than increased in 2003, City and agency service levels will be impacted.

New HUD Initiatives. The new urbanism, brownfields and outcome-based neighborhood revitalization initiatives will affect CPD's community planning and redevelopment efforts. HUD is proposing to streamline the consolidated planning process, making it more results-oriented and useful for broad-based community assessments. This would require linkages to broader planning efforts, enhancement of inter-agency coordination, connections with welfare-to-work initiatives, regional or metropolitan development and improved performance tracking.

Land Use/Zoning conflicts with and impacts growth management in City neighborhoods. The

growing land use and zoning conflicts in the CDBG-target area, and MPC's proposed 2001 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 CPD efforts. The state's proposed amendments to the 1989 Georgia Planning Act and anticipated 2003 Georgia Quality Growth Partnership legislation will largely affect the City's neighborhoods, including CDBG target neighborhoods, by increasing interest in

urban development. Smart growth laws will also increase collaborative planning efforts already underway by requiring planning among jurisdictions.

2000 Census. The 2000 Census releases will affect the entire CPD work program. With the block-level data slated to be released in 2003, CPD will have to customize the data for all the neighborhoods in the target area to support research, grant writing, and neighborhood planning.

Goals and Objectives

Goal: A city which is free from poverty and blighting influences.

Objectives:

- To involve residents in a coordinated and comprehensive planning process.

- To maximize grant revenues.
- To administer grants in compliance with regulations.
- To provide essential human services to those in need.
- To create jobs for low-income residents.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	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	500	450	500
- Plans prepared	4	7	5	4	5
- Grant applications received and reviewed	30	40	40	50	40
- 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
- % of budget spent	100%	88%	100%	95%	100%

	FY 01		FY 02		FY 03 Base
	Adopted	Actual	Adopted	Projected	
Effectiveness Measures					
- % of competitive grant applications that are successful	50%	75%	100%	75%	100%
- Persons assisted through human services programs	8,000	4,611	5,000	5,000	5,000
- Jobs created/retained	300	307	60	60	60

Expenditures By Type

<u>Expenditure Area</u>	2001	2002	2003	% Change 02-03
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 494,035	\$ 480,940	\$ 520,911	8.3
Outside Services	25,665	30,633	30,632	0.0
Commodities	7,352	8,343	8,300	-0.5
Interfund Services	151,056	160,843	156,396	-2.8
Other Expenses	4,272	0	0	0.0
TOTAL	\$ 682,380	\$ 680,759	\$ 716,239	5.2

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Compliance Officer	1.00	0.00	0.00	--
Neighborhood Plng/Community Dev Dir	1.00	0.00	0.00	--
Administrative Assistant	1.00	1.00	1.00	13
Planning Technician	1.00	1.00	1.00	14
Marketing Coordinator	0.00	1.00	1.00	20
Program Analyst	3.00	3.00	3.00	20
Program Analyst, Sr	1.00	1.00	1.00	22
Planner	3.00	2.00	2.00	22
Community Plng/Dev Admin	1.00	2.00	2.00	28
TOTAL	12.00	11.00	11.00	

Budget Highlights

- The 2003 budget increases \$35,480 or 5 % over the projected 2002 budget. Increases in Personal Services reflect the wage and benefit increases and vacancies in 2002.

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 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 redevelopment of vacant dilapidated property and vacant lots are essential to stabilization and revitalization. The most difficult acquisition challenge is acquiring property with a 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 redevelopment of the Cuyler-Brownsville, Benjamin Van Clark and Eastside neighborhoods.

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. While it is important for private property

owners to reduce lead paint hazards in their homes and rental property, the cost of doing so can be high making it difficult for low income persons to afford the repairs. Renovation projects involving interior repairs may involve temporary relocation costs and inconvenience for occupants. Based upon these problems: limited resources, high costs and the need for basic, traditional, housing improvements (i.e. roofs, structural, wiring, plumbing, hearing, etc.), the Housing Department will seek to limit its investment in the repair of occupied housing. This will lead to smaller projects that include only one or two major repairs per 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. The Housing Department will continue to seek highly competitive lead grants from HUD and seek other sources of funding to help reduce the cost of making basic repairs that reduce lead hazards.

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, an average of \$7,500 per house and are not intended to completely renovate 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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Home Buyer Loans	50	58	50	80	90
- Owner-occupied Home Security Improvements	100	101	60	100	100
- Owner-Occupied Home Repair Projects	90	101	120	130	130
- Owner-Occupied Home Repair Grants/Loans Closed	69	49	40	80	80
- Rental Property Improvement Grants/ (Units) Closed	128	105	30	20	35
- Infill Housing Contracts Signed	30	28	40	30	40
- Loans serviced	484	501	484	510	530
Efficiency Measures					
- % of Budget Spent	100%	93%	100%	100%	100%
- Activity Cost per Staff Member	\$1,349	\$1,101	\$1,154	\$1,262	\$1,176
- Activity per Staff Member	52	59	52	65	64
Effectiveness Measures					
- % Homebuyer Loans	100%	106%	100%	160%	100%
- % Owner-Occupied Home Security Improvements	n/a	n/a	100%	167%	100%
- % Owner-Occupied Home Repairs by Volunteers	100%	97%	100%	110%	100%
- % Owner Occupied Home Repair Loans Closed	100%	90%	100%	200%	100%
- % Owner Occupied Home Repair Loans Completed	100%	110%	100%	110%	100%
- % Rental Property Improvement Loans	100%	204%	100%	67%	100%
- % Rental Property Improvement Complete Units	100%	81%	100%	100%	100%
- % Infill Housing Contracts Signed	100%	225%	100%	75%	100%
- % Infill Housing Construction Complete	100%	300%	100%	90%	100%
- % Loans Serviced	100%	118%	100%	105%	100%

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 252,656	\$ 252,874	\$ 232,708	-8.0
Outside Services	32,853	62,580	57,161	-8.7
Commodities	22,733	18,741	19,550	4.3
Interfund Services	160,764	225,329	223,493	-0.8
Capital Outlay	0	5,500	0	-100.0
Other Expenses	15,564	10,669	10,669	0.0
TOTAL	\$ 484,570	\$ 575,693	\$ 543,581	-5.6

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Office Asst, Senior	1.00	1.00	1.00	8
Account Clerk	1.00	2.00	2.00	10
Administrative Assistant	1.00	0.00	0.00	--
Loan Specialist	1.00	2.00	2.00	14
Rehabilitation Technician	3.00	3.00	3.00	16
Loan Officer	2.00	2.00	2.00	16
Program Analyst, Senior	1.00	1.00	1.00	22
Program Coordinator	3.00	2.00	2.00	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	16.00	16.00	

Budget Highlights

- The 2003 budget is 5.6% less than the projected 2002 budget primarily as a result of planned vacancies in 2003.

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.

During the coming years, the department's work will be guided by the City of Savannah Economic Development Plan that was prepared during 2002. The plan addresses commercial corridor revitalization, small and micro-business development, workforce development and poverty alleviation in the CDBG neighborhoods. While preparing the plan, staff began working toward identifying and securing federal, state and local resources to facilitate some of the strategies drafted in the plan. In 2003, implementation of the plan will be stepped up to strengthen partnerships with local organizations, the faith-based community, the public and private sectors, and the community in order to increase access to capital, financial literacy, asset building for low income families, commercial investment in the target areas, and relevant employment and educational opportunities for "hard to serve" youth and adults.

In order to provide more comprehensive services to small, minority and women owned businesses, the Entrepreneurial Center will expand its scope of services to include additional satellite programs throughout the community and greater outreach to the target communities. In 2003, the Economic Development Department will include additional staff to implement a redesigned Minority/Women Business Enterprise (M/WBE) program. The M/WBE initiative will be dedicated to building the capacity of local minority and women owned businesses to ensure that they have the capacity to obtain and retain City and other government and private contracts.

One of the greatest challenges for the department is to develop and facilitate community partnerships to alleviate poverty. Strategies will focus on financial literacy, asset building and meaningful and sustained workforce participation.

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 becomes 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.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Number of applications processed	n/a	12	n/a	20	25
- Number of residents trained in business skills	30	94	141	220	300
Efficiency Measures					
- Cost of business training per resident	\$50	\$300	\$190	\$300	\$300
- % of Budget Spent	100%	99%	100%	98%	100%
Effectiveness Measures					
- Number of loans made	4	7	20	15	20
- Number of jobs committed	9	16	19	10	25
- Number of jobs created	4	1	12	11	16

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 174,948	\$ 212,511	\$ 244,970	15.3
Outside Services	11,037	17,050	20,971	23.0
Commodities	4,299	4,764	4,960	4.1
Interfund Services	10,224	13,840	16,867	21.9
Capital Outlay	0	3,200	0	-100.0
TOTAL	\$ 200,508	\$ 251,365	\$ 287,768	14.5

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Secretary	1.00	1.00	1.00	10
Administrative Assistant	1.00	1.00	1.00	13
Loan Officer	1.00	1.00	1.00	16
Business Development Coordinator	1.00	1.00	1.00	22
Planner	1.00	1.00	1.00	22
Minority/Women Business Enterprise Coordinator	0.00	1.00	1.00	22
Economic Development Director	1.00	1.00	1.00	36
TOTAL	6.00	7.00	7.00	

Budget Highlights

- The 2003 budget is 15% more than the projected 2002 budget. The increase, primarily in Personal Services, is a result of wage and benefit increases and the full year's cost of the Minority and Women's Business Coordinator. This position was added in mid 2002.

COMMUNITY DEVELOPMENT FUNDS PROGRAM COSTS

The Program Cost 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.

<u>Expenditures By Type</u>				
<u>Expenditure Area</u>	<u>2001</u> <u>Actual</u>	<u>2002</u> <u>Projected</u>	<u>2003</u> <u>Budget</u>	<u>% Change</u> <u>02-03</u>
Program Cost	\$ 8,015,919	\$ 6,431,649	\$ 5,733,966	-10.8
Carry Forward from Previous Years	9,208,161	8,000,000	7,700,000	-3.8
TOTAL	\$ 17,224,080	\$ 14,431,649	\$ 13,433,966	-6.9

INTERNAL SERVICES FUND

The Internal Services Fund is a proprietary fund which includes the following departments: Information Services, Engineering, Real Property Services, and Vehicle Maintenance. Engineering and Real Property Services are 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

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
<u>Interfund Revenues</u>				
General Fund	\$ 4,167,562	\$ 4,666,009	\$ 4,607,861	-1.2
Community Development Fund	91,800	145,736	142,381	-2.3
Internal Services Fund	214,442	213,133	201,461	-5.5
Civic Center Fund	18,794	19,315	21,704	12.4
Parking Services Fund	174,838	196,126	188,108	-4.1
Sanitation Fund	1,474,581	1,512,159	1,626,771	7.6
Water & Sewer Funds	902,576	970,346	931,957	-4.0
I & D Water Supply Fund	68,218	75,262	79,640	5.8
Hazardous Material Team Fund	8,927	15,646	26,898	71.9
Public Safety Communications Fund	13,241	11,264	10,346	-8.2
Capital Improvement Program Fund	308,808	356,762	454,231	27.3
Land Bank Authority Fund	0	20,798	20,798	0.0
Grant Funds	<u>6,668</u>	<u>36,878</u>	<u>28,238</u>	<u>-23.4</u>
Subtotal	\$ 7,450,455	\$ 8,239,434	\$ 8,340,394	1.2
<u>Other Revenues</u>				
Senior Citizens	\$ 20,822	\$ 16,500	\$ 19,600	18.8
MPC	1,344	1,100	1,650	50.0
City of Thunderbolt	11,200	3,850	4,400	14.3
Economic Opportunity Authority	8,548	7,432	8,453	13.7
Chatham Area Transit	5,017	5,225	5,500	5.3
Healthy Start	101	1,045	1,100	5.3
U.S. Marshall	12	0	0	
FBI	<u>1,296</u>	<u>1,296</u>	<u>1,296</u>	<u>0.0</u>
Subtotal	\$ 48,340	\$ 36,448	\$ 41,999	15.2
TOTAL	\$ 7,498,795	\$ 8,275,882	\$ 8,382,393	1.3

The Internal Services Fund "sells" support services to the City's bureaus and departments as well as to

other local government agencies. Expenditures are allocated in 2003 as shown below.

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 3,913,117	\$ 4,505,901	\$ 4,814,130	6.8
Outside Services	759,297	979,972	900,048	-8.2
Commodities	1,292,340	1,374,790	1,350,180	-1.8
Interfund Services	871,165	934,357	916,537	-1.9
Capital Outlay	12,679	31,093	39,330	26.5
Interfund Transfers	46,698	11,368	0	-100.0
Other Expenses	557,807	438,401	362,168	-17.4
TOTAL	\$ 7,453,103	\$ 8,275,882	\$ 8,382,393	1.3

Expenditures By Department

<u>Department</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Vehicle Maintenance	\$ 3,909,999	\$ 4,313,015	\$ 4,376,856	1.5
Information Services	2,707,803	2,804,305	2,663,212	-5.0
Engineering	835,301	873,757	968,062	10.8
Real Property Services	0	284,805	374,263	31.4
TOTAL	\$ 7,453,103	\$ 8,275,882	\$ 8,382,393	1.3

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: Application, Network, 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 is responsible for the installation and support of the network infrastructure servicing 84 locations. This includes location connectivity, electronics, premise wiring, and all the devices (servers, switches, hubs, 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.

The year 2002 saw the completion of several important projects: a new Police Records Management System with integrated imaging was implemented late in the year; Microsoft's Office XP rollout was started; parking ticket payment via the web site went into production; and web site search capabilities began. Content additions to our web site

www.ci.savannah.ga.us included: hurricane information, cultural programs/calendars, financial reports, economic development, Park & Tree and on-line requests for services.

The multi-year project to input water, sewer and stormwater infrastructure into GIS was completed with approximately 49,000 features collected for all three utilities. The GIS project scope was expanded to include feature collection in Hutchinson Island and the Crossroads areas.

In 2003, plans include a new system for Recorder's Court Case Management and Docket functions. Benefits from this new system will include easier web access, better integration with SPD Records & County Court systems and document imaging. ISD expects to help Police and Fire install a new E911 System. ISD will also be exploring the possibilities of remote access to mail, calendars and applications. The department will participate in the process of improving or replacing our Financial Systems, Revenue Applications and the Service Desk.

ISD plans to improve the City's Intranet by providing better communication to employees. This will include delivery of video for information on programs and benefits.

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 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- PC's & network printers supported	1,100	1,136	1,200	1,300	1,350
- Customers supported	1,200	1,385	1,400	1,450	1,475
- Major applications supported	170	174	175	180	195
- PC software packages supported	225	241	235	225	230
- Help Desk calls recorded	6,000	6,957	8,000	5,000	6,000
- Customers attending ISD classes	300	429	600	200	400
- Training classes held	30	53	60	30	50
Efficiency Measures					
- Chargeback cost per PC and printer	\$776	\$760	\$672	\$699	\$639
- Chargeback cost per login	\$537	\$499	\$472	\$491	\$465
- Cost per student day of training	\$90	\$90	\$93	\$93	\$100
- Average time to repair PC/printer	4.5 hours	4.75 hours	5 hours	5 hours	5 hours
- % of budget spent	100%	99%	100%	100%	100%
Effectiveness Measures					
- Total unscheduled server hours down	150	145	140	120	110
- Visits to City Web Site	n/a	n/a	450,000	480,000	600,000
- % calls resolved by Help Desk	55%	42%	50%	37%	45%
- New systems that reduce costs	4	4	4	2	2
- New systems that improve service	4	4	4	4	4
- Overall services rating	n/a	93%	n/a	93%	90%
- Help Desk rating	n/a	90%	n/a	90%	90%
- Network performance & reliability rating	n/a	76%	n/a	80%	80%

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	2001	2002	2003	% Change
	Actual	Projected	Budget	02-03
FBI	\$ 1,296	\$ 1,296	\$ 1,296	0.0
TOTAL	\$ 1,296	\$ 1,296	\$ 1,296	0.0

Expenditures By Type

<u>Expenditure Area</u>	2001	2002	2003	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 1,372,824	\$ 1,490,737	\$ 1,524,958	2.3
Outside Services	320,742	435,798	349,300	-19.8
Commodities	236,464	263,700	243,772	-7.6
Interfund Services	266,618	255,498	240,558	-5.8
Interfund Transfers	33,835	0	0	??
Other Expenses	477,320	358,572	304,624	-15.0
TOTAL	\$ 2,707,803	\$ 2,804,305	\$ 2,663,212	-5.0

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Computer Services Technician	1.00	0.00	0.00	--
Information Tech Help Desk Tech	0.00	1.00	1.00	14
Computer Services Specialist	1.00	0.00	0.00	--
Information Tech Help Desk Specialist	0.00	1.00	1.00	16
Information Services Technician	4.00	2.00	2.00	17
ISD Business Coordinator	1.00	1.00	1.00	17
Information Services Technician, Sr	0.00	2.00	2.00	20
Information Services Tech Analyst	1.00	1.00	1.00	21
System Analyst	5.00	5.00	5.00	21
System Analyst, Senior	7.00	7.00	7.00	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	27.00	27.00	27.00	

Budget Highlights

- The Information Services budget decreases \$141,093 primarily due to a lower contribution to the Computer Purchase Fund for replacement computer items, and 2001 open purchase orders paid in 2002.

ENGINEERING

Mission

To provide guidance and oversight for all private development activities and City Capital Improvement

Program projects within the City corporate limits.

Trends and Issues

Both nationally and locally, there have 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 while 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 infrastructure dedicated to the City. This trend is expected to continue with an increase in frequency and severity as money becomes scarce due to the expected economic slowdown.

Goal and Objectives

Goal: To continue the high level of service to other City departments, as well as to the citizens of Savannah in the areas of public development, private development inspections, GIS data collection and mapping and surveying.

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 provide research assistance to other departments regarding property issues in compliance with city, state and federal regulations.
- To provide high quality, topographical and boundary surveys in support of other user departments.
- To collect data and produce accurate color maps.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Geo-Data Requests by City Departments	600	1,935	1,200	1,767	1,200
- Inspection of Private Development Projects	1,500	2,247	2,000	1,403	2,000
- Public Petitions Processed	30	39	30	na	na
Efficiency Measure					
- % of budget spent	100%	93%	100%	93%	100%

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Effectiveness Measures					
- Surveying Requests Completed in 10 Work Days	100%	100%	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

<u>Expenditure Area</u>	2001		2002		2003	% Change 02-03
	Actual		Projected		Budget	
Personal Services	\$ 583,810		\$ 605,196		\$ 695,451	14.9
Outside Services	23,254		34,068		30,642	-10.1
Commodities	29,174		25,553		25,553	0.0
Interfund Services	183,420		188,706		185,256	-1.8
Capital Outlay	0		13,250		24,400	84.2
Other Expenses	15,643		6,984		6,760	-3.2
TOTAL	\$ 835,301		\$ 873,757		\$ 968,062	10.8

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Engineering Aide	2.00	2.00	2.00	11
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
Permit Services Coordinator	0.00	1.00	1.00	24
Real Property Coordinator	1.00	0.00	0.00	--
Private Development Coordinator	1.00	1.00	1.00	25
Civil Engineer	0.00	1.00	1.00	25
City Engineer	1.00	1.00	1.00	36
TOTAL	13.00	14.00	14.00	

Budget Highlights

- The 2003 budget for Engineering increases \$94,305 due to the wage increase and vacancies in 2002. In addition, capital outlay increases \$11,150 primarily to replace the department's phone system.

REAL PROPERTY SERVICES

Mission

To provide real estate services to the eight City bureaus by identifying and purchasing property for office space, recreational space, open space, and road and drainage purposes. Real Property Services is also responsible for managing petitions (requests) for

easements, encroachments, licenses to use and the sale of surplus City property and acquiring property for the development of affordable housing in CDBG target neighborhoods.

Trends and Issues

Historically, the City of Savannah has leased a number of offices for office space. Leased space often requires costly renovations and repairs, the payment of taxes and ever increasing rental rates. As commercial property values climb, so too does the cost of leasing office space. The City, in considering the cost benefits of purchasing office space rather than leasing the same, has determined that taxpayers and employees are better served by the City owning office space. Real Property Services (RPS) is assisting in locating and buying property that will meet the City's office needs, precinct needs, and fire and emergency services needs as leases near expiration.

Just as the City family grows requiring more office space, so too has the City's need for wider roads, more recreational space and better management of stormwater and drainage. RPS works with Facilities Maintenance and Leisure Services to identify and purchase property to meet these increasing needs. Part of the City's efforts to better manage stormwater and drainage, is the acquisition of homes

that have a history of flooding. RPS, with FEMA funds, will continue to buy property that routinely floods. The ongoing acquisition of such property moves property owners out of harm's way and facilitates better management of stormwater and drainage.

President Bush has recently announced a national objective to increase home ownership among low-to-moderate income families. In support of the City's efforts in developing affordable housing, RPS is identifying and acquiring property for development of affordable single family housing. The City has redevelopment efforts underway in Cuyler-Brownsville, Eastside and Benjamin Van Clark neighborhoods. RPS has identified and will continue to identify property for development or rehabilitation throughout these areas. Consequently, RPS is facilitating the development and/or rehabilitation of affordable housing in these areas with the City's Housing Department and other area non-profits, authorities, and private developers.

Goal and Objectives

Goal: To provide a high professional level of service to other City departments and citizens alike concerning real property related issues and concerns, particularly the acquisition and disposition of property for City purposes and redevelopment purposes.

Objectives:

- To effectively and professionally respond to all other City departments' requests concerning real property needs, issues and concerns.

- To manage the acquisition and disposition of real property for City purposes.
- To manage the acquisition and disposition of real property for redevelopment purposes.
- To effectively and professionally coordinate petitions regarding property related issues for final consideration by the City.
- To coordinate the abatement of delinquent taxes on property to foster redevelopment of tax delinquent property.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
Property acquired for city uses	n/a	n/a	n/a	2	15
Sale of remnant (irregular) lots	n/a	n/a	n/a	0	20
Sale of surplus property	n/a	n/a	n/a	0	10
FEMA property acquired	n/a	n/a	n/a	39	55
Public Petitions processed	n/a	n/a	n/a	11	40
Property acquired for development	n/a	n/a	n/a	28	60
Efficiency Measure					
% of budget spent	n/a	n/a	n/a	100%	100%

Expenditures By Type

<u>Expenditure Area</u>	2001	2002	2003	<u>% Change 02-03</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	
Personal Services	\$ 0	\$ 234,944	\$ 322,018	37.1
Outside Services	0	19,598	29,598	51.0
Commodities	0	6,035	9,037	49.7
Interfund Services	0	3,070	10,583	244.7
Capital Outlay	0	2,913	0	-100.0
Interfund Transfers	0	11,368	0	-100.0
Other Expenses	0	6,877	3,027	-56.0
TOTAL	\$ 0	\$ 284,805	\$ 374,263	31.4

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Administrative Assistant	0.00	1.00	1.00	13
Real Property Coordinator	0.00	3.00	3.00	25
Real Property Director	0.00	1.00	1.00	36
TOTAL	0.00	5.00	5.00	

Budget Highlights

- The 2003 budget increases \$89,458 to support the full year's cost of operation.

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 vehicle and equipment support to all city departments. The department offers a number of services through seven organizational teams: Inspection and minor repair, heavy and major repair, contract repair, city lot services, parts, and administration. The Vehicle Maintenance department provides parts, labor and fuel for City-owned equipment. In addition, the department assists other activities in writing specifications for their equipment needs and give justification for vehicle replacements. Also, Vehicle Maintenance provides fleet services for several local agencies. The 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 the classroom and hands on training. The department will continue to take advantage of all training opportunities for shop personnel. A major challenge the department is currently facing is a shortage of skilled technicians. The U.S. Department of Labor estimates the nationwide shortage to be 270,000 positions.

Over the past few years Vehicle Maintenance has reduced costs for operation and maintenance on vehicles by conducting a vehicle replacement program, analyzing vehicle data, establishing life trends and reviewing overall expenditures. In order to ensure that this trend continues, the department will continue to focus on right-sizing the vehicle fleet. This can be accomplished by ensuring maximum utilization of assigned vehicles, assisting departments in writing specifications for equipment, standardizing equipment components, and pooling of vehicles to provide centralized control for sharing assets through the Interdepartmental Motor Pool.

Goal 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.

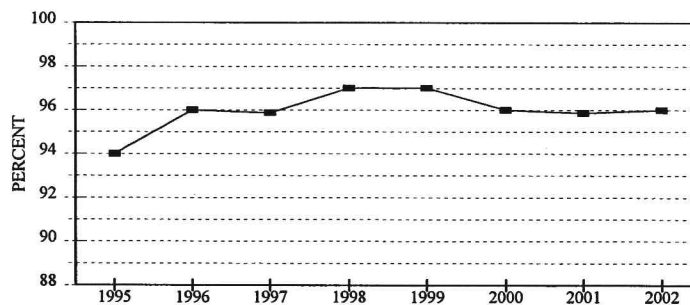
Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
- Number of repair orders	9,700	11,134	9,700	11,176	9,669
- Number of preventive maintenance (PM) repairs performed	2,500	2,650	2,500	3,310	2,940
Efficiency Measures					
- Average cost per PM repair	\$285	\$123	\$140	\$119	\$140
- Average hours of downtime per PM	48	48	48	41	35
- % of budget spent	100%	94%	100%	100%	100%
Effectiveness Measures					
- Percent of fleet available	97%	96%	96%	96%	96%
- Percent of scheduled vs. non scheduled repairs	31%	41%	55%	50%	50%

FLEET AVAILABILITY

1995-2002

The following graph represents the department's goal to maintain a fleet availability rate of 96% or higher.



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.

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Senior Citizens	\$ 20,822	\$ 16,500	\$ 19,600	18.8
MPC	1,344	1,100	1,650	50.0
City of Thunderbolt	11,200	3,850	4,400	14.3
Economic Opportunity Authority	8,548	7,432	8,453	13.7
Chatham Area Transit	5,017	5,225	5,500	5.3
U.S. Marshall	12	0	0	
Health Start	101	1,045	1,100	5.3
Subtotal	\$ 47,044	\$ 35,152	\$ 40,703	15.8
Services to City Departments	\$ 3,905,937	\$ 4,277,863	\$ 4,336,153	1.4
TOTAL	\$ 3,952,981	\$ 4,313,015	\$ 4,376,856	1.5

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 1,956,483	\$ 2,175,024	\$ 2,271,703	4.4
Outside Services	415,301	490,508	490,508	0.0
Commodities	1,026,702	1,079,502	1,071,818	-0.7
Interfund Services	421,127	487,083	480,140	-1.4
Capital Outlay	12,679	14,930	14,930	0.0
Interfund Transfers	12,863	0	0	--
Other Expenses	64,844	65,968	47,757	-27.6
TOTAL	\$ 3,909,999	\$ 4,313,015	\$ 4,376,856	1.5

Vehicle Operations**Expenditures By Type**

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 1,693,751	\$ 1,847,675	\$ 1,921,213	4.0
Outside Services	384,563	443,838	443,838	0.0
Commodities	1,010,682	1,066,058	1,058,374	-0.7
Interfund Services	366,141	418,837	424,974	1.5
Capital Outlay	12,679	14,930	14,930	0.0
Interfund Transfers	12,863	0	0	--
Other Expenses	11,708	13,800	10,498	-23.9
TOTAL	\$3,492,387	\$ 3,805,138	\$ 3,873,827	1.8

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
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	8.00	18
Master Equipment Mechanic	9.00	9.00	8.00	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**

<u>Expenditure Area</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>% Change</u>
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 228,060	\$ 301,080	\$ 322,627	7.2
Outside Services	30,426	45,366	45,366	0.0
Commodities	1,357	3,400	3,400	0.0
Interfund Services	18,216	17,633	14,741	-16.4
Other Expenses	4,188	4,191	2,510	-40.1
TOTAL	\$ 282,247	\$ 371,670	\$ 388,644	4.6

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
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**

<u>Expenditure Area</u>	2001	2002	2003	% Change
	<u>Actual</u>	<u>Projected</u>	<u>Budget</u>	<u>02-03</u>
Personal Services	\$ 34,672	\$ 26,269	\$ 27,863	6.1
Outside Services	312	1,304	1,304	0.0
Commodities	14,663	10,044	10,044	0.0
Interfund Services	36,770	50,613	40,425	-20.1
Other Expenses	48,948	47,977	34,749	-27.6
TOTAL	\$ 135,365	\$ 136,207	\$ 114,385	-16.0

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
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 2003 total budget for vehicle maintenance is \$63,841 more than 2002, primarily due to the wage increase and vacancies in 2002.
- The increase in personal services is offset by decreases in commodities and other expenses.

GRANT FUND

Grant Fund revenue is comprised of funds received from federal and state grants which can be divided into four categories: local assistance, law enforcement (including Weed & Seed), summer lunch program and job training. The funds are primarily used by departments in the City bureaus of Police, Public Development and Leisure Services. The largest grants are received from the U.S. Department of Labor (USDOL), the State of Georgia and the US Department of Justice (USDOJ). Coastal Workforce

Services are supported by USDOL awards. Local Assistance Grants are being used primarily by local non-governmental agencies. USDOJ funds support SPD officers assigned to the Aggressive Driving Unit and for equipment purchase. US Department of Agriculture supports the summer lunch program.

Because there is no guarantee that some competitive grants will be funded in 2003, these funds are treated as non-recurring revenue and are not budgeted.

Revenues By Source

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
<u>Grant Revenues</u>				
DOJ Weed and Seed Grant	\$ 122,661	\$ 227,522	\$ 160,484	-29.5
Weed & Seed Matching	\$78,612	82,121	79,000	-3.8
Weed & Seed/FBI Reimbursements	59,374	55,195	114,516	107.5
Local Law Enforcement Block Grant	92,029	1,041,891	0	-100.0
COPS MORE	20,521	139,912	0	-100.0
GOHS Aggressive Driving	266,198	344,600	225,296	-34.6
Summer Lunch Grant	379,501	345,555	355,469	2.9
Local Assistance Grants	1,504,370	333,110	0	-100.0
Water Security	n/a	49,837	65,163	30.8
CJCC Byrne Grant	9,719	71,177	0	-100.0
Miscellaneous Grants	72,185	29,468	0	-100.0
Subtotal	\$ 2,605,170	\$ 2,720,388	\$ 999,928	-63.2
<u>Coastal Workforce Services Revenue</u>				
Welfare to Work	1,042,596	147,485	0	-100.0
Welfare to Work Competitive	1,134,981	2,658,381	0	-100.0
Workforce Investment Act	2,109,763	2,481,920	2,481,920	0.0
Other	6,624	50,000	0	-100.0
Subtotal	\$ 4,293,964	\$ 5,337,786	\$ 2,481,920	-53.5
General Fund Contribution	\$ 146,880	\$ 47,614	\$ 0	-100.0
TOTAL	\$ 7,046,014	\$ 8,105,788	\$ 3,481,848	-57.0

Expenditures By Type

<u>Expenditure Area</u>	2001 <u>Actual</u>	2002 <u>Projected</u>	2003 <u>Budget</u>	% Change <u>02-03</u>
Personal Services	\$ 313,212	\$ 921,238	\$ 727,463	-21.0
Outside Services	397,593	1,032,463	676,157	-34.5
Commodities	97,544	704,574	83,226	-88.2
Internal Services	13,936	125,458	92,339	-26.4
Capital Outlay	572,165	515,874	17,935	-96.5
Interfund Services	4,847,054	4,773,943	1,870,297	-60.8
Other Expenses	11,328	32,238	14,431	-55.2
TOTAL	\$ 6,252,832	\$ 8,105,788	\$ 3,481,848	-57.0

Expenditures By Program

Weed and Seed	\$ 200,306	\$ 227,522	\$ 239,484	5.3
Weed and Seed/FBI	65,341	55,195	114,516	107.5
Local Law Enf. Block Grant	98,110	1,041,891	0	-100.0
COPS GRANTS	96,488	139,912	0	-100.0
Highway Safety	326,413	344,600	225,296	-34.6
Summer Lunch	379,501	345,555	355,469	2.9
Local Assistance Grants	715,299	333,110	0	-100.0
Water Security	n/a	49,837	65,163	30.8
CJCC Byrne Grant	23,202	71,177	0	-100.0
Welfare to Work	1,042,596	147,485	0	-100.0
Welfare to Work Competitive	1,134,982	2,658,381	0	-100.0
Workforce Investment Act	2,083,163	2,481,920	2,481,920	0.0
Other Grant Expenditures	87,431	209,203	0	-100.0
TOTAL	\$ 6,252,832	\$ 8,105,788	\$ 3,481,848	-57.0

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 8th year

and will be implemented in the Cuyler Brownsville, Metropolitan, Midtown, Kayton-Frazier Homes, Blackshear Homes, Dixon Park, Eastside, Thomas Square, and East Victorian neighborhoods. The department will work to engage residents in achieving the program goals for crime reduction 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, and the Low Country Artists and Artisans Society which provides martial arts activities for youth living in the Weed and Seed neighborhoods.

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 and revitalize neighborhoods.

Service Levels

	FY 01		FY 02		FY 03
	Adopted	Actual	Adopted	Projected	Base
Workload Measures					
– Number of residents participating in community policing/crime prevention activities	n/a	1,430	n/a	280	300
Efficiency Measures					
– Cost of community resident activities % of budget spent	\$12 100%	\$15 87%	\$33 100%	\$19 89%	\$19 100%

Revenues By Source

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
DOJ Weed and Seed Grant	\$ 122,661	\$ 145,401	\$ 160,484	10.4
General Fund Millage	78,612	79,000	79,000	0.0
Contribution from CIP	0	3,121	0	-100.0
TOTAL	\$ 201,273	\$ 227,522	\$ 239,484	5.3

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 91,507	\$ 81,587	\$ 66,575	-18.4
Outside Services	84,275	96,395	133,325	38.3
Commodities	13,079	35,314	25,235	-28.5
Interfund Services	5,639	7,060	6,841	-3.1
Capital Outlay	0	0	3,200	
Other Expenses	5,806	7,166	4,308	-39.9
TOTAL	\$ 200,306	\$ 227,522	\$ 239,484	5.3

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Program Coordinator	1.00	1.00	1.00	22
TOTAL	1.00	1.00	1.00	

Budget Highlights

- The 2003 proposed budget increases 6% over 2002. Outside Services increases primarily because the department is not expected to spend the full amount of the grant awarded in 2002.

These funds will be available for use in 2003. The increase is offset by a reduction in Personal Services because fewer interns are budgeted in 2003.

AGGRESSIVE DRIVING TASK FORCE

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. Grant funds expire on September 30, 2003.

Revenues By Source

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Governor's Office of Highway Safety	\$ 357,430	\$ 180,000	\$ 135,000	-25.0
General Fund Contribution	14,658	120,000	90,296	-24.8
Carryforward	0	44,600		-100.0
TOTAL	\$ 372,088	344,600	\$ 225,296	-34.6

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 141,567	\$ 274,770	\$ 184,617	-32.8
Outside Services	3,841	3,884	1,221	-68.6
Commodities	19,989	16,407	16,996	3.6
Internal Services	8,415	16,734	12,339	-26.3
Capital Outlay	43,601	19,308	0	-100.0
Interfund Transfers	101,000	0	0	--
Other Expenses	8,000	13,497	10,123	-25.0
TOTAL	\$ 326,413	\$ 344,600	\$ 225,296	-34.6

Positions¹

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Police Corporal	4.00	4.00	4.00	18
Police Sergeant	1.00	1.00	1.00	22
TOTAL	5.00	5.00	5.00	

Budget Highlights

- The total expenditures reflects funding from the second phase (1/2002 through 9/2002 and the third phase (10/2002 through 12/2002) of the Highway Safety Grant. The 2003 budget includes proposed expenditures for the last (1/2003 through 9/2003) portion of the third phase of the grant.

¹ The positions shown are interim for the three year grant period.

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 had been historically used to contract with service providers have been re-directed to 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, Coastal Workforce Investment Board and the other regional counties have created a partnership with the Georgia Department of Labor to administer workforce development services and programs through one-stop delivery of 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 train 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. In 2003, new Welfare to Work grants will not be issued. Coastal Workforce Services will be allowed to spend any funds remaining from 2002.

Goals and Objectives

Goal: To create a business-led, comprehensive, integrated and systemic approach to workforce development.

Objective:

- To implement the 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: To expand community awareness and support for Workforce Development initiatives, policies and issues.

Objective:

- To implement a public awareness campaign targeting business and industry leaders in community.

Goal: To increase accountability and customer

satisfaction in the delivery of workforce development services by assuring that workforce activities throughout the region are effective, efficient, and relevant to current and future needs.

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.
- To monitor customer and employer satisfaction of the one-stops.

Goal: To build and market a comprehensive youth services program that eliminates service overlaps as well as service gaps.

Objective:

- To partner with regional School to Work and Family Connection programs to build a comprehensive youth development system.

Goal: To provide for a fair allocation of resources and fiscal responsibility by developing and implementing a system that: 1) eliminates inequities; and, 2) provides for better communication between all vested interests.

Objective:

- Equitable allocation of funds in the nine county area.

Revenue By Source

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
<u>Grant Revenues</u>				
Welfare to Work	1,042,596	147,485	0	-100.0
Welfare to Work Competitive	1,134,982	2,658,381	0	-100.0
Workforce Investment Act	2,109,763	2,481,920	2,481,920	0.0
Other	6,624	50,000	0	-100.0
TOTAL	\$ 4,293,964	\$ 5,337,786	\$ 2,481,920	-53.5

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Personal Services	\$ 151,568	\$ 374,363	\$ 424,118	13.3
Outside Services	120,184	120,638	101,626	-15.8
Commodities	19,811	53,838	12,720	-76.4
Interfund Services	0	96,459	73,159	-24.2
Capital Outlay	2,800	0	0	--
Other Expenses	0	8,500	0	-100.0
Subtotal	294,363	653,798	611,623	-6.5
Program Costs	3,999,601	4,683,988	1,870,297	-60.1
TOTAL	\$ 4,293,964	\$ 5,337,786	\$ 2,481,920	-53.5

Positions

<u>Class Title</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Grade</u>
Secretary	1.00	1.00	1.00	10
Administrative Assistant	1.00	1.00	1.00	13
Marketing Coordinator	0.00	1.00	1.00	20
Program Analyst, Sr	1.00	1.00	1.00	22
Planner	2.00	3.00	3.00	22
Accountant, Sr	1.00	1.00	1.00	23
Coastal Workforce Services Director	1.00	1.00	1.00	36
TOTAL	7.00	9.00	9.00	

CAPITAL IMPROVEMENT PROGRAM

Annually, the City of Savannah prepares a Five Year Capital Improvement Program (CIP). The 2003 - 2007 *Capital Improvement Program* totals \$112,814,184 for all five years and \$24,719,004 in 2003.

- Operating Budget Impact
- Economic Development Impact
- Service Improvement
- Geographic Equity
- Population Served

Process. Building on the previous year CIP, departments were asked to submit project requests for 2007 and any necessary revisions to projects already scheduled in 2003 through 2006. The CIP Review Team ranked all projects based on the following criteria:

- Public Health or Safety
- Maintenance of City/Public Asset
- Legal Mandate

In many of our CIP categories, annual projects show that a program of regular maintenance, replacement and growth is in place. The long term impact of this process is that it ensures that infrastructure for the delivery of essential public services will be available for our residents in the future.

The table below provides a 2003 funding summary by source.

2003 Funding Summary

<u>SOURCE</u>	<u>AMOUNT</u>
Sewer Fund	\$ 7,132,074
Revenue Bonds	6,740,000
General Fund	
General Fund	2,541,450
Preservation Fee	545,700
Water Fund	3,316,483
I & D Fund	2,557,837
Other Sources	
SPLOST Post 1998	580,000
CUTS/State Transportation	455,000
Civic Center Fund	382,500
Bond Interest	250,937
Cemetery Lot Sales	100,000
Private Funding	70,000
Golf Course Fund	47,023
TOTAL	\$ 24,719,004

Public Building projects receive the largest share of CIP funding in 2003. These projects include the construction of a new parking garage, contributions to new fire stations and other building renovation projects. The Sewer allocation for various ongoing maintenance requirements receives the second highest share of CIP funding. The table below provides 2003 summaries by category. Individual projects funded in 2003 are then listed with brief descriptions. A five year summary can be found at the end of this section.

Projects included in the Capital Improvement Plan have a direct impact on the operating budgets of City departments. For example; if the City builds a new fire station, then not only does the City assume the construction costs but also the long-term operating costs for staffing, repair and maintenance. These operating costs associated with the CIP are identified and reviewed as part of the review process. Included in individual 2003 project descriptions are the estimated annual operating costs. None of these costs are incorporated in the operating budget as these projects will not be completed in 2003.

Projects by Category

<u>CATEGORY</u>		<u>AMOUNT</u>
Cemetery Improvements	\$	100,000
Civic Center Improvements		382,500
Drainage Improvements		993,137
I & D Water Improvements		2,557,837
Park and Recreation Improvements		209,800
Public Building Improvements		7,726,273
Sewer Improvements		7,132,074
Squares and Monuments		568,400
Street Improvements		1,265,500
Traffic Improvements		467,000
Water Improvements		3,316,483
TOTAL	\$	24,719,004

CEMETERY IMPROVEMENTS**Cemetery Drainage Improvements**

On-going drainage improvements for Bonaventure, Greenwich, Laurel Grove North and Laurel Grove South Cemeteries.

2003 Cost:	\$40,000
Total 5 Year Cost:	\$260,000
Operating Budget Impact:	\$0
Funding Source:	Cemetery Lot Sales

Cemetery Roadway Improvements

Install paving and drainage to 6.3 miles of major arterial roadways in all the cemeteries.

2003 Cost:	\$60,000
Total 5 Year Cost:	\$180,000
Operating Budget Impact:	\$0
Funding Source:	Cemetery Lot Sales

CIVIC CENTER IMPROVEMENTS**Refurbish 2nd Floor**

Renovate existing second level; meeting rooms, lobby, restrooms and halls.

2003 Cost:	\$240,000
Total 5 Year Cost:	\$240,000
Operating Budget Impact:	\$0
Funding Source:	Civic Center Fund

Concession/Kitchen Upgrades

Renovate Civic Center concession and kitchen areas.

2003 Cost:	\$107,500
Total 5 Year Cost:	\$107,500
Operating Budget Impact:	\$0
Funding Source:	Civic Center Fund

Theatre Walls

Install acoustical wall covering to theatre walls.

2003 Cost:	\$35,000
Total 5 Year Cost:	\$35,000
Operating Budget Impact:	\$0
Funding Source:	Civic Center Fund

DRAINAGE IMPROVEMENTS**Storm Sewer Rehabilitation**

Rehabilitation of structural defects in stormwater lines.

2003 Cost:	\$180,000
Total 5 Year Cost:	\$980,000
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.

2003 Cost:	\$200,000
Total 5 Year Cost:	\$400,000
Operating Budget Impact:	\$0
Funding Source:	General Fund

Local GEMA Grant Match

To provide local match funds for the GEMA grant.

2003 Cost:	\$500,937
Total 5 Year Cost:	\$500,937
Operating Budget Impact:	\$0
Funding Source:	Bond Interest

East Duffy Lane Ponding

To remedy a ponding problem in East Duffy lane.

2003 Cost:	\$69,000
Total 5 Year Cost:	\$69,000
Operating Budget Impact:	\$0
Funding Source:	General Fund

Waters Drive West Ponding

To remedy a ponding problem near the intersection of DeRenne and Waters Avenue.

2003 Cost:	\$43,200
Total 5 Year Cost:	\$43,200
Operating Budget Impact:	\$0
Funding Source:	General Fund

I & D WATER SUPPLY IMPROVEMENTS**48" Distribution Line**

To replace approximately 6,000 feet of 48" diameter steel distribution line from Pipemakers to the Georgia Ports Authority.

2003 Cost:	\$2,386,250
Total 5 Year Cost:	\$2,386,250
Operating Budget Impact:	\$0
Funding Source:	I & D Fund

Primary Electrical Improvement

To modify the plant's primary power service to accommodate an additional main breaker to allow for routine maintenance and testing.

2003 Cost:	\$100,000
Total 5 Year Cost:	\$100,000
Operating Budget Impact:	\$0
Funding Source:	I & D Fund

Chemical Building at I & D Plant

Re-roof the chemical building.

2003 Cost:	\$71,587
Total 5 Year Cost:	\$71,587
Operating Budget Impact:	\$0
Funding Source:	I & D Fund

PARK AND RECREATION IMPROVEMENTS**Armstrong Athletic Field**

To address reoccurring sink holes on the football/soccer field.

2003 Cost:	\$109,800
Total 5 Year Cost:	\$109,800
Operating Budget Impact:	\$0
Funding Source:	General Fund

Cann Park Playground

Renovation of the playground.

2003 Cost:	\$100,000
Total 5 Year Cost:	\$100,000
Operating Budget Impact:	\$0
Funding Source:	General Fund

PUBLIC BUILDING IMPROVEMENTS**President Street Parking Garage**

Build a parking structure on President Street near the planned Westside urban health. The operating budget impact primarily reflects personnel costs to staff the garage. Costs are also estimated for electricity, vehicles, such as a cushion; and commodities to operate the garage. Debt service costs are not included in the estimate.

2003 Cost:	\$6,740,000
Total 5 Year Cost:	\$6,740,000
Operating Budget Impact:	\$304,044
Funding Source:	Revenue Bonds

Bonaventure Building Preservation

General site, electrical, lighting and other improvements.

2003 Cost:	\$137,300
Total 5 Year Cost:	\$137,300
Operating Budget Impact:	\$0
Funding Source:	Preservation Fee

Bee Road Fire Station # 8

Redesign and rebuild roof; install automatic door opener and other upgrades and repairs.

2003 Cost:	\$116,550
Total 5 Year Cost:	\$116,550
Operating Budget Impact:	\$0
Funding Source:	General Fund

Pennsylvania Avenue - Fire Station #9

Replace HVAC, upgrade plumbing and lighting, and various other repairs.

2003 Cost:	\$85,050
Total 5 Year Cost:	\$85,050
Operating Budget Impact:	\$0
Funding Source:	General Fund

Fire Station # 6 Repairs

Repair parking lot, ceiling and do interior and exterior painting.

2003 Cost:	\$47,700
Total 5 Year Cost:	\$47,700
Operating Budget Impact:	\$0
Funding Source:	General Fund

Savannah Police Department - Electrical Upgrade

To bring the building up to current standards.

2003 Cost:	\$45,000
Total 5 Year Cost:	\$45,000
Operating Budget Impact:	\$0
Funding Source:	General Fund

Grayson Stadium Team Office Trailer

To provide handicapped ramp and rooms, general exterior renovations and office renovations.

2003 Cost:	\$45,000
Total 5 Year Cost:	\$45,000
Operating Budget Impact:	\$0
Funding Source:	General Fund

Bacon Park Tennis Building

Replace carpet and renovate restrooms to meet ADA requirements.

2003 Cost:	\$37,350
Total 5 Year Cost:	\$37,350
Operating Budget Impact:	\$0
Funding Source:	General Fund

Bartow Pool House

Perform capital maintenance and various safety and ADA repairs.

2003 Cost:	\$23,000
Total 5 Year Cost:	\$23,000
Operating Budget Impact:	\$0
Funding Source:	General Fund

Grant Center

Renovate restrooms at the center.

2003 Cost:	\$22,500
Total 5 Year Cost:	\$22,500
Operating Budget Impact:	\$0
Funding Source:	General Fund

Fire Academy

Construct new facilities and updated selected facilities at the Training Academy.

2003 Cost:	\$109,800
Total 5 Year Cost:	\$369,800
Operating Budget Impact:	\$0

Funding Source:

General Fund

City Hall Dome - Phase 2

Roof and coating replacement and gilding repair/replacement.

2003 Cost:	\$100,000
Total 5 Year Cost:	\$150,000
Operating Budget Impact:	\$0
Funding Source:	General Fund

Bacon Park Golf Course Facilities Improvements

Renovate and expand parking lot by 50 spaces; make irrigation and drainage improvements.

2003 Cost:	\$47,023
Total 5 Year Cost:	\$104,000
Operating Budget Impact:	\$0
Funding Source:	Golf Course 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.

2003 Cost:	\$100,000
Total 5 Year Cost:	\$353,000
Operating Budget Impact:	\$90,000
Funding Source:	Preservation Fee

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.

2003 Cost:	\$70,000
Total 5 Year Cost:	\$816,000
Operating Budget Impact:	\$500,000
Funding Source:	General Fund

SEWER IMPROVEMENTS**President Street Emergency Power**

To construct an emergency generator at the President Street Wastewater Treatment Plant.

2003 Cost:	\$1,100,000
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Total 5 Year Cost: \$1,100,000
 Operating Budget Impact: \$0
 Funding Source: Sewer Fund

Garden Homes/Benjamin Clark Neighborhood Project

Provide infrastructure improvements for this neighborhood project.

2003 Cost: \$730,000
 Total 5 Year Cost: \$730,000
 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.

2003 Cost: \$75,000
 Total 5 Year Cost: \$75,000
 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.

2003 Cost: \$150,000
 Total 5 Year Cost: \$450,000
 Operating Budget Impact: \$0
 Funding Source: Sewer Fund

Sewer Line Rehabilitation

Rehabilitation and/or replacement of deteriorated or damaged sewer lines.

2003 Cost: \$1,909,000
 Total 5 Year Cost: \$10,009,000
 Operating Budget Impact: \$0
 Funding Source: Sewer Fund

Lift Station Rehabilitation

Rehabilitation or replacement of pump stations which are obsolete and are reaching capacity.

2003 Cost: \$1,431,750
 Total 5 Year Cost: \$7,731,750
 Operating Budget Impact: \$0
 Funding Source: Sewer Fund

Treatment Plant Capital Improvements

To fund capital projects needed at the wastewater treatment plants.

2003 Cost: \$500,000
 Total 5 Year Cost: \$2,900,000
 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.

2003 Cost: \$400,000
 Total 5 Year Cost: \$2,000,000
 Operating Budget Impact: \$0
 Funding Source: Sewer Fund

Large Tract Infrastructure Extension

Extension of existing infrastructure to newly annexed areas.

2003 Cost: \$381,800
 Total 5 Year Cost: \$1,731,800
 Operating Budget Impact: \$0
 Funding Source: Sewer Fund

Stormwater Separation

This project will direct stormwater out of the sanitary sewer system.

2003 Cost: \$95,450
 Total 5 Year Cost: \$505,450
 Operating Budget Impact: \$0
 Funding Source: Sewer Fund

Sewer Extensions

The installation of sanitary sewers in areas where the City will provide future service.

2003 Cost: \$95,450
 Total 5 Year Cost: \$505,450
 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.

2003 Cost: \$95,450

Total 5 Year Cost: \$500,450
 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.

2003 Cost: \$71,587
 Total 5 Year Cost: \$371,587
 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.

2003 Cost: \$71,587
 Total 5 Year Cost: \$326,587
 Operating Budget Impact: \$0
 Funding Source: Sewer Fund

Supervisory Control and Data Acquisition (SCADA) Upgrade

To provide SCADA system hardware and software upgrades.

2003 Cost: \$25,000
 Total 5 Year Cost: \$125,000
 Operating Budget Impact: \$0
 Funding Source: Sewer Fund

SQUARE & MONUMENT IMPROVEMENTS

Liberty Square Reconstruction

Reconstruction of the second of three squares lost to a road project in the 1930's.

2003 Cost: \$350,000
 Total 5 Year Cost: \$350,000
 Operating Budget Impact: \$0
 Funding Source: Private Funding
 SPLOST - Post 1998

Colonial Cemetery Conservation

Continued repair and cleaning of cemetery stones and tombs, repair of vandalism, conservation and repair of antique ironwork.

2003 Cost: \$25,000
 Total 5 Year Cost: \$25,000

Operating Budget Impact: \$0
 Funding Source: Preservation Fee

Confederate Monument Conservation

Continued assessment and conservation of the Confederate Monument in Forsyth Park. The \$5,000 operating budget impact reflects annual maintenance costs.

2003 Cost: \$138,400
 Total 5 Year Cost: \$732,400
 Operating Budget Impact: \$5,000
 Funding Source: Preservation Fee

Rousakis Plaza Repairs

Ongoing repairs to Rousakis Plaza facilities (docks, brick, decking, etc.).

2003 Cost: \$25,000
 Total 5 Year Cost: \$145,000
 Operating Budget Impact: \$0
 Funding Source: Preservation Fee

Tree Site Preparation

Funding to modify tree lawns to accommodate tree planting.

2003 Cost: \$20,000
 Total 5 Year Cost: \$100,000
 Operating Budget Impact: \$0
 Funding Source: General Fund

Neighborhood Matching Funds

Matching funds for neighborhood projects such as tree planting, park renovations and streetscape improvements.

2003 Cost: \$10,000
 Total 5 Year Cost: \$50,000
 Operating Budget Impact: \$0
 Funding Source: General Fund

STREET IMPROVEMENTS

Showcase Sidewalks

Remove and replace hazardous sidewalk segments in low income neighborhoods.

2003 Cost: \$135,000

Total 5 Year Cost: \$135,000
 Operating Budget Impact: \$0
 Funding Source: General Fund

Street Paving - West 35th Street

Street paving of West 35th Street, Ogeechee Rd to Bulloch St.

2003 Cost: \$31,500
 Total 5 Year Cost: \$31,500
 Operating Budget Impact: \$0
 Funding Source: General Fund

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.

2003 Cost: \$100,000
 Total 5 Year Cost: \$251,000
 Operating Budget Impact: \$0
 Funding Source: Preservation Fee

Resurfacing

Resurface City streets.

2003 Cost: \$350,000
 Total 5 Year Cost: \$1,800,000
 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.

2003 Cost: \$300,000
 Total 5 Year Cost: \$1,000,000
 Operating Budget Impact: \$0
 Funding Source: SPLOST - Post 1998

Sidewalk Repairs

Remove and replace hazardous sidewalk segments.

2003 Cost: \$125,000
 Total 5 Year Cost: \$627,000
 Operating Budget Impact: \$0
 Funding Source: General Fund

LARP Manhole Adjustment

Adjust manhole covers and frames to grade in conjunction with resurfacing by GA DOT (LARP).

2003 Cost: \$72,000
 Total 5 Year Cost: \$360,000
 Operating Budget Impact: \$0
 Funding Source: General Fund

Bridge Maintenance

Painting, deck repairs, approach slab repairs and joint sealing on City bridges.

2003 Cost: \$45,000
 Total 5 Year Cost: \$320,000
 Operating Budget Impact: \$0
 Funding Source: General Fund

Wheelchair Access Ramps

Install wheelchair access ramps at locations currently without ramps.

2003 Cost: \$60,000
 Total 5 Year Cost: \$320,000
 Operating Budget Impact: \$0
 Funding Source: General Fund

Repair/Install Curbs

Remove and replace curbing broken by tree roots or normal wear and tear.

2003 Cost: \$27,000
 Total 5 Year Cost: \$137,000
 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.

2003 Cost: \$20,000
 Total 5 Year Cost: \$185,000
 Operating Budget Impact: \$0
 Funding Source: Preservation Fee

TRAFFIC IMPROVEMENTS

Signal System Upgrade - Henry/Anderson

Install traffic controllers compatible with traffic management system and central computer system.

2003 Cost: \$455,000
 Total 5 Year Cost: \$455,000
 Operating Budget Impact: \$0
 Funding Source: CUTS/State Transportation

Intersection Improvements White Bluff/Montgomery Crossroads

Construct separate right lane for northbound approach.

2003 Cost: \$12,000
 Total 5 Year Cost: \$115,000
 Operating Budget Impact: \$0
 Funding Source: General Fund, Georgia DOT

WATER IMPROVEMENTS

Garden Homes/ Benjamin Clark Neighborhood Project

To provide water infrastructure for the neighborhood project.

2003 Cost: \$760,000
 Total 5 Year Cost: \$760,000
 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.

2003 Cost: \$190,900
 Total 5 Year Cost: \$190,900
 Operating Budget Impact: \$0
 Funding Source: Water Fund

Genesis Well Point

To construct a well at Genesis Point development.

2003 Cost: \$500,000
 Total 5 Year Cost: \$1,000,000
 Operating Budget Impact: \$0
 Funding Source: Water Fund

Miscellaneous Water Line Improvements

Replace certain deteriorated and/or undersized water lines.

2003 Cost: \$505,885

Total 5 Year Cost: \$2,691,441
 Operating Budget Impact: \$0
 Funding Source: Water Fund

Large Tract Infrastructure Extension

Extension of existing infrastructure to newly annexed areas.

2003 Cost: \$381,800
 Total 5 Year Cost: \$1,978,854
 Operating Budget Impact: \$0
 Funding Source: Water Fund

Improvements for Paving Projects

Replacement of water lines in proposed paving project areas.

2003 Cost: \$223,353
 Total 5 Year Cost: \$1,185,861
 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).

2003 Cost: \$100,000
 Total 5 Year Cost: \$927,200
 Operating Budget Impact: \$0
 Funding Source: Water Fund

Well Preventive Maintenance Program

Perform preventive maintenance of 5 wells in order to ensure reliable operation 24 hours a day, 7 days a week.

2003 Cost: \$162,265
 Total 5 Year Cost: \$861,664
 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.

2003 Cost: \$133,650
 Total 5 Year Cost: \$709,557
 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.

2003 Cost:	\$133,630
Total 5 Year Cost:	\$709,537
Operating Budget Impact:	\$0
Funding Source:	Water Fund

Valve Replacement

To replace certain main lines valves that no longer operate.

2003 Cost:	\$100,000
Total 5 Year Cost:	\$500,000
Operating Budget Impact:	\$0
Funding Source:	Water Fund

Well Electrical Preventive Maintenance

Perform periodic inspections, cleanings and repair of the electrical power and control systems of the water wells.

2003 Cost:	\$100,000
Total 5 Year Cost:	\$300,000
Operating Budget Impact:	\$0
Funding Source:	Water Fund

Supervisory Control and Data Acquisition (SCADA) Upgrade

To provide SCADA system hardware and software upgrades.

2003 Cost:	\$25,000
Total 5 Year Cost:	\$231,795
Operating Budget Impact:	\$0
Funding Source:	Water Fund

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 2003, employer

contributions to employee benefits total \$22,326,671 while employee contributions total \$13,329,516. The following summary identifies specific benefits according to employer contributions and employee contributions.

Employer Contributions

	2002 <u>Projected</u>	2003 <u>Budget</u>
Social Security	\$ 5,397,599	\$ 5,738,362
Pension (New Plan)	3,175,300	3,509,400
Pension (Old Plan)	120,000	100,000
Group Medical Insurance	8,553,986	10,304,011
Group Life Insurance	409,288	390,607
Disability Insurance	85,695	70,810
Unemployment Compensation	20,211	29,204
Worker's Compensation	1,872,585	2,184,277
TOTAL	\$ 19,634,664	\$ 22,326,671

Employee Contributions

Social Security	\$ 5,397,599	\$ 5,738,362
Pension (New Plan)	4,548,950	4,810,436
Group Medical Insurance	2,235,656	2,615,718
Group Life Insurance	160,379	165,000
TOTAL	\$ 12,342,584	\$ 13,329,516

Social Security: In 2003 the City will contribute \$5,738,362 to Social Security. This represents an increase of \$340,763 over 2002 expenditures. The increase is primarily due to the planned wage increase, vacancies in 2002, and new positions added for 2003. City employees will contribute the other half of the Social Security contribution for a total of \$11,476,724 in 2003.

Pension: Employer contributions to the Pension Fund total \$3,840,100 in 2003. The City's contribution of

\$3,509,400 is \$334,100 more than the 2002 contribution due to pension plan revisions. The employees' contribution for 2003 is projected at \$4,810,436. A contribution of \$100,000 to the old pension plan (before 1972) is included for 2003. Also, \$5,150 is budgeted for the City's 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

<u>Contributions</u>	2002	2003
	<u>Projected</u>	<u>Budget</u>
City	\$ 3,175,300	\$ 3,509,400
Old Plan	120,000	100,000
Airport Commission	181,500	203,600
Metropolitan Planning Commission	9,900	16,800
Youth Futures Authority	18,200	0
Health Department ¹	9,400	10,300
Savannah Downtown Renewal Authority (SDRA)	1,000	0
TOTAL	\$ 3,515,300	\$ 3,840,100

Group Medical Insurance: The 2003 City contribution to the Group Medical Insurance Fund will be \$10,304,011. The increase of \$1,750,025 over the 2002 contribution is to keep pace with the rising cost of services and an increase in the cost of prescription drugs. Other significant contributions include active employees of the City, \$2,615,718; Savannah Airport

Commission, \$779,463; Metropolitan Planning Commission, \$191,242; and the Youth Futures Authority, \$110,381. Also, retired employees are projected to contribute \$805,922 to the Group Medical Insurance Fund. The table which follows shows the breakdown of the contributions, as well as expenditures, to the fund.

Medical Insurance

<u>Contributions</u>	2002	2003
	<u>Projected</u>	<u>Budget</u>
City	\$ 8,553,986	\$ 10,304,011
Employee-Medical	2,235,656	2,615,718
Retiree-Medical	688,822	805,922
Airport Commission	666,208	779,463
Metropolitan Planning Commission	163,455	191,242
Youth Futures Authority	94,343	110,381
Homeless Authority	61,361	71,792
Savannah Development & Renewal Authority	14,756	17,265
Direct Payees/COBRA	45,193	50,000
Refunds/Rebates	162,440	150,000
Interest Earned	16,000	16,000
Draw (Contribution) on Reserves	908,361	254,668
TOTAL	\$ 13,610,581	\$ 15,366,462

<u>Expenditures</u>	2002	2003
	<u>Projected</u>	<u>Budget</u>
Medical Claims	\$ 9,730,453	\$ 10,898,107
Drug Claims	2,990,448	3,439,015
Administrative Charges	456,978	479,827
Audit & Consulting Fees	30,000	35,000
Specific Stop-Loss Coverage	372,702	484,513
Savannah Business Group	30,000	30,000
TOTAL	\$ 13,610,581	\$ 15,366,462

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 \$390,607 in 2003.

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 \$165,000 in 2003.

In order to continue life insurance coverage after retirement, costs are incurred by retirees. Retirees' cost will total \$83,500 in 2003.

Life Insurance

	2002		2003	
<u>Contributions</u>	<u>Projected</u>		<u>Budget</u>	
City	\$	409,288	\$	390,607
Employee		160,379		165,000
Retiree		77,345		83,500
Metropolitan Planning Commission		8,600		8,200
Airport Commission		32,300		31,000
Youth Futures		3,100		3,600
Homeless Authority		4,200		4,300
Savannah Development & Renewal Authority		1,200		1,200
Interest Earned		100		100
Draw (Contribution) on Reserves		(969)		(10,707)
TOTAL	\$	695,543	\$	676,800
<u>Expenditures</u>				
Premium Payments	\$	695,543	\$	676,800

Disability Insurance: The 2003 City Disability Insurance contribution will be \$70,810. All

contributions to Disability Insurance are made by the employer.

Long Term Disability

	2002		2003	
<u>Contributions</u>	<u>Projected</u>		<u>Budget</u>	
City	\$	85,695	\$	70,810
Interest Earned		100		200
Draw (Contribution) on Reserves		(10,795)		7,740
TOTAL	\$	75,000	\$	78,750
<u>Expenditures</u>				
Long Term Disability Premiums	\$	75,000	\$	78,750

Unemployment Compensation: The City Unemployment Compensation contribution will be

\$29,204 in 2003. All contributions to Unemployment Compensation are made by the employer.

Unemployment Compensation

<u>Contributions</u>	2002		2003	
	<u>Projected</u>		<u>Budget</u>	
City	\$	20,211	\$	29,204
Interest Earned		1,000		500
Draw (Contribution) on Reserves		19,015		14,181
TOTAL	\$	40,226	\$	43,885
<u>Expenditures</u>				
Claims - Department of Labor	\$	38,000	\$	41,635
Administrative Fees		2,226		2,250
TOTAL	\$	40,226	\$	43,885

Worker's Compensation: The City Worker's Compensation contribution will total \$2,184,277 in

2003. The employer makes this contribution.

Worker's Compensation

<u>Contributions</u>	2002		2003	
	<u>Projected</u>		<u>Budget</u>	
City	\$	1,872,585	\$	2,184,277
Interest Earned		0		0
Subsequent Injury Trust Fund Reimbursement		120,000		0
Draw (Contribution) on Reserves		(116,952)		(184,277)
TOTAL	\$	1,875,633	\$	2,000,000
<u>Expenditures</u>	\$	1,875,633	\$	2,000,000

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 Other Risk Management. Total contributions for the risk management account will be \$1,355,000 in 2003. The Risk Management Fund umbrella provides reserves against large losses.

Property: This risk management account, which includes purchased property, 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.

Property

<u>Contributions</u>		2002 <u>Projected</u>		2003 <u>Budget</u>
City	\$	792,457	\$	855,000
Interest Earned		10,189		10,189
Insurance Reimbursement		0		0
Draw (Contribution) on Reserves		62,977		59,811
TOTAL	\$	865,623	\$	925,000
<u>Expenditures</u>	\$	865,623	\$	925,000

Judgments & Losses: Claims against the City are paid from the Judgments and Losses account. These claims typically involve such issues as vehicular

accidents and injuries as well as sewer line back-up problems. Judgements & Losses contributions will total \$500,000 in 2003, up from \$490,000 in 2002.

Judgments & Losses

<u>Contributions</u>		2002 <u>Projected</u>		2003 <u>Budget</u>
City	\$	490,000	\$	500,000
Interest Earned		25,000		0
Draw (Contribution) on Reserves		(15,000)		0
TOTAL	\$	500,000	\$	500,000
<u>Expenditures</u>	\$	500,000	\$	500,000

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 2003, revenue of \$406,950 is projected from interest, sales revenue, and contributions to this fund

by City departments. An allocation of \$19,000 is budgeted to go to fund reserves. Expenditures are projected to be \$387,950.

A breakdown of the projected 2002 and 2003 revenue and expenditures is shown below.

2002 REVENUE/EXPENDITURES

<u>Revenue Source</u>	<u>2002 Projected</u>
<u>Interfund Revenues</u>	
Department Contributions	\$ 445,008
<u>Interest Earned</u>	
Interest Earned	\$ 6,000
<u>Other Revenues</u>	
Sales Revenue	\$ 6,000
Draw (Contribution) on Reserves	(32,000)
Subtotal	\$ (26,000)
TOTAL	\$ 425,008
<u>Expenditures</u>	
Replacement PC's	\$ 225,000
Replacement Printers	30,000
File Servers	45,000
Connections	30,000
New Computer Items	95,008
TOTAL	\$ 425,008

2003 REVENUE/EXPENDITURES

<u>Revenue Source</u>	<u>2003 Budget</u>
<u>Interfund Revenues</u>	
Department Contributions	\$ 387,950
<u>Interest Earned</u>	
Interest Earned	\$ 6,000
<u>Other Revenues</u>	
Sales Revenue	\$ 13,000
Draw (Contribution) on Reserves	(19,000)
Subtotal	\$ (6,000)
TOTAL	\$ 387,950
<u>Expenditures</u>	
Replacement PC's	\$ 200,000
Replacement Printers	30,000
File Servers	40,000
Connections	30,000
New Computer Items	87,950
TOTAL	\$ 387,950

VEHICLE PURCHASE FUND

The Vehicle Purchase Fund is used to maintain and replace the City's vehicle fleet. The revenue of \$4,427,070 for 2003 is projected from City departments vehicle use charges, vehicle sales and

interest earned. Revenues increase \$365,023 due to more vehicles being purchased in 2003 for replacements and fleet additions. An allocation of \$60,384 is budgeted to go to fund reserves.

2002 REVENUE/EXPENDITURES

<u>Revenue Source</u>	<u>2002 Projected</u>
<u>Interfund Revenues</u>	
Vehicle Use	\$ 3,938,045
Fleet Addition Contribution	157,116
Subtotal	\$ 4,095,161
<u>Interest Earned</u>	
Interest Earned	\$ 115,248
<u>Other Revenues</u>	
Sales Revenue	\$ 249,995
Draw (Contribution) on Reserves	(398,357)
Subtotal	\$ (148,362)
TOTAL	\$ 4,062,047
<u>Expenditures</u>	
Vehicle Replacements	\$ 3,889,000
Fleet Additions	157,116
Sales Expense	15,931
TOTAL	\$ 4,062,047

2003 REVENUE/EXPENDITURES

<u>Revenue Source</u>	<u>2003 Budget</u>
<u>Interfund Revenues</u>	
Vehicle Use Charges	\$ 4,019,325
Fleet Addition Contribution	75,000
Subtotal	\$ 4,094,325
<u>Interest Earned</u>	
Interest Earned	\$ 118,129
<u>Other Revenues</u>	
Sales Revenue	\$ 275,000
Draw (Contribution) on Reserves	(60,384)
Subtotal	\$ 214,616
TOTAL	\$ 4,427,070
<u>Expenditures</u>	
Vehicle Replacements	\$ 4,351,070
Fleet Additions	75,000
Sales Expense	1,000
TOTAL	\$ 4,427,070

RENTAL MOTOR VEHICLE EXCISE TAX FUND

The Rental Motor Vehicle Excise Tax Fund accounts for excise taxes on rental vehicles charged to area rental car companies. The revenue from this tax was previously part of General Fund revenue and divided between the General and Civic Center Funds.

Seventy-five percent of the proceeds are allocated to the Civic Center Fund and the remaining 25% to the General Fund. The revenue supports various operations in the two funds.

Revenue By Source

<u>Revenue Source</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Other Taxes				
Rental Motor Tax	\$ 0	\$ 0	\$ 1,281,320	--
TOTAL	\$ 0	\$ 0	\$ 1,281,320	--

Expenditures By Type

<u>Expenditure Area</u>	<u>2001 Actual</u>	<u>2002 Projected</u>	<u>2003 Budget</u>	<u>% Change 02-03</u>
Transfer to General Fund	\$ 0	\$ 0	\$ 320,330	--
Transfer to Civic Center Fund	0	0	960,990	--
TOTAL	\$ 0	\$ 0	\$ 1,281,320	--

BUDGET ORDINANCE

AN ORDINANCE TO ADOPT THE ANNUAL BUDGET FOR THE YEAR 2003 AND TO ADOPT REVISIONS TO THE ANNUAL BUDGET FOR THE YEAR 2002 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 2003 Service Program and Budget to the Mayor and Aldermen on October 18, 2002, and the City Manager also submitted the Capital Improvement Program Recommendations 2003-2007 on October 16, 2002; and

WHEREAS, the City Manager's Proposed 2003 Service Program and Budget and Capital Improvement Program Recommendations for 2003-2007 have been reviewed by the Mayor and Aldermen in a series of public workshops; and

WHEREAS, the Proposed 2003 Service Program and Budget was made available for public review on October 18, 2002, and availability of the Proposed 2003 Service Program and Budget for public review and the time and place of the public hearings on the budget were advertised on October 8, 2002, and November 13, 2002; and

WHEREAS, the Mayor and Aldermen conducted public hearings on the Proposed 2003 Service Program and Budget on November 26, 2002 and December 12, 2002, to receive citizen input on the proposed budget; and

WHEREAS, the Mayor and Aldermen directed that the following revisions be made to the Proposed 2003 Service Program & Budget:

- Increase General Fund revenue within Other Revenues by \$250,000 due to an increase in administrative fees in Recorder's Court that became effective December 1, 2002
- Increase General Fund revenue within Other Taxes by \$200,000 based on a projected increase in Insurance Premium Tax revenue
- Increase General Fund revenue within Other Taxes by an additional \$200,000 based on implementation of a mixed drink tax by July, 2003
- Decrease the Interfund Transfers contribution by \$153,000 within the General Fund for capital improvement projects by delaying the Forest Hills Park project until 2004
- Decrease the Interfund Transfers contribution by \$150,000 within the General Fund for capital improvement projects, which will be off-set by reducing prior year's funding of the Vernon River Park capital improvement project by \$150,000 based on a reduced scope of work
- Decrease the Interfund Transfers contribution by \$100,000 within the General Fund for capital improvement projects by delaying the Hutchinson Island Fire Station capital improvement project until 2004
- Deduct \$45,000 from the Interfund Transfers contribution within the General Fund for a Public Building Improvement capital improvement project to develop preliminary plans and working drawings for development and construction of a new Cultural Affairs Center
- Decrease the Interfund Transfers contribution within the General Fund for capital improvement projects by \$86,000 and General Fund Other Governmental Services within Other Expenses by \$4,000

- Increase the contribution to the medical plan fund by \$100,000 to reduce the impact on employees for medical premiums and prescription rate adjustments
- Decrease departmental allocations by \$100,000 within the General Fund
- Decrease General Fund Contingency by \$181,664

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 2003 (January 1, 2003 through December 31, 2003):

	<u>Revised 2002</u>	<u>2003</u>
General Fund		
Total Estimated Revenue	\$ <u>111,459,931</u>	\$ <u>111,853,032</u>
Bureau Appropriations:		
General Government	\$ 1,863,926	\$ 1,943,254
Management and Financial Services	7,586,491	7,368,161
Recorder's Court	1,573,741	1,612,834
Facilities Maintenance	18,269,142	18,386,916
Public Development	4,180,363	4,365,903
Police	29,054,647	29,125,955
Fire	14,141,701	14,180,558
Leisure Services	11,144,868	11,218,144
Other Governmental Services	11,684,908	11,888,441
Interfund Transfers	<u>11,960,144</u>	<u>10,770,125</u>
Total Appropriations	\$ <u>111,459,931</u>	\$ <u>110,860,291</u>
Grant Fund		
Total estimated revenue	\$ <u>7,201,329</u>	\$ <u>8,654,791</u>
Total appropriations	\$ <u>7,201,329</u>	\$ <u>8,654,791</u>
Community Development Fund		
Total estimated revenue	\$ <u>15,939,466</u>	\$ <u>18,247,970</u>
Total appropriations	\$ <u>15,939,466</u>	\$ <u>18,247,970</u>
Hazardous Materials Team Fund		
Total estimated revenue	\$ <u>296,957</u>	\$ <u>301,994</u>
Total appropriations	\$ <u>296,957</u>	\$ <u>301,994</u>
Public Safety Communications Fund		
Total estimated revenue	\$ <u>2,207,594</u>	\$ <u>2,330,685</u>

	<u>Revised 2002</u>	<u>2003</u>
Total appropriations	\$ <u>2,207,594</u>	\$ <u>2,330,685</u>
Economic Development Fund		
Total estimated revenue	\$ <u>1,500,000</u>	\$ <u>1,500,000</u>
Total appropriations	\$ <u>1,500,000</u>	\$ <u>1,500,000</u>
Confiscated Assets Fund		
Total estimated revenue	\$ <u>61,300</u>	\$ <u>11,000</u>
Total appropriations	\$ <u>61,300</u>	\$ <u>11,000</u>
Debt Services Fund		
Total estimated revenue	\$ <u>6,228,275</u>	\$ <u>6,228,275</u>
Total appropriations	\$ <u>6,228,275</u>	\$ <u>6,228,275</u>
Special Assessment Debt Fund		
Total estimated revenue	\$ <u>199,316</u>	\$ <u>199,316</u>
Total appropriations	\$ <u>199,316</u>	\$ <u>199,316</u>
GMA Lease Pool Fund		
Total estimated revenue	\$ <u>1,504,087</u>	\$ <u>1,504,087</u>
Total appropriations	\$ <u>1,504,087</u>	\$ <u>1,504,087</u>

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:

	<u>Revised 2002</u>	<u>2003</u>
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	<u>(16,000,000)</u>	<u>(16,000,000)</u>
Open project appropriations at year end	\$ <u>266,437,987</u>	\$ <u>276,293,635</u>

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 2003 shall be increased by the amount of any purchase order encumbrances open as of December 31, 2002.

Section 4. In order to maintain a balanced budget, it is authorized that the total 2002 appropriations set forth for the General Fund in Section 1 hereof, be increased by the amount, if any, by which actual 2002 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 2003-2007 is hereby adopted for planning purposes.

The five year totals of the Capital Improvements Program Recommendations 2003-2007 are as follows:

	<u>2003 - 2007</u>
Cemetery Improvements	\$ 530,000
Civic Center Improvements	1,804,500
Drainage Improvements	2,563,737
I & D Water Improvements	4,279,058
Park and Recreation Improvements	3,460,064
Public Building Improvements	42,234,793
Sewer Improvements	29,062,074
Squares and Monuments	2,713,400
Street Improvements	5,726,500
Traffic Improvements	1,188,000
Water Improvements	<u>19,550,322</u>
Total	\$ <u>113,112,448</u>

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 2003, requests for funding from social services agencies was coordinated 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 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 by the agency.

Economic Opportunity Authority **\$10,000**

To provide services to senior citizens through the Foster Grandparents Program and the Retired Senior Volunteer Program.

Frank Callen Boys & Girls Club **\$25,000**

To support programs for youth; e.g., education & career development, health & life skills, arts, sports, fitness & recreation offered at the East Charlton Street facility.

Homeless Authority **\$86,500**

To implement a comprehensive plan to deal with problems of the homeless in the community and to support the ASSIST program in cooperation with the federal Americorps program and the Community Services Department.

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 transportation, counseling and recreational services to visiting sailors.

Kicklighter Resource Center **\$10,000**

To provide facilities, direct services and recreational and educational programs for the mentally retarded, parents and professionals. (The Center is the former Coastal Association for Retarded Citizens)

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 support the Naval Cadets program and 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 the Moses Jackson Center.

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 known as First Call for Help)

Volunteer Center of the United Way \$6,000

To manage the Savannah's Promise Program, recruit volunteers to work in city agencies, assist in the placement of persons sentenced to community service by the Recorder's Court and 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 \$1,012,700

CULTURAL CONTRIBUTIONS YEAR 2003 CULTURAL SERVICES

ARMSTRONG ATLANTIC STATE UNIVERSITY

The Pleasure of Two Pianos
Amount: \$3,150
of Services: 2
Dates: Fourth Quarter
Location: AASU Fine Arts Auditorium
Attendance # Est.: 500
Target Demographic: Southside Residents

CEL REGIONAL LIBRARY

Savannah Literary Festival
Amount: \$15,000
of Services: 27
Dates: Second Quarter
Location: AASU Fine Arts Auditorium, Bull Street Library, Hitch Village Library, Ola Wyeth Library, Oglethorpe Mall Branch Library, W. W. Law Branch Library, Kayton Branch Library
Attendance # Est.: 6,000
Target Demographic: Residents - Youth & Families

CITY LIGHTS THEATRE COMPANY

Creative Theater for Mentally and
Physically Challenged
Amount: \$2,000
of Services: 16
Dates: Second/Third Quarters
Location: Therapeutic Center, Camp Full of Fun
Attendance # Est.: 200
Target Demographic: Residents – Special Needs

Savannah Shakespeare Festival

Amount: \$53,000
of Services: 3
Dates: Second Quarter
Location: Forsyth Park
Attendance # Est.: 15,000
Target Demographic: Residents & Tourists

Shakespeare Camp for Kids

Amount: \$6,000
of Services: 4
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: 15
Dates: First/Second Quarters
Location: City Golden Age Centers
Attendance # Est.: 200
Target Demographic: Residents - Seniors

COASTAL HERITAGE SOCIETY

Roundhouse Blues and BBQ Festival

Amount: \$10,000
of Services: 2
Dates: Second Quarter
Location: Railroad Shops and Roundhouse Complex
Attendance # Est.: 10,000
Target Demographic: Residents & Tourists

COASTAL JAZZ ASSOCIATION

Big Band Concert Series
Amount: \$4,500
of Services: 3
Dates: Second/Third/Fourth Quarters
Locations: AASU Fine Arts Auditorium, Civic Center
Attendance # Est.: 2,000
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: 3
Dates: Second/Third Quarters
Location: City Neighborhood Centers
Attendance # Est.: 1,500
Target Demographic: Residents - Inner - City Youth

20th Annual Savannah Jazz Festival

Amount: \$61,800
 # of Services: 4
 Dates: Third Quarter
 Locations: Forsyth Park, City Market, Jazz Clubs
 Attendance # Est.: 30,000
 Target Demographic: Residents & Tourists

COMMUNITY CHANGE FOR YOUTH DEVELOPMENT

Open Studio
 Amount: \$5,400
 # of Services: 52
 Dates: First/Second Quarters
 Location: St. Pius, Shuman, DeRenne
 Attendance # Est.: 3,500
 Target Demographic: Residents - Youth

GEORGIA HISTORICAL SOCIETY

Georgia Historical Society's Lecture Series & Exhibits
 Amount: \$5,000
 # of Services: 4
 Dates: First/Second/Third/Fourth Quarters
 Location: Hodgson Hall
 Attendance # Est.: 1,800
 Target Demographic: Residents & Tourists

RALPH MARK GILBERT CIVIL RIGHTS MUSEUM

Youth Summer History Tours
 Amount: \$2,000
 # of Services: 30
 Dates: Second/Third Quarters
 Location: Ralph M. Gilbert Civil Rights Museum
 Attendance # Est.: 900
 Target Demographic: Residents - Youth

JEWISH EDUCATIONAL ALLIANCE

Middle Eastern Musical Concert
 Amount: \$2,500
 # of Services: 1
 Dates: Second Quarter
 Location: Jewish Educational Alliance
 Audience # Est.: 300
 Audience: Residents & Tourists

KING - TISDELL COTTAGE FOUNDATION, INC.**Beach Institute Lecture Series**

Amount: \$22,000
 # of Services: 8
 Dates: First/Second/Third/Fourth Quarters
 Location: Beach Institute
 Audience # Est.: 1,500
 Audience: Residents & Tourists

Exhibit: *No Apartheid Anywhere***by Valerie Maynard**

Amount: \$6,000
 # of Services: 2
 Dates: Second Quarter
 Location: Beach Institute
 Attendance # Est.: 1,000
 Target Demographic: Residents & Tourists

Exhibit: *The Mule Train: A Journey of Hope Remembered***by Roland Freeman**

Amount: \$9,000
 # of Services: 2
 Dates: Second Quarter
 Location: Beach Institute
 Attendance # Est.: 1,500
 Target Demographic: Residents & Tourists

Exhibit: *Urban Cultural Visions***by Kenneth Calvert**

Amount: \$5,000
 # of Services: 2
 Dates: Third/Fourth Quarters
 Location: Beach Institute
 Attendance # Est.: 1,000
 Target Demographic: Residents & Tourists

LITTLE SAVANNAH THEATRE, INC.**Little Theatre Live**

Amount: \$4,000
 # of Services: 36
 Dates: Second/Third/Fourth Quarters
 Location: City Golden Age Centers, City Parks, Playgrounds
 Audience # Est.: 750
 Audience: Residents - Youth and Seniors

LOW COUNTRY ARTISTS AND ARTISANS GUILD

Capoeira Angola Apprenticeship Project
 Amount: \$7,000
 # of Services: 55
 Dates: First/Second/Third/Fourth Quarters
 Location: Low Country Artists and Artisans
 Attendance # Est.: 1,500
 Target Demographic: Residents - Inner City Youth

MORNINGSTAR CULTURAL ARTS GROUP

The Birth of Two Democracies

Amount: \$5,000
 # of Services: 6
 Dates: First/Second Quarters
 Location: Jewish Educational Alliance
 Attendance # Est.: 5,000
 Target Demographic: Residents & Tourists

NEIGHBORHOOD IMPROVEMENT ASSOCIATION

Neighborhood Arts and Education V.I.B.E.

Amount: \$5,000
 # of Services: 47
 Dates: First/Second Quarters
 Location: St. Pius
 Attendance # Est.: 5,000
 Target Demographic: Residents - Youth

SAVANNAH ART ASSOCIATION

Drawing Inspiration from the Masters

Amount: \$4,500
 # of Services: 39
 Dates: First/Second/Third/Fourth Quarters
 Location: Armstrong Atlantic State University & Telfair Museum of Art
 Attendance # Est.: 900
 Target Demographic: Residents - Students, Seniors

SAVANNAH COASTAL PUPPETRY GUILD

Showtime for Seniors

Amount: \$6,000
 # of Services: 24

Dates: Second/Third Quarter
 Location: Golden Age Centers
 Attendance # Est.: 1,000
 Target Demographic: Residents - Seniors

Safe Kids Program

Amount: \$4,000
 # of Services: 22
 Dates: Second Quarter
 Location: City After-School Sites & Neighborhood Centers
 Attendance # Est.: 1,500
 Target Demographic: Residents - Inner City Youth

SAVANNAH FOLK MUSIC SOCIETY

13th Annual Savannah Folk Music Festival

Amount: \$10,000
 # of Services: 3
 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: TBD, Savannah State University, Savannah Civic Center, Savannah Arts Academy, Churches
 Attendance # Est.: 20,000
 Target Demographic: Residents & Tourists

SAVANNAH SYMPHONY SOCIETY

Arts on the River Concert, 2004

Amount: \$67,000
 # of Services: 5
 Dates: Second Quarter
 Location: Morrell Park - River Street
 Attendance # Est.: 30,000
 Target Demographic: Residents & Tourists

Black Heritage Concert & Education Programs, 2004

Amount: \$51,000
 # 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, 2003

Amount: \$50,000

of Services: 4

Dates: Fourth Quarter

Location: Forsyth Park

Attendance # Est.: 18,000

Target Demographic: Residents - Families

Southside Music Festival, 2003

Amount: \$33,000

of Services: 6

Dates: Second/Fourth Quarters

Location: Core - Daffin Park, White Bluff UM Church; Ensembles - Immanuel Baptist Church, St. Phillip Monumental Church, Savannah Commons, Trinity Lutheran Church

Attendance # Est.: 10,000

Target Demographic: Residents - Families

Lunch Hour Chamber Series, 2003

Amount: \$21,000

of Services: 12

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.: 1,500

Target Demographic: Residents - Families & Seniors

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: \$4,929

of Services: 55

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: \$3,128

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

Museum Visits

Amount: \$2,835

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

Four Fabulous Free Weeks

Amount: \$36,873

of Services: 4

Dates: Second/Third/Fourth Quarters

Location: Telfair Museum

Attendance # Est.: 7,625

Target Demographic: Residents & Tourists

Family Sundays

Amount: \$24,502

of Services: 4

Dates: First/Second/Third/Fourth Quarters

Location: Telfair Museum

Attendance # Est.: 4,000

Target Demographic: Residents & Tourists

Sunday Lectures and Georgia Artist Forum

Amount: \$14,243

of Services: 5

Dates: First/Second/Third/Fourth Quarters

Location: Telfair Museum

Attendance # Est.: 1,000
 Target Demographic: Residents & Tourists
Youth Art Day
 Amount: \$2,991
 # of Services: 1
 Dates: Second Quarter
 Location: Telfair Museum
 Attendance # Est.: 900
 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.: 7,500
 Target Demographic: Residents & Tourists

Arts on the River

Amount: \$33,000
 # of Services: 3
 Dates: Second Quarter
 Location: Downtown, River Street
 Attendance # Est.: 40,000
 Target Demographic: Residents & Tourists

Savannah Asian Festival

Amount: \$27,000
 # of Services: 3
 Dates: Second Quarter
 Location: Civic Center
 Attendance # Est.: 20,000
 Target Demographic: Residents & Tourists

Tara Feis: St. Patrick's Family Festival

Amount: \$54,000
 # of Services: 4
 Dates: First Quarter
 Location: Emmet Park
 Attendance # Est.: 25,000

Target Demographic: Residents & Tourists

Weave-A-Dream Program

Amount: \$15,000
 # of Services: 50+
 Dates: First/Second/Third/Fourth Quarters
 Location: Throughout Savannah
 Attendance # Est.: 10,000
 Target Demographic: Residents - Families, Youth, Seniors, Special Needs

CULTURAL TOURISM INITIATIVE

SAVANNAH ONSTAGE INTERNATIONAL ART FESTIVAL, INC.

Savannah Onstage International Festival

Amount: \$50,000
 # of Services: 37
 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: 130
 Dates: Third Quarter
 Location: Trustees Theater, Mondanaro Theater
 Attendance # Est.: 25,000
 Target Demographic: Residents & Tourists

SUBTOTAL AMOUNT \$60,000
SERVICES PURCHASED 167

TOTAL AMOUNT \$886,200
TOTAL SERVICES PURCHASED 889

CLASSIFICATIONS AND PAY GRADES

JOB TITLE	GRADE	JOB TITLE	GRADE
Account Clerk	10	Case Disposition Clerk	10
Account Clerk, Senior	11	Case Management Supervisor	19
Account Technician	14	Case Manager	12
Accountant	19	Cashier	9
Accountant, Senior	23	Cataloging Librarian	15
Administrative Assistant	13	Cemetery Director	36
Administrative Asst. to City Mgr.	18	Cemetery Rehabilitation Specialist	16
After School Program Coordinator	17	Cemetery Services Coordinator	16
After School Asst Program Tutor	15	Central Services Administrator	26
Alderman	--	Central Services Director	36
Architect	32	Chemist	24
Architectural Coordinator	25	Chief Fire Investigator	23
Arts Coordinator	17	Chief Revenue Investigator	18
Assistant City Manager - Mgt. Services	52	City Attorney	--
Assistant City Manager - Public Development	52	City Engineer	36
Assistant Director-Recorder's Court	27	City Manager	--
Assistant Finance Director	31	Civic Center Director	36
Assistant Fire Chief	36	Civic Center Finance Admin	30
Assistant Housing Director	28	Civic Center Operations Admin	27
Assistant Revenue Director	30	Civil Engineer	25
Assistant to Clerk of Council	13	Civil Engineer, Senior	32
Assistant to the City Manager	28	Clerk of Council	--
Athletics Administrator	27	Clubhouse Attendant	7
Audit Technician	16	Coastal Workforce Services Director	36
Auditing Director	34	Code Enforcement Officer	14
Auto Parts Buyer	16	Commercial Refuse Collection Administrator	26
Bailiff	11	Communications Center Coordinator	20
Box Office Clerk	10	Communications Specialist	12
Box Office Supervisor	14	Communications Specialist, Sr.	14
Budget Technician	14	Community Development Admin	28
Building & Electrical Maint. Administrator	26	Community Housing Services Exec Director	36
Building & Electrical Maint. Supervisor	19	Community Planning & Development Director	40
Building & Grounds Director	39	Community Planning Administrator	28
Building & Grounds Maintenance Administrator	27	Community Programs Coordinator	20
Building Inspector	18	Community Projects Coordinator	16
Building Inspector, Principal	20	Community Services Administrator	28
Building Maintenance Technician	17	Community Services Specialist	11
Business Development Coordinator	22	Computer Services Specialist	16
Buyer	19	Concessions Supervisor	17
Cable Access Coordinator	20	Construction Inspector	18
Carpenter	13	Construction Site Safety Monitor	10
Carpenter, Senior	15	Contract Analyst	22
		Court Services Specialist	16
		Court Services Supervisor	19
		Crime Stoppers Coordinator	25

JOB TITLE	GRADE	JOB TITLE	GRADE
Cultural Affairs Coordinator	20	Forestry Specialist	12
Cultural Affairs Director	36	GIS Analyst	20
Cultural Arts Coordinator	20	GIS Technician	15
Custodian	6	Graduate Student Intern	9
Customer Service Representative	11	Grants Coordinator	28
Customer Service Supervisor	13	Groom	12
Development Services Administrator	30	Grounds Equip. Maintenance Specialist	16
Downtown Program Technician	15	Heavy Construction Equipment Operator	13
Downtown Programs Coordinator	24	Heavy/Construction Equipment Operator/Technician	14
Driver	9	Heavy Equipment Operator	12
Economic Development Director	36	Horticulturist	25
Electrical Inspector	18	Housing Code Enforcement Admin	26
Electrical Inspector, Principal	20	Housing Director	42
Electrician	15	Housing Project Coordinator	24
Electronics & Telecomm. Administrator	30	Human Resources Administrator	30
Electronics Control Technician	18	Human Resources Analyst	23
Employee Assistance Coordinator	23	Human Resources Analyst, Senior	25
Employee Health Coordinator	21	Human Resources Assistant	11
Employee Relations Coordinator	23	Human Resources Director	36
Engineering Aide	11	Human Resources Technician	15
Engineering Aide, Senior	13	ISD Business Coordinator	17
Engineering Technician	19	Industrial Pretreatment Coordinator	22
Environmental Affairs Officer	40	Information Services Admin.	31
Environmental Compliance Coordinator	20	Information Services Director	40
Equipment Mechanic	13	Information Services Tech. Analyst	21
Equipment Mechanic, Lead	23	Information Services Tech. Coordinator	25
Equipment Mechanic, Master	22	Information Services Technician	17
Equipment Mechanic, Principal	18	Information Services Technician, Senior	20
Equipment Mechanic, Senior	15	Information Tech Help Desk Tech	14
Equipment Mechanic, Specialist	22	Information Tech Help Desk Specialist	16
Equipment Service Attendant	7	Inspections Director	36
Events Coordinator	19	Internal Auditor	21
Executive Secretary	14	Internal Auditor, Principal	25
Facilities Maintenance Director	43	Internal Auditor, Senior	23
Film Services Coordinator	24	Inventory Coordinator	24
Finance Director	43	Inventory Specialist	17
Fire Battalion Chief	30	Judge Recorder's Court	--
Fire Captain	22	Lab Supervisor	18
Fire Chief	46	Lab Technician	12
Fire Investigator	18	Lab Technician, Senior	13
Fire Prevention Inspector	18	Land Surveyor	19
Fire Prevention Inspector, Principal	20	Landfill Administrator	25
Fire Training Chief	27	Landfill Crew Chief	15
Firefighter	15	Landscape Coordinator	24
Firefighter, Master	19		
Firefighter, Trainee	13		
Forester	25		

JOB TITLE	GRADE	JOB TITLE	GRADE
Landscape Specialist	11	Parking Services Officer, Senior	12
Landscape Supervisor	22	Parking Services Supervisor	19
Leisure Services Center Supervisor	14	Permit Services Coordinator	24
Leisure Services Coordinator	23	Permit Specialist	10
Leisure Services Director	43	Permit Specialist, Senior	11
Leisure Services Leader	9	Personnel Coordinator	20
Leisure Services Specialist	13	Planner	22
Leisure Services Supervisor	17	Planning Specialist	14
Library Director	34	Plans Examiner	22
Lifeguard	7	Plans Examiner, Assistant	19
Lifeguard, Senior	9	Plant Operator	12
Light Equipment Operator	8	Plumber	15
Loan Officer	16	Plumbing/Mechanical Inspector	18
Loan Specialist	14	Plumbing/Mechanical Inspector, Principal	20
Loss Control Coordinator	19	Police Budget Administrator	24
Maintenance Assistant	--	Police Captain	30
Maintenance Crew Chief	13	Police Chief	48
Maintenance Mechanic	12	Police Corporal	18
Maintenance Mechanic, Senior	14	Police Lieutenant	26
Maintenance Superintendent	24	Police Major	36
Maintenance Supervisor	18	Police Officer Trainee	13
Maintenance Supervisor, Principal	19	Police Officer/Advanced Police Officer	15
Maintenance Worker	7	Police Planning & Research Coordinator	26
Maintenance Worker, Senior	9	Police Public Information Officer	20
Management Analyst	21	Police Sergeant	22
Management Analyst, Principal	25	Police Training Coordinator	27
Management Analyst, Senior	23	Post Graduate Intern	17
Management Projects Coordinator	25	Preventive Maintenance Coordinator	16
Management Services Coordinator	27	Private Development Coordinator	25
Marketing Coordinator	20	Production Assistant	13
Mayor	--	Production Control Coordinator	22
Medium Equipment Operator	10	Program Analyst	20
Meter Technician	10	Program Analyst, Senior	22
Meter Technician, Senior	11	Program Coordinator	22
Minority/Female Business Enterprise Coordinator	22	Property Coordinator	25
Neighborhood Services Coordinator	20	Property Inspector	14
Office Assistant	7	Property Inspector, Principal	18
Office Assistant, Principal	12	Property Maintenance Administrator	26
Office Assistant, Senior	9	Property Maintenance Specialist	20
Painter	12	Property Maintenance Technician	14
Painter, Senior	14	Public Information Assistant	15
Park and Tree Director	36	Public Information Director	34
Parking Attendant	7	Purchasing Director	34
Parking Facilities Shift Supervisor	14	Purchasing Director, Assistant	26
Parking Services Administrator	26		
Parking Services Director	35		
Parking Services Officer	8		

JOB TITLE	GRADE	JOB TITLE	GRADE
Purchasing Technician	13	Traffic Engineering Superintendent	24
Real Property Director	36	Traffic Engineering System Specialist	12
Real Property Technician	15	Traffic Engineering Technician	18
Recorder's Court Director	36	Traffic Maintenance Specialist	12
Recreation Services Director	36	Traffic Planner	16
Refuse Disposal Director	36	Traffic Signal System Specialist	12
Rehabilitation Technician	18	Training Coordinator	20
Research and Budget Director	36	Transfer Station Attendant	9
Residential Refuse Collections Director	36	Tree Trimmer	9
Residential Refuse Truck Operator	11	Tree Trimmer, Senior	10
Revenue Administrator	27	Undergraduate Student Intern	8
Revenue Director	36	Vehicle Maintenance Administrator	28
Revenue Investigator	13	Vehicle Maintenance Coordinator	14
Revenue Supervisor	19	Vehicle Maintenance Director	36
Risk Management Administrator	29	Vehicle Maintenance Projects Coordinator	24
Risk Management Technician	15	Vehicle Maintenance Superintendent	26
Roofer	14	Video Production Technician	18
SCADA Coordinator	24	Water & Sewer Administrator	30
SCADA Technician	17	Water & Sewer Conveyance & Distribution Director	36
Sanitation Director	43	Water & Sewer Director	46
Sanitation Superintendent	24	Water & Sewer Engineer	34
Sanitation Supervisor	19	Water & Sewer Engineering Director	36
Sanitation Worker	7	Water & Sewer Locator Technician	17
Savannah Impact Director	36	Water & Sewer Project Coordinator	27
School Crossing Guard	4	Water & Sewer Superintendent	24
Secretary	10	Water & Sewer Supervisor	19
Security Guard	7	Water & Sewer Utilities Coordinator	19
Stage Manager	14	Water Meter Reader	10
Storekeeper	10	Water Meter Reading Supervisor	14
Stormwater Management Admin Director	28	Water Plant Operations Coordinator	26
Street Cleaning Administrator	26	Water Quality Control Director	36
Street Maintenance Director	36	Water Service Representative	10
Surveying Technician	16	Water Supply & Treatment Director	36
Swimming Pool Manager	10	Welder	15
Systems Analyst	21	Zoning Inspector	18
Systems Analyst, Senior	24	Zoning Inspector, Principal	20
Tele-Electronics Technician	18		
Tele-Electronics, Technician, Sr.	22		
Televising Inspector Technician	14		
Tennis Coordinator	22		
Traffic Engineering Administrator	30		
Traffic Engineering Coordinator	22		
Traffic Engineering Director	37		

2003 SALARY GRADE TABLE

Grade	Minimum	Maximum	Grade	Minimum	Maximum
1	\$ 9,165	\$13,769	31	\$47,494	\$71,349
2	10,442	15,687	32	48,771	73,268
3	11,720	17,069	33	50,049	75,188
4	12,999	19,529	34	51,327	77,107
5	14,277	21,447	35	52,604	79,026
6	15,554	23,367	36	53,882	80,946
7	16,831	25,285	37	55,159	82,865
8	18,109	27,207	38	56,437	84,787
9	19,386	29,124	39	57,714	86,703
10	20,664	31,044	40	58,992	88,623
11	21,942	32,963	41	60,270	90,544
12	23,219	34,893	42	61,547	92,462
13	24,497	36,802	43	62,825	94,382
14	25,774	38,721	44	64,102	96,302
15	27,052	40,640	45	65,380	98,220
16	28,330	42,559	46	66,658	100,140
17	29,607	44,479	47	67,935	102,060
18	30,885	46,399	48	69,213	103,979
19	32,163	48,317	49	70,491	105,899
20	33,440	50,236	50	71,768	107,818
21	34,718	52,156	51	73,046	109,737
22	35,995	54,075	52	74,323	111,658
23	37,273	55,994	53	75,599	113,572
24	38,551	57,915	54	76,878	115,494
25	39,828	59,834	55	78,153	117,409
26	41,106	61,753	56	79,432	119,421
27	42,383	63,672	57	80,709	121,249
28	43,661	65,591	58	81,988	123,171
29	44,938	67,511	59	83,264	125,088
30	46,216	69,430	60	84,542	127,007

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 Measures - Measures which indicate effectiveness of work performed by departments in pursuit of objectives.

Efficiency Measures - 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.

Generally Accepted Accounting Principles (GAAP) - 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 (LOST) - 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 crime in targeted neighborhoods.

Workload Measures - 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

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

CSS - 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	NCIC - National Crime Information Center
HODAG - Housing Development Action Grants	NET - Narcotics Enforcement Team
HOME - Home Investment Partnerships Program	NPDES - National Pollutant Discharge Elimination System
HOPWA - Housing Opportunities for Persons With AIDS	OSHA - Occupational Safety and Health Administration
HR - Human Resources	PC - Personal Computer
HRA - Health Risk Appraisal	PIO - Public Information Office
HUD - U.S. Department of Housing and Urban Development	PM - Preventive Maintenance
I&D - Industrial and Domestic	PMD - Property Maintenance Division
ISD - Information Services Department	PMO - Property Maintenance Ordinance
JTPA - Job Training Partnership Act	POPP - Painting Other Peoples Property
K-9 - Canine	PPCG - Per Person Cost of Government
LARP - Local Assistance Roadway Programs	QA/QC - Quality Assurance/Quality Control
LMIS - Laboratory Management Information System	R&B - Research and Budget
KSB - Keep Savannah Beautiful	RMP - Risk Management Planning
LOST - Local Option Sales Tax	RMS - Records Management System
LPHR - Lead-based Paint Hazard Reduction	ROW - Right of Way
MGD - Million Gallons per Day	RPS - Real Property Services
MHZ - Megahertz	SAGIS - Savannah Area Geographical Information System
MLK Jr. Blvd. - Martin Luther King, Jr. Boulevard	SCADA - Supervisory Control and Data Acquisition
MPC - Metropolitan Planning Commission	SCAN - Savannah Community Alert Network
MSA - Metropolitan Statistical Area	SDRA - Savannah Development & Renewal Authority
MSW - Municipal Solid Waste	SEPCO - Savannah Electric and Power Company
NAEIR - National Association for the Exchange of Industrial Resources	SIMTC - Savannah International Maritime Trade Center
NBA - Neighborhood Beat Approach	

SIP - Savannah Impact Program	SSBG - Social Services Block Grant
SPACE - Savannah's Place for Arts, Culture and Education	TMDL - Total Maximum Daily Loading
SPD - Savannah Police Department	TRAP - Tactical Reaction and Prevention
SPLOST - Special Purpose Local Option Sales Tax	UDMP/ICUD - Urban Documents Microfiche Program / Index to Current Urban Documents
	WIA - Workforce Investment Act

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