SAV.RB.01-1984(Dup2)

CITY OF SAVANNAH
SERVICE PROGRAM AND BUDGET
1984



RESERVOIR, ON FRANKLIN SQUARE, SAVANNAH, GEORGIA
CIRCA 1850

CITY OF SAVANNAH, GEORGIA

PROPOSED SERVICE PROGRAM AND BUDGET

FOR

Fiscal Year January 1, 1984 through December 31, 1984

MAYOR

JOHN P. ROUSAKIS

COUNCIL MEMBERS

Walter Corish, Jr.

W. Brooks Stillwell

Floyd Adams, Jr.

George A. Zettler

H. C. Morrison

Leo E. Center

Robert E. Robinson

Otis S. Johnson

CITY MANAGER

Arthur A. Mendonsa

COVER:

The cover illustration depicts Franklin Square as it appeared in the 1850's. One of Savannah's original squares, Franklin Square was split in the 1940's by the development of Montgomery Street. In 1984, the Square will be restored through the joint efforts of the City of Savannah and the 250th Anniversary Committee at a cost of approximately $202,000.

The back cover shows a diagram of the planned restoration. No demolition of existing structures will be necessary, but Montgomery Street will be realigned. The reconstructed square will include abundant greenery, additional oak trees placed on the westside of the square to balance the existing oaks on the eastside, bricked areas, two semi-circles on either end with raised areas for sitting, and a slightly raised brick platform in the center for any future addition of a monument or gazebo.

This project has been endorsed by the Historical Savannah Foundation, the Park and Tree Commission, the First African Baptist Church, the 250th Committee, and the City of Savannah.

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City Manager's Message

CITY OF SAVANNAH
office of the city manager
p.o. box 1027 savannah, georgia 31402

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

Gentlemen:

I submit for your review and approval the proposed budgets for each of the City's eight operating funds. When added together, these budgets, after adjustments for interfund transfers, total $61,180,958. The following table lists each fund and the budget proposed for it for 1984, and, when appropriate, indicates where additional revenue must be provided to balance the budget. This table also compares the total budgets with the projected spending for 1983.

Proposed Budget by Fund for 1984
New Revenue Requirements
Projected Spending by Fund for 1983

Fund	Proposed 1984 Budget	New Revenue Needed	Projected 1983 Spending	Difference between Proposed 1984 Budget and Projected 1983 Spending Amount	%
General Fund					
Basic Budget	$43,165,279	$ 0	$41,652,133	$1,513,146	3.6%
CIP-Current Funds	1,346,096	1,346,096	1,893,643	-547,547	-28.9%
Program Imp.	234,939	234,939	N/A	234,939	N/A
Total	$44,746,314	$1,581,035	$43,545,776	$1,200,538	2.8%
Water Fund					
Basic Budget	$ 3,968,211	$ 0	$ 3,613,714	$ 354,497	9.8%
CIP-Current Funds	651,334	651,334	340,405	310,929	91.3%
Program Imp.	50,451	0	N/A	50,451	N/A
Total	$ 4,669,996	$ 651,334	$ 3,954,119	$ 715,877	18.1%
Sewer Fund					
Basic Budget	$ 7,292,351	$ 0	$ 6,815,163	$ 477,188	7.0%
CIP-Current Funds	1,175,181	796,000	1,104,895	70,286	6.4%
Program Imp.	178,200	0	N/A	178,200	N/A
Total	$ 8,645,732	$ 796,000	$ 7,920,058	$ 725,674	9.2%
I & D Fund					
Basic Budget	$ 2,582,228	$ 0	$ 2,306,344	$ 275,884	12.0%
CIP	0	0	0	0	-
Program Imp.	0	0	0	0	-
Total	$ 2,582,228	$ 0	$ 2,306,344	$ 275,884	12.0%

Golf Course Fund					
Basic Budget	$ 535,233	$ 0	$ 527,889	$ 7,344	1.4%
CIP-Current Funds	75,000	19,331	N/A	75,000	N/A
Program Imp.	7,400	0	N/A	7,400	N/A
Total	$ 617,633	$ 19,331	$ 527,889	$ 89,744	17.0%
Civic Ctr Fund					
Basic Budget	$ 1,124,839	$ 0	$ 1,130,989	$ -6,150	-.5%
CIP-Current Funds	64,000	0	N/A	64,000	N/A
Program Imp.	30,000	0	N/A	30,000	N/A
Total	$ 1,218,839	$ 0	$ 1,130,989	$ 87,850	7.8%
Revenue Sharing	$ 2,890,572	$ 0	$ 2,890,572	$ 0	0%
Revolving Fund					
Basic Budget	$ 7,247,429	$ 0	$ 6,974,417	$ 273,012	3.9%
CIP	0	0	0	0	0%
Program Imp.	0	0	0	0	0%
Total	$ 7,247,429	$ 0	$ 6,974,417	$ 273,012	3.9%
Sub-Total	$72,618,743	$ 3,047,700	$69,250,164	$ 3,368,579	4.9%
Less Adjustments	$11,437,785	$ 0	$11,219,648	$ 218,137	N/A
NET TOTAL	$61,180,958	$ 3,047,700	$58,030,516	$ 3,150,442	5.4%

Each of the funds is described below:

GENERAL FUND

Description of Fund:

The General Fund is the largest operating fund in the City, providing most of the essential public services such as police and fire protection, sanitation, streets maintenance, drainage, and recreation. Expenditures are funded through general tax revenues, fees charged for services, and federal revenue sharing.

The General Fund budget proposed for 1984 is divided into three parts: the Base Budget, the CIP Budget, and the Program Improvement Budget.

Base Budget

Appropriations:

The proposed base budget totals $43,165,279. This is an increase over the base budget for 1983 of $1,513,146 or 3.6%. Items that account for this increase are:

1. Personal Services: Personal Services cost allocations for 1984 are increased over 1983 by $1,040,457. Items accounting for these increases are:

   a. Proposed Pay Adjustments: I am recommending a 3% across the board pay adjustment estimated at $575,251 for 1984 to offset inflation. In addition, I am recommending the following: $292,000 for a 2.5% job anniversary date adjustment for employees with satisfactory performance who have not reached the top of their pay range; $132,000 for special range adjustments to bring the City's pay for certain jobs in line with comparable salaries for these jobs in other cities; and $115,774 for promotions of eligible employees under the modular pay plan. These increases are reduced by $229,172 because of the transfer of the Water and Sewer General Administration staff function from the General Fund to the Water Fund, and because of the elimination of eleven positions.

   b. Pension Cost: The General Fund's payments into the pension fund will increase by $99,545 to cover the pay adjustments and to maintain the actuarial soundness of the pension system.

   c. Social Security Cost: The pay adjustments will increase the General Fund's Social Security cost by $55,733. In addition the rate will change from 6.7% in 1983 to 7% in 1984. This will add $58,185 in cost to the General Fund.

   d. Group Medical Costs: Several steps are recommended in order to hold down the cost of group medical coverage to the City and to our employees. These steps are described below.

      (1) Premium Rates: The following changes in premium rates are recommended:

         a. Increase dependent rates by 15% so that employees pay 50% of the cost of dependent care.
         b. Increase retirees' premium rates by 15%.
         c. Increase the premium rates charged to the airport by 15% and add a 15% administrative charge to cover the City's cost of administering the medical program for the Airport Commission.
         d. Require that employees pay the full cost of medical benefit coverage if the employees are on leave without pay.

      (2) Deductibles: The following changes are proposed in deductibles, i.e. the initial cost paid by employees when they (or their dependents) receive medical treatment:

a. Under our current plan, individuals must pay the first $100 of their medical costs for the year. We propose that the plan be changed so that individuals pay the first $150 of their medical costs for the year.

b. The current medical cost deductible for families is $300 per year. We propose that this be changed to $450.

c. We propose that individuals covered under the plan pay $50 of the cost of their first hospital admission each year. (This $50 deductible would be in addition to the general deductible.)

d. We propose that individuals pay the first $25 of charges for each emergency room visit after their initial visit each year. After this deductible, additional charges will be covered in accordance with regular plan provisions.

e. We propose to increase the plan's payment for outpatient psychiatric care to 80% of eligible costs since outpatient care is less costly than hospitalization. We also propose to establish a maximum psychiatric care payment of $5,000 during each year for each individual and a $30,000 limit during an individual's lifetime.

f. We propose a limit be set on chiropractic care coverage to one treatment per week and we propose to set a maximum payment of $30 per treatment.

g. We recommend that the plan pay for medical care not covered in our present plan if (in the judgment of the plan administrator) the treatment is less costly.

Without these changes the City's total share of the cost for medical coverage would increase by $331,000 in 1984. The General Fund's cost would increase by $301,000 in 1984. With these proposed changes the City's cost will increase by only $69,635 and the cost to the General Fund will increase by $63,451.

e. Personal Service Savings: The various increases in Personal Services costs in 1984 are offset by reductions in the allocations for overtime, worker's compensation, and temporary labor. The 1984 allocations for these items are $147,987 below 1983 costs.

2. Contractual Services: The allocation to cover 1984 Contractual Services costs is increased $405,063 over the 1983 allocation. Items accounting for this increase are listed below:

a. Jail: The City's cost for jail services will increase by $267,261 due to a 47% increase in the jail per diem charge and a 10% increase in the booking fee. Our 1983 jail cost is projected to be $595,030. Our 1984 cost is projected to be $862,291.

b. Printing: The closing of the Print Shop will increase the General Fund Contractuals by $116,855; a $124,678 decrease will occur in General Fund revolving Print Shop chargebacks, for a net savings of $7,823.

c. Electricity: The allocation for electricity cost is increased $86,732 over 1983 costs to cover an anticipated rate increase of 5% and to cover the cost of placing 200 new street lights in those neighborhoods which are now poorly lighted.

d. Southside Fire Department: Fire Protection to the Southside is provided by the Southside Fire Department under a contract with the City. The Southside Fire Department will increase its 1984 fee to the City by $65,980 over 1983 in order to cover increases in its operating costs.

e. Contractual Services Savings: The cost increases listed above will be offset by significant decreases in several items. Landfill cover material costs will drop by $155,457 and other contractual services will drop by $124,709.

3. Commodities: The allocation for Commodities in 1984 increases over the 1983 costs by $106,862. Approximately two-thirds of this increase is from price adjustments; the balance is for quantity changes to meet program requirements.

4. Revolving Fund: Revolving Fund charges to the General Fund for 1984 will be $78,037 higher than 1983. The items that cause this increase are listed below.

a. Garage Cost: The charges for Vehicle Maintenance will increase $100,086 or 3.1% to cover anticipated price increases the Central Garage must pay for personal services, supplies, and materials.

b. Data Processing: The General Fund's 1984 costs for Data Processing services will increase by $96,081 or 9.0% above 1983 costs. This cost increase is due to the General Fund's share of Data Processing price increases, to the addition of four word processors in General Fund departments, and to the General Fund's share of the costs for a memory expansion in the computer's mainframe. The memory expansion will cost $69,000.

c. Increased revolving fund charges to the General Fund for vehicle maintenance and data processing services will be partly offset by the transfer of printing costs to the General Fund contractuals.

5. Capital Outlay: The Capital Outlay allocation for 1984 is $73,692 below the 1983 allocation for Capital Outlays.

6. Interdepartmental: The differences between projected 1983 costs and proposed 1984 allocations for the various interdepartmental categories are discussed below.

   a. Debt Service: Debt Service for 1984 will increase by $165,160 over 1983 costs. This increase is caused by the addition of the principal and interest cost of the 1983 General Obligation Bond Issue. The 1984 debt service allocation is $1,508,489; this allocation includes $641,092 for bond redemption and $867,397 for interest costs.

   b. Contingencies: A $100,000 Contingency is planned for 1984. These funds are provided to cover minor unexpected costs during the budget year. The amount proposed here is a modest 0.2% of the General Fund Budget.

   c. Contributions: An allocation of $2,073,679 is provided for Contributions for 1984. This is a decrease of $236,308 below the 1983 allocation. The 1984 allocation is described below.

      (1) Cultural Services: An allocation of $255,957 is proposed to pay for Cultural Services; this is a cost decrease of $17,127 from 1983. A breakdown of the cost of Cultural Services is listed below:

CULTURAL ACTIVITIES	1984 RECOMMENDATION
Telfair Academy	$ 18,340
Science Museum	23,779
Symphony Society	88,000 *
Musicians' Federation	4,000
Savannah Ballet	4,750
Ballet South	8,000
Little Theater	32,175
Savannah Art Association	3,220
Young People's Theater	23,625
Fort Jackson	25,350
Coastal Jazz Assoc.	8,000
Public Radio	12,000
Beach Inst.Historic Neighb.Ass'n	4,718
TOTAL	$255,957

* Includes $8,000 for Special Equipment

(2) Social Services: An allocation of $109,500 is proposed to provide contributions to Social Agencies. This is a decrease of $4,660 from 1983. A listing of these services is provided below:

SOCIAL SERVICES	
Georgia Advocacy	$ 5,000
Hospice	10,000
Voluntary Action Center	7,000
Safe Shelter	17,000
Coastal Food Bank	15,000
Rape Crisis Center	15,000
Internat'l Seamen's House	7,500
Senior Citizen's, Inc.	33,000
TOTAL	$109,500

(3) Other Contributions: An allocation of $2,073,679 is proposed for contributions to other agencies. This is a decrease of $224,196 from 1983. Several of the proposed allocations in this category should be noted.

(a) Visitor Center: The proposed allocation for 1984 totals $347,500, an increase of $55,000 from 1983. The allocation is based on the budget requested by the Visitor Center. It is equal to one-half of the projected collections from the hotel/motel tax in 1983, less a rent deduction of $25,000. The Visitor's Bureau has requested that the rent deduction be waived. I recommend that it not be waived.

(b) Transit Authority: The proposed 1984 allocation for the Transit Authority is $800,000. The City contributed the same amount to the Savannah Transit Authority for operations in 1983. We are able to hold our 1984 contribution to the same level as the 1983 contribution as a result of the fare rate increases and route adjustments adopted by the Transit Authority. Without these changes an additional contribution of $325,000 would be needed. Although no capital contribution to the Transit Authority is proposed for 1984, about $200,000 for capital items was allocated in 1983.

(c) Contribution to Golf Course and Civic Center: Improved performance and management of these two operations has reduced their deficits and, therefore, the amount of the General Fund subsidy that will be needed in 1984. The 1984 allocation is $540,829, which is $107,000 less than the 1983 allocation. The 1983 and 1984 allocations follow:

	1983	1984	Difference
Golf Course	$102,076	$ 50,990	$ -51,086
Civic Center	545,989	489,839	-56,150
Total	$648,065	$540,829	$-107,236

Base Budget Revenue:

Funds totalling $43,165,279 are needed to balance the proposed 1984 base budget. These required funds can be provided from General Fund current charges and from the unallocated General Fund cash carried forward from 1983. However, no funds will be left over for either capital improvement projects or for program improvements.

Projected cash and revenues for the General Fund in 1984 total $43,165,279, which is $380,497 below the total funds available for the 1983 budget. The explanation for this condition is that a sharp drop in the carry forward cash for 1984 more than cancels a modest increase in revenues projected in 1984. Projected 1984 revenue increases from current charges will total only $580,586, a 1.4% increase. These additional revenues are offset by a $961,083 drop in carry forward cash.

The small growth in revenues from current charges results from losses in several revenue categories such as landfill charges, commercial refuse collection fees, and casualty insurance premium taxes. These losses total $574,442. Other revenue categories (such as sales and property taxes) are projected to increase moderately; however, the total for these sources is only $1,155,028. Overall, the net revenue gain is projected to be only $580,586.

The drop in the carry forward cash reflects the impact of the economic recession upon our revenues which are sensitive to the economy. The sluggish economic conditions have limited the growth in several revenue sources, especially the sales tax. A complete breakdown of funds by source and a comparison with cash and revenues available in 1983 by source is presented in the Budget Introduction.

Capital Improvement Projects and Program Improvements

Urgently needed in 1984 are a number of capital improvement projects and program improvements. These projects and programs will total $1,581,035; they are listed and described below.

Capital Improvement Projects: An appropriation of $1,346,096 from new revenues for capital improvement projects is proposed for 1984. The projects to be funded from this appropriation are:

a. Landfill Site Acquisition. In 1981 the City acquired a 456 acre site for its Landfill operation. The cost was $1,592,558 and the City agreed to pay for the site in four installments. The allocation needed in 1984 to fund the contribution is $333,059.

b. Police Headquarters Improvements. An allocation of $117,000 is proposed for the fourth phase of a five phase improvement to the Police Department Headquarters building. Of this amount, $99,000 is needed for heating and cooling system improvements and $18,000 is needed for restroom improvements.

c. Miscellaneous Small Drainage Projects. An allocation of $55,000 is proposed for capital repairs to canal and drainage ditch banks and channels. These repairs are needed to prevent flood damage to properties abutting the banks and channels.

d. Fell Street Box. Funds in the amount of $345,000 are proposed for a capital project to upgrade the Fell Street drainage outfall line. This project is needed to alleviate the serious flooding problems which are occurring in the Fell Street, Hudson Street, and East Bay Street area. The flooding on those streets causes more damage than the flooding at any other location in the City.

e. Golf Course Bonds. Current planning calls for issuing up to $1 million in bonds to finance capital improvements at the Golf Course. If bonds are issued, the first year debt cost will be approximately $75,000. A contribution of this amount is proposed to the Golf Course Fund. The improvements are described in the Golf Course Fund Summary portion of this budget. If the recommended revenue changes for the Golf Course are made, this contribution can be reduced by $19,331.

f. Facility Repairs. Funds in the amount of $226,500 are needed to provide basic capital upkeep at several City facilities. These projects include:

a.	Replacing City Hall Windows/Frames	$81,000
b.	Repair Civic Center Ceiling	64,000
c.	Renovate Buildings & Grounds Maintenance Shop	25,000
d.	Improve Radio Repair Shop	20,000
e.	Resurface 3 Pools	15,000
f.	Install Sprinkler in Park & Tree Shop	12,000
g.	Fire Station #2 Roof Repair	5,500
h.	Repair Bacon Park Tennis Complex Steps	4,000

g. Traffic Signal: A traffic engineering study has shown that a traffic control signal is needed in order to reduce accidents at the intersection of 65th and Paulsen Streets. An allocation of $90,000 is proposed to provide for the installation of a signal at that location.

h. Cemeteries Improvements: Two improvements are proposed for the Cemeteries. Additional grave sites are needed at Greenwich Cemetery. An allocation of $20,000 is required to clear and prepare the land for sale as cemetery lots. Also, miscellaneous repairs are needed to several roads in the cemeteries. An allocation of $10,000 is proposed for this purpose.

i. Miscellaneous Expenses. Funds in the amount of $74,537 are needed for Engineering Services to the General Fund ($37,596); Engineering Code Enforcement ($21,000); and a small project contingency ($15,941).

Program Improvements: An allocation of $234,939 is recommended for program improvements. A description is provided below for each of the recommended improvements.

a. Additional and Renovated Parks Maintenance: In 1984, four new and eight renovated parks will be added to the Leisure Services Buildings and Grounds maintenance program. The addition of one litter removal and mowing crew (consisting of three grounds maintenance workers, one truck, and support supplies) is needed to provide for proper maintenance of these facilities. In addition, one pick-up truck is needed to improve the frequency of maintenance of Parks in the Southside. An allocation of $58,843 is proposed to fund this new program.

b. Landscape Maintenance Program: Between 1982 and 1983, the plants maintained by the Park and Tree Department increased from 3,000 to 24,000 and the sprinkler heads maintained increased from 1,160 to 1,530. In order to prevent a decline in the quality of landscape maintenance resulting from these additions, another landscape maintenance crew is required. The cost of this additional crew is $12,000.

c. Police Program Improvements: Five program improvements are recommended for the Police Department. The total cost of these proposed programs is $74,238. The programs are listed and described below.

(1) Alcohol Field Test Kits: Currently persons who are suspected of driving under the influence must be taken by a police officer to the jail for an intoximeter test. However, in about one-fourth of the cases the suspect is not legally intoxicated and must be released. Purchase of four alcohol field-test kits is proposed to allow immediate testing of suspects and to avoid unnecessary trips to the county jail. The cost of these four units is $1,800.

(2) Fingerprint Identification System Improvement: The Police Department currently uses a fingerprint identification system which is slow and difficult. A new, faster method is proposed which will help clear more burglary cases. The cost of the new system is $1,350.

(3) Computer Expansion: Comprehensive criminal records are maintained on the City's main computer. Six additional computer terminals are proposed so that the Police Patrol and Detective Divisions can have direct access to these crime records to determine crime prevention strategies and to solve crimes. The cost of these terminals is $35,390.

(4) Police Word Processing Equipment: Currently, numerous police crime reports and procedures manuals must be produced on standard typewriters; this process is slow and it hampers the rapid distribution of criminal information to field officers. One word processing system (which would be tied to the main computer) and three electronic typewriters are proposed. The cost of this equipment is $10,200.

(5) Video Equipment: An allocation of $25,498 is proposed to purchase video equipment for Police Officer training and for crime scene investigations. Using video equipment, all officers can receive daily training at shift changes. The equipment can also be used to record more information at each crime scene.

d. School Zone Warning Signs: The school zone warning signs which are in place throughout the City set a 25 m.p.h. speed limit for two hours in the morning and two hours in the afternoon. However, at most locations only a 45 minute period is necessary for the safe passage of school children. This period of reduced speed causes unnecessary traffic delays at rush hours. Special flashing signs at each location can be set for the exact time needed to allow for children's safe passage. The signs at each location will cost $2,300; four locations are recommended in 1984 for a total cost of $9,200.

e. Blackshear Homes Basketball Complex: A major new recreational complex will be opened in the spring of 1984 in the Blackshear Homes neighborhood. The complex will include basketball courts, play equipment, seating areas, fencing, lighting, and landscaping. One full-time recreation specialist and one part-time recreation leader are recommended to provide for the proper operation of the facility 56 hours per week. An allocation of $25,158 is proposed to provide these new resources.

f. Streetscape Improvement Program: The current level of resources in Streets Maintenance is not sufficient to properly maintain the lanes, sidewalks, and tree lawns in the Historic District. Many of these facilities are overgrown with unsightly weeds and vegetation. Regular removal of vegetation will require an additional maintenance service worker and supporting supplies. An allocation of $25,500 is proposed for these additional resources.

g. Civic Center Study: Improvements are needed in the Civic Center facilities in order to better accomodate large conventions and expositions. The needed improvements can be best identified with assistance from a professional civic center consulting firm. An allocation of $30,000 is proposed to provide this assistance.

NEW REVENUES:

In order to fund the General Fund Capital Improvement Projects and Program Improvements, an allocation of $1,581,035 is proposed. The current revenue program will not generate sufficient funds to cover both the 1984 Base Budget and these costs. In order to provide the funds needed for these capital improvement projects and program improvements, the following changes in revenue charges are recommended:

1. Residential Refuse Fee: We recommend that the residential refuse collection service fee be increased from $1.50 per month to $2.00 per month. This $.50 per month fee increase will produce $238,000 in new revenues during 1984.

2. Bank Tax: A new State law goes into effect on January 1, 1984 that changes the method of taxing banks. Under the old law, banks paid personal property taxes based on the share value of bank stock. Assessment of this tax was complicated and the tax may have been invalidated by a Federal Court ruling.

   Therefore, the new law stipulates that banks' personal property taxes will be assessed on the value of regular personal property such as machinery, equipment, and furnishings. In addition, cities will now have the authority to levy a business license fee of up to 0.25% of banks' gross receipts in the year preceding the levying of the fee. We recommend that this new method of taxing banks be adopted as of January 1, 1984. Adoption of the new method will produce $100,000 in revenues.

3. Business Licenses: We recommend that fee schedules be changed for regular business licenses, alcoholic beverage licenses, and professional taxes. The recommended fee changes will produce $228,000 in additional revenues in 1984. Each of the proposed changes is described on the following page.

a. Professional Tax: We recommend that the current tax on professions (such as attorneys and physicians) be increased from $145 per year to $160. This $15 per year increase will produce $11,000 in 1984.

b. Alcoholic Beverage Tax: We recommend that present license fees for wholesale and retail sales of beer, wine, and liquor be increased by 10%. This increase will produce $47,000 in new revenues during 1984.

c. Regular Business Licenses: The City now collects business license fees based on a flat rate schedule which lists fees for 600 classes of businesses. This schedule is complicated and inequitable -- under the schedule many businesses do not pay a fee which corresponds to their size and profitability.

A new simplified rate schedule is proposed which will greatly improve the equity and administration of business license fee collections. The new schedule will be described in detail in a separate special report to the Mayor and Aldermen.

If the new schedule is adopted as of January 1, 1984, business license fee revenues will increase by $170,000. If the new schedule is not adopted, we recommend that the existing business license fee schedule be increased by 20% in order to generate the same $170,000.

4. Electric Franchise Fee: The Savannah Electric and Power Company currently pays to the City a tax which is 3% of the company's gross receipts from residential and commercial electricity service. An increase in this tax rate to 4% will produce $444,000 in additional revenues in 1984.

5. Property Tax: The current tax on real property is 8.5 mils or $8.50 per $1,000 in assessed value. We recommend that the property tax rate be increased by 1 mil to 9.5 mils. This increase will produce $800,000 in additional revenues in 1984.

6. Miscellaneous Fees: Each year we evaluate those programs for which direct user fees are charged. Our objective is to set fees at a level which will meet program costs. As a result of this evaluation, six program fee increases are recommended; if approved, these fee changes will generate $45,000 in additional revenue in 1984. The fee changes are listed on the following page.

Fee	Changes	Additional Revenues
Cemetery Fees	Increase burial fees by 6%; charge 25% higher fee for lot sales to non-county residents	$18,000
Ceramics Fees	Increase the registration fee from $4 to $5; institute a pottery kiln firing fee	$ 3,432
Softball Tournament Fee	Sponsor two adult tournaments with an $80 fee per team	$ 2,560
Adult Athletic Team Fees	Change the Athletic Fee from $15 per player to $250 per team	$10,330
Lighted Practice Field Fee	Charge $25 per hour for practice sessions conducted on lighted fields	$ 6,978
Parking Lot Fees	Increase fees in City lots Term: Daily — Present: $2.25 — Proposed: $2.50 Monthly — Present: $ 20 — Proposed: $ 22	$ 3,700
Total Additional Revenue		$45,000

These miscellaneous fee increases are described in more detail in the Budget Introduction.

7. Landfill Dumping Fees: The landfill is another program which was reviewed to determine if revenues from fee charges match the cost of providing services. In this case we recommend that the fees at the landfill be reduced because the City's operating costs have declined.

During 1983 the City charged private refuse services $8.00 for each ton of solid waste the service companies dumped in the landfill, since in 1983 the City's cost to operate the Highway 17 Landfill was $8.00 per ton.

In 1984 the City will use the new Dean Forest Road landfill and we project that our operating costs will decline to

$6.50 per ton. The main reason for this decline in costs is that we will need to purchase a much smaller quantity of cover material -- the new landfill has a greater supply. Another reason that our costs have declined is that we are now receiving smaller quantities of solid waste from private disposal services and the Sanitation Bureau has reduced operating costs.

We therefore recommend that our dumping fee be reduced from $8.00 per ton to $6.50 per ton. This fee change will produce no net change in revenues.

SUMMARY - GENERAL FUND

The table below provides a summary of proposed General Fund expenditures as well as the base and new revenues which are proposed to match these expenditures.

	EXPENSES	REVENUES
BASE	$43,165,279	$43,165,279
CAPITAL IMPROVEMENTS	1,346,096)	
	)	1,855,000
NEW PROGRAMS	234,939)	
TOTAL	$44,746,314	$45,020,279

A detailed analysis of the General Fund is found in the Budget Introduction following this budget message.

Future Project Planning:

In addition to setting the Budget as a financial plan for 1984, we must also begin establishing plans to fund several future projects such as improvements to the Northwest Quadrant Streetscapes, the Battlefield Park area, and the Drainage facilities throughout the City. These projects will be described in more detail in special reports to the Mayor and Aldermen.

The traffic signal computer control system is another project for which a financing plan must be established. The traffic signal system controls the timing of traffic lights in the downtown area. This present system is essentially obsolete. A new system has been designed which will control all major traffic corridors in the City. The cost of the new system is projected to be $1,600,000.

The State will fund $300,000 of the project cost and our original plan called for providing the City's share with General Fund allocations of $300,000 in 1983, an allocation of $500,000 in 1984, and an allocation of $500,000 in 1985. We now recommend that Authority Bonding be considered in order to reduce the financial impact on the 1984 and 1985 General Fund budget

financial impact on the 1984 and 1985 General Fund budget expenditures. The project costs can be met using the proceeds of Authority Bonds. The City would enter into a lease agreement with the Authority under which the City would pay debt service and the City would operate and maintain the system. I recommend that this project be funded with Authority Bonds in early 1984. The project is described in more detail in the Budget Introduction.

WATER FUND

The Water Fund is an enterprise fund through which the City finances and operates a water supply and distribution system for residential and business users. The Water Fund also provides for the general administration support budget for both the water and sewer utility programs. The Water Fund and the Sewer Fund, through fund transfers, share equally the cost of these support services.

The Water Fund budget for 1984 is divided into three parts: the Base Budget, the Program Improvement Budget, and the Capital Improvement Budget. Each of these expenditure categories, as well as the proposed funding of these expenditures, is described below.

BASE BUDGET

Appropriations:

The proposed base budget is $3,968,211, which is $354,497 or 9.8% greater than the base budget for 1983. The items which cause this change are:

1. Personal Services: The recommended allocation for Personal Services in 1984 is $971,995 or 19.9% higher than 1983. The increase of $160,994 covers the cost of the pay adjustment and related items plus the transfer of Administrative staff previously budgeted elsewhere. The pay adjustment proposal calls for a 3% pay increase for all employees effective in 1984 and a 2.5% anniversary date pay increase for all employees who are not at the top of their pay range. The administrative staff transfer involves an analyst, engineer, and assistant director. These positions were previously budgeted in Engineering and in Facilities Maintenance and their cost charged to each through the Revolving chargebacks and the Service by the General Fund. This transfer does not involve new cost.

The major components of the Personal Services increase are:

a.	Pay adjustment	$ 43,605
b.	Position transfers	83,862
c.	Pension cost	10,706
d.	Social Security cost	10,940
	Total	$149,173

2. Contractual Services: The proposed 1984 Water Fund allocation for Contractual Services is $934,401, which is 11% higher than the 1983 allocation of $840,683. One major component of this $93,718 increase is electricity costs -- up $35,988 or 5% due to a rate increase and up $45,042 for increased consumption for wells and storm stations. The second major increase component is equipment maintenance performed by private firms, up $4,530 or 5.5%.

3. Commodities: The proposed 1984 allocation for Commodities is $447,116, up $38,199 or 9.3%. The main cause of this increase is expected price increases. Also, some $12,000 is added to purchase pressure backflow preventors at well sites.

Water Fund Program Improvement

A 1984 program improvement is proposed for better management and technical support of the water and sewer systems. During 1983 three existing positions were transfered to create a Water and Sewer Administrative and Technical Unit. While the creation of this unit improved the management of the water and sewer systems, clerical and engineering staff support are needed for the unit. Under the proposed program improvement, an administrative secretary and a field engineer would be added to the management staff.

A total of five positions would then support both water and sewer operations. With this staff, proper central management and planning activities can be provided for the large physical plant and the essential utility services managed in water and sewer operations. An allocation of $50,451 is recommended for this program improvement. The Sewer Fund will pay for its appropriate share of this program improvement cost.

Water Fund Base Revenues

Funds totalling $4,018,662 are needed to balance the proposed Water Fund Base Budget of $3,968,211 and the program improvement of $50,451. These required funds can be provided from Water Fund current charges which are projected to be $4,018,662 in 1984. However, these funds are not sufficient to meet the costs of Water Fund Capital Improvement Projects.

Water Fund Capital Improvement Projects

Extensive capital facilities, largely plants and lines, are needed to provide water services. The Water Distribution System consists of 500 miles of water lines, some quite old. The Water Treatment System involves 27 wells and 3 treatment stations. Continual capital repairs and improvements must be made in order for this system to function properly.

To serve community development, to meet current and future fire protection needs and to make capital repairs to the system, a number of water capital projects are needed in the next five years. These projects are divided into three types:

1. Projects which are needed for basic system upkeep or which are needed to meet minimum EPA standards.
2. Projects which are needed to improve the effectiveness of our system.
3. Projects which are needed to meet new service demands.

The five-year capital plan includes projects totalling $12,821,000. The proposed allocation for each year is provided below.

Year	Capital Requirement
1984	$ 2,820,000
1985	2,692,000
1986	2,435,000
1987	2,313,000
1988	2,561,000
Total	$12,821,000

These projects are listed and described in more detail in the Appendix.

During 1984 a total allocation of $2,820,000 is needed to fund projects as follows:

Water Fund 1984 Capital Improvement Projects

1.	Essential to maintain operations		$ 420,000
	Water line maintenance and rehabilitation	$245,000	
	Well maintenance and rehabilitation	175,000	
2.	System Improvements		2,190,000
	Water lines	$2,065,000	
	Auxiliary Power for Well No. 1	125,000	
3.	Water Line Extensions		210,000
			$2,820,000

Funding the Water Capital Improvements Projects

Just as we have established a long range plan for needed Water Fund Capital Improvement expenditures, we have also established a long range funding plan. Several sources of funds are available to cover the cost of capital projects.

1. Balance of cash reserves from prior years.
2. Proceeds of revenue bond sales.
3. Current revenues from water rate charges.
4. Revenue increases from higher water fees.

The table below show the sources of funds proposed for each year of the five year capital program.

	Thousands of Dollars					
	1984	1985	1986	1987	1988	Total
Beginning Balance (from prior years)	$ 136	$2,117	$ 344	$ (507)	$1,635	$ 136
Bond Issue	4,000	-	-	3,000	-	7,000
Interest on Bond Proceeds	150	65	25	117	60	417
Current Revenue Contribution	651	854*	1,559*	1,338	751	5,153
Less Capital Proj.	(2,820)	(2,692)	(2,435)	(2,313)	(2,821)	(2,821)
Ending Balance	$ 2,117	$ 344	$ (507)	$1,635	$ (115)	$ (115)

*Contributions for capital projects 1985 and 1986 will require water rate increases.

As the table shows, the Balance of Funds available for capital projects in 1984 is only $136,045. Therefore, our five year financial plan calls for issuing revenue bonds to cover a major portion of the Capital Improvement project costs. Under the plan we propose to issue $7,000,000 in bonds. A $4,000,000 bond issue is planned for 1984 and a $3,000,000 bond issue is planned for 1987.

In order to issue revenue bonds, funds are needed to meet the debt service for the bonds. These funds must come from current revenues. However, our current revenues are only sufficient to meet the costs of Basic Budget and new program expenditures. Therefore, a water rate increase is needed to permit the proposed issuance of bonds. In 1984, we need $651,334 in new revenues. These new revenues, plus the proceeds of the bond sale, can then be used to fund the $2,820,000 water fund capital program for 1984. After these funds have been allocated, we will have a year-end cash reserve of $2,117,000 which can then be used in the capital program for 1985. Funding of the full long range program of capital projects will require rate increases in 1985 and 1986.

The following water rate changes are proposed to generate $651,334 in new revenue needed in 1984.

Inside City	Current Rates	1984 Proposed Rates	Increase
Base (bimonthly)	$ 7.08	$ 7.08	$ -
Consumption			
Under 20 CCF	.09	.135	.045
Over 20 CCF	.15	.225	.075
Outside City			
Base (bimonthly)	$10.62	$10.62	$ -
Consumption			
Under 20 CCF	.13	.195	.065
Over 20 CCF	.22	.33	.11

The proposed rate schedule avoids an increase in the base rate -- only the consumption fee is increased. Therefore, customers who use a small amount of water will incur only a nominal water rate increase. For example, a customer with bi-monthly water consumption of only 1,800 cubic feet will pay $9.51 bi-monthly, compared to their present bi-monthly bill of $8.70 for a monthly increase of $.40. A more typical water user's bi-monthly cost will be $10.90, up $1.27 from $9.63 (based on average consumption of 2,500 cubic feet) for an average monthly increase of $.64. Customers whose consumption is higher will pay proportionately higher costs.

The proposed 1984 Water Fund Base Budget, Program Improvements, and Capital Improvement Projects are explained in more detail in the Budget Introduction. The long range Water capital expenditure and revenue plan is also explained in the Budget Introduction and Appendix.

SEWER FUND

The Sewer Fund is an enterprise fund through which the City finances and operates the wastewater collection, treatment, and disposal program. All operating and debt retirement costs for this program and all capital improvement projects for the program are financed through the Fund from revenues which are collected from user charges for sewage collection and treatment services.

The Sewer Fund budget for 1984 is divided into three parts: the Base Budget, the Program Improvement Budget, and the Capital Improvement Budget. Each of these expenditure categories, as well as the proposed funding of these expenditures, is described below.

BASE BUDGET

Appropriations:

The proposed Sewer Fund base budget for 1984 totals $7,292,351. This is $477,188 or 7.0% more than the $6,815,163 in projected spending under the 1983 Base Budget. The major components of this budget increase are described below.

1. Personal Services: The recommended allocation for Personal Services in 1984 is $1,755,422, which is $115,005 or 7% higher than in 1983. The higher Personal Services costs are primarily due to the 3% across the board pay increase and to the 2.5% step increase for Sewer Fund employees. The main components of Personal Services cost increases are listed below.

a.	Pay Adjustment	$ 83,686
b.	Related Pension Cost	8,516
3.	Social Security Cost	9,894
	Total	$102,096.

2. Contractual Services: The proposed 1984 Sewer Fund allocation for Contractual Services is $1,530,614, which is 5.1% higher than the 1983 allocation of $1,456,167. The major components of this increase are electricity costs which will be 5% or $50,022 higher, natural gas costs which will be $20% or $30,200 higher, and equipment maintenance costs, which will be 7.5% or $15,316 higher than in 1983.

3. Commodities: The proposed 1984 allocation for Commodities is $763,179, which is $54,325 or 7.6% higher than the 1983 allocation. The main reason for this higher allocation is anticipated cost increases in chemicals and construction supplies.

Sewer Fund Program Improvements

Two program improvements are urgently needed in 1984. These programs are described below:

1. Industrial Pretreatment: The City receives and treats wastewater from a number of industrial customers. Wastewater from these customers is often far more septic and toxic than ordinary domestic household wastewater. Such wastewater is difficult and expensive to treat. In fact, our facilities are not even designed to handle some types of industrial wastewater.

Therefore, the Environmental Protection Agency requires the City to monitor industrial wastewater and to stop industrial customers from discharging sewage which is too septic or too toxic. An allocation of $29,200 is proposed in order that a monitoring program can be established. The program costs include the salary of one laboratory technician, a vehicle, and necessary support services and supplies.

2. Sewer Line Cleaning: Savannah has a very flat topography and, therefore, many sewer lines are on a grade which has a small slope. Such lines can collect debris which causes frequent stoppages. Also, such lines can collect gas, which causes deterioration of the sewer pipes.

   An allocation of $149,000 is proposed to set up an additional sewer line cleaning crew. This crew will reduce stoppages and pipe deterioration in a number of problem locations. Eventually, pipe deterioration in these areas could necessitate the laying of new lines at great expense. The cost of the cleaning program includes salaries for two service workers, a jet vacuum truck, and necessary supplies.

Sewer Fund Program Improvement Revenues

The 1984 Sewer Fund Base Budget of $7,292,351 plus the Program Improvement costs of $178,200 total $7,470,551. Sewer Fund Base Revenues of $7,849,732 are sufficient to cover these costs while leaving a balance of $379,181. However, this balance is not sufficient to fully fund the proposed Sewer Fund Capital Improvement Programs for 1984. These programs, and funding for them, are described below.

Sewer Fund Capital Improvement Projects

Extensive capital facilities are needed to provide sewer services. Our system currently includes about 450 miles of sewer, 95 lift stations, 1 major treatment plant, and 6 smaller treatment plants. Continual capital repairs and improvements must be made in order for this system to function properly.

In addition, the Environmental Protection Agency has set sewage treatment standards in order to avoid pollution of our river and streams. Capital improvements must be made continually to meet these standards.

A long range plan has been developed to identify the capital improvement projects that are needed for our system over the next five years. These projects are divided into three types:

1. Projects which are needed for basic system upkeep or which are needed to meet minimum EPA standards.
2. Projects which are needed to improve the effectiveness of our system.
3. Projects which are needed to meet new service demands.

During 1984 a total allocation of $2,970,000 is needed to fund projects as follows:

Sewer Fund 1984 Capital Improvement Projects

1.	Essential to maintain operations	
	Pump and Lift Station Rehabilitation Rehabilitation	$625,000
	Sewer line maintenance and rehabilitation	$1,150,000
	Treatment plant upgrade	$300,000
2.	System Improvements	
	Sewer line and station improvements	$85,000
	Land acquisition for new station	$200,000
3.	Service Extensions	610,000
	Total	$2,970,000

The five-year capital plan includes projects totalling $8,415,000. The proposed allocation for each year is provided below.

Year	Capital Requirement
1984	$2,970,000
1985	1,320,000
1986	1,445,000
1987	1,165,000
1988	1,515,000
Total	$8,415,000

These projects are listed and described in more detail in the Appendix.

Funding the Sewer Capital Improvement Projects

Just as we have established a long range plan for needed Sewer Fund Capital Improvement Project expenditures, we have also established a long range funding plan. Several sources of funds are available to cover the cost of capital projects:

1. Balance From Prior Years: Cash reserves not used in prior years.
2. Bond Proceeds: Funds from revenue bond sales.
3. Current Revenues: Funds from current sewer rate charges.
4. Rate increases: Funds from higher user fees.

The table below shows the sources of funds for the proposed $2,970,000 1984 capital improvement projects and for each year of the five year sewer capital program.

	Thousands of Dollars					
	1984	1985	1986	1987	1988	Total
Beginning Balance (from prior years)	$ 516	$2,971	$2,024	$ 489	$1,772	$ 516
Bond Issue	4,000	-	-	2,000	-	6,000
Interest on Bond Proceeds	250	150	60	130	30	620
Current Revenue Contribution	1,175	223	(150)	318	117	1,683
Less Capital Proj.	(2,970)	(1,320)	(1,445)	(1,165)	(1,515)	(8,415)
Ending Balance	$ 2,971	$2,024	$ 489	$1,772	$ 404	$ 404

*Contributions for capital projects in 1987 and 1988 will require sewer rate increases.

As the table shows, the Beginning Balance of Funds from prior years totals only $516,000. Therefore, our five year plan calls for issuing revenue bonds to cover a major portion of the capital improvement project costs. Under the plan we propose to issue $6,000,000 in bonds -- a $4,000,000 issue is planned for 1984 and a $2,000,000 bond issue is planned for 1987.

In order to issue revenue bonds, funds are needed to meet the debt service for the bonds. These funds must come from current revenues. In the sewer fund we have $379,181 in current revenues available after meeting the cost of the Base Budget and the program improvements. However, this amount is not sufficient to meet the debt service of the proposed bond issue. Thus, new revenues in the amount of $796,000 are needed in 1984 in order to provide $1,175,000 required for the debt service of the new bond issue. These new funds plus the proceeds of the bond sale can then be used to fund the $2,970,000 sewer fund capital program for 1984. After these funds have been spent, we will have a year-end cash reserve of $2,971,000 which can then be used in the capital program for 1985.

The following sewer rate schedule changes are proposed to produce $796,000 in new revenues:

Inside City	Current Rates	1984 Proposed Rates	Increase
Base (bimonthly)	$6.48	$6.48	$ -
Consumption:			
Under 20 CCF	.41	.49	.08
Over 20 CCF	.62	.74	.12

Outside City	Current Rates	1984 Proposed Rates	Increase
Base (bimonthly)	$ 9.72	$ 9.72	$ -
Consumption:			
Under 20 CCF	.61	.73	.12
Over 20 CCF	.93	1.08	.15

The proposed rate schedule avoids an increase in the base rate -- only the consumption fee is increased. Therefore, customers who use a small quantity of sewer services will incur only a nominal sewer rate increase. For example, a customer with bi-monthly sewer service demand of only 1,800 cubic feet will pay $15.30 bi-monthly, compared to their present bi-monthly bill of $13.86 for a monthly increase of $.72. A customer with bi-monthly sewer service volume equal to the system average of 2,500 cubic feet will pay $19.98, up $2.20 from $17.48 for an average monthly increase of $1.10.

The proposed 1984 Sewer Fund Base Budget, Program Improvements and Capital Improvement Projects are explained in more detail in the Budget Introduction. The long range Sewer capital expenditure and revenue plans are also explained in the Budget Introduction and Appendix.

INDUSTRIAL AND DOMESTIC WATER FUND

The Industrial and Domestic Water (I & D) Fund is an enterprise fund providing surface water to a small group of large industrial users. As an enterprise operation, service fees charged to users fund all operating and debt retirement costs. The I & D Water Fund budget proposed for 1984 consists of base expenditures only. No capital or program improvements are recommended.

Base Budget

Appropriations:

The proposed base budget totals $2,582,228. This is an increase of 12% or $275,884 above the base budget for 1983. The major changes are described on the following page:

1. Personal Services: The 1984 Personal Services allocation is $584,061, an increase of $51,562. This sum covers the scheduled pay increases and related fringe benefits.

2. Contractual Services: The allocation for Contractual Services increases by $79,764 for a total of $1,042,719. This increase is due to price and quantity changes in electricity, and to the painting of the water storage tank.

3. Commodities: The 1984 Commodities allocation is $470,852 which is an increase of $139,889. Five major expensive equipment/facility repair projects account for this increase.

Base Revenues

The 1984 base operating revenue projection for the I & D Water Fund is $2,582,228. This amount matches the proposed base operating expenditure budget as I & D Water customers are charged exactly for the cost of services they receive.

GOLF COURSE FUND

The Golf Course Fund is an enterprise fund established for the operation and financing of the Bacon Park Golf Course. Fees charged for use of the course plus a subsidy from the General Fund are used to pay all operating and debt costs.

The Golf Course Fund budget proposed for 1984 is divided into three parts: the Base Budget, the CIP Budget, and the Program Improvement Budget. Each of these parts is described below.

Base Budget

Appropriations:
The proposed base budget totals $535,233. This is an increase over the base budget for 1983 of $7,344 or 1.4%. The major expenditure changes are:

1. Personal Services: The 1984 Personal Services allocation is $289,239 which is an increase of $13,708. The increase is due primarily to the scheduled 3% across the board pay increase, 2.5% anniversary pay increase, and the related fringe benefit increases. The 1984 cost of the pay adjustments is $12,019.

2. Contractual Services: The 1984 allocation for Contractual Services declines $1,979.

3. Commodities: The Commodities allocation for 1984 is $88,299, an increase of $4,109 over 1983. The primary cause of the increase is anticipated price increases in chemicals and gasoline.

Program Improvements

The following program improvement is recommended:

An upgrade of the Golf Course Starter/Ranger position from .5 to 1.0 staff year	$7,400

The services of a golf course starter/ranger is essential during periods of heavy course play. The starter/ranger properly times golfers' entrance into and progress around the course. This course monitoring maximizes course play, increases revenue, and decreases damage to course playing areas and facilities. The increased staff allocation for this position will permit more control and management of course play and cart rentals thereby increasing revenues by an estimated $9,464. This amount is already reflected in the 1984 operating revenue projection of $491,643.

Capital Improvement Projects:

A capital projects program in the amount of $1 million is proposed for the Golf Course in 1984. The debt service cost in 1984 for this issue will be $75,000.

The improvements proposed are as follows:

Renovation of three holes	$ 20,000
Construction of six new holes	480,000
Improvement/installation of irrigation system	115,000
Bridge installation/repairs	15,000
Maintenance building	15,000
Parking lot improvements	10,000
Clubhouse improvements	10,000
Landscaping and beautification	5,000
Architectural fee	60,000
Topography map	10,000
Legal fees, printing, distribution, etc.	100,000
Equipment	50,000
Contingencies	110,000
Total	$1,000,000

Base Budget and Program Improvement Revenues

The revenues from Golf Course fees and charges are projected to be $491,643 in 1984, an increase of 15.4% over 1983. Since the Golf Course budget including the program improvement is $542,633, a contribution of $50,990 from the General Fund is required.

Funding the Capital Improvements

The funding plan for the 1984 cost is to increase the General Fund subsidy to the Golf Course Fund by $55,669 and to make three revenue changes worth $19,331.

Three fee increase proposals which would reduce the General Fund subsidy by a total of $19,331 are recommended:

1. Golf Card
   A national golf subscription service offers individual participants two free rounds of golf at affiliated golf courses provided a cart is rented. This service appeals to golfers who travel and would attract business and tourist players to Bacon Park. There is no fee for the Golf Course to affiliate. City participation in a national golf subscription service is expected to provide an increase of 660 rounds of play and $8,000 in revenue during 1984.

2. Reservation Fee
   At present, reservations for specific play times are made without charge. Many times are reserved for golfers who neglect to appear. In addition, blitz groups monopolize play by reserving large blocks of time. A $1.00 reservation fee per foursome is proposed to encourage golfers to honor their reservations, to recover the cost of maintaining a reservation system, and to discourage small groups from monopolizing course play. Reservations are expected to produce $4,480 in additional golf course revenue during 1984.

3. Round Fee for Annual Green Fee Players
   A $.50 per round fee is proposed for each round of golf played by annual green fee holders. Some annual green fee holders play a tremendous number of rounds. The Golf Course loses money on these players. To avoid a general increase in annual greens fees, a per-round surcharge or fee is proposed. This fee will reduce the subsidy of annual ticket holders by other golfers and by the General Fund. Also, the fee should end the problem of annual ticket holders playing the course without registering. The fee is expected to generate $6,851 in additional revenues during 1984.

CIVIC CENTER FUND

The Civic Center is an enterprise fund established for the operation of the Civic Center facility. All of its operating costs plus debt service costs are funded through fees charged for use of the facility and through a subsidy from the General Fund. The Civic Center Fund budget proposed for 1984 is divided into three parts: the Base Budget, the CIP Budget, and the Program Improvement Budget. Each of these parts is described below.

Base Budget

Base Budget Expenditures:

The proposed Civic Center base budget expenditures total $1,124,839 in 1984. This is actually a decrease of $6,150 below the 1983 base budget of $1,130,989. The main reason for this decrease is a reduced allocation for debt service. Other major expenditure changes are described below.

1. Personal Services: The 1984 allocation for Personal Services is $421,154 which is an increase of $17,251 over the 1983 allocation. The main reason for this increase is the proposed 3% across the board pay adjustment and the 2.5% anniversary increase for Civic Center personnel. The 1984 cost of these pay adjustments will be $15,972.

2. Contractual Services: The 1984 allocation for Contractual Services is $240,182, which is $6,427 more than the 1983 allocation of $233,755. This increase is primarily due to higher costs for natural gas and for Equipment Maintenance.

Base Budget Revenues:

The 1984 Civic Center base operating revenues are projected to be $635,000, which is a $50,000 increase over 1983 Civic Center operating revenues of $585,000. Most of this revenue growth is due to advertising, equipment rentals, and concessions revenue increases.

Despite increased revenues, the 1984 base revenues are $91,359 below operating costs. When debt service is included, total Civic Center costs exceed revenues by $489,839. Therefore, a General Fund allocation of this amount must be contributed to the Civic Center. This contribution does not include allocations for a capital improvement project and for a program improvement which are described on the following page.

Capital Improvement Program and Program Improvement

One major capital improvement project is needed at the Civic Center: ceiling repairs in the building are projected to cost $64,000. In addition, one major new program is proposed for the Civic Center: a professional study to identify ways in which the Civic Center can attract more conventions. The projected cost of the study is $30,000.

A total allocation of $94,000 is needed to fund these two projects. Since no additional Civic Center revenues are available to cover this cost, an additional General Fund subsidy of $94,000 is proposed. Funds have been included in the General Fund Capital Improvement proposed projects and in the proposed General Fund New Programs. These programs and the rest of the Civic Center budget are described in more detail in the Budget Introduction.

REVOLVING FUND

The Revolving Fund has been established to cover the cost of providing support services to City operating departments. These support service activities include Data Processing, Engineering, Vehicle Maintenance, the Service Desk and Central Services. The Service Desk handles citizen requests and complaints for all public service programs. Central Services provides mail, phone, custodial, warehousing, and building maintenance services to City departments. City departments are charged for support services in order to clearly demonstrate the cost of support services for each program. The Revolving Fund Base Budget is described below.

Base Budget

The proposed 1984 Revolving Fund base budget totals $7,247,429, which is an increase of $273,012 or 3.9% over the 1983 allocation of $6,974,417. The main components of this allocation are described below.

1. Personal Services:

   The proposed 1984 allocation for Personal Services is $2,913,741, which is a $188,287 increase over the 1983 allocation of $2,725,454. The primary components of this increase are listed below.

   a. Salaries and Wages increase $134,939 due to a 3% across the board increase and a 2.5% step increase for Revolving Fund employees.

b. Worker's Compensation costs increase $29,151 based on higher charges for actual injury rates.

c. Social Security costs increase by $17,912 due to higher pay rates and to Social Security rate hikes.

d. A quantity increase of $6,000 is provided for one part-time temporary clerk in Engineering. The clerk will work 20 hours per week on the preparation of street paving assessment bills so that all appropriate paving project costs are promptly assessed to property owners.

2. Contractual Services:

The proposed 1984 allocation for Contractual Services in the Revolving Fund is $2,277,350, which is $80,962 more than the 1983 allocation of $2,196,388. The main component of this increase is higher rental costs for data processing equipment including funds for the expansion of the computer main memory. This increase is partly offset by a savings in printing costs which will be achieved by the closing of the Print Shop.

Revolving Fund Revenues

The proposed 1984 Revolving Fund Expenditures will be funded through charges to City Departments and outside agencies who receive services. These service charges are described in detail in the Budget Introduction.

CONCLUSION

The expenditure, revenue and program information provided in this budget document represent a comprehensive plan of action and a financial blueprint for the 1984 fiscal year.

We have worked diligently to insure that basic budget expenditures are as low as possible in all funds and programs so the City can continue to provide current levels of service with only a minimal increase in selected fees.

A considerable effort has also been made by all City departments to propose new programs and additional capital projects which will address significant City problems and needs in an effective manner at a low cost. The revenue increases which will fund these new programs and capital projects are justified because of the additional benefits which will be provided to the City.

I recommend the adoption of the Proposed Budgets for Fiscal Year 1984 as presented.

Sincerely,

Arthur A. Mendonsa

Arthur A. Mendonsa
City Manager

ADDENDUM

On December 19, 1983, City Council adopted the 1984 Proposed Budget submitted by the City Manager with the following revisions:

I. The total appropriation for all funds is increased a total of $93,000 to make anniversary date pay adjustments effective January 1, 1984.

II. An appropriation of $35,000 is added to provide electrical wiring on River Street Plaza.

III. An appropriation of $398,027 is provided for capital improvement projects for recreation.

IV. A donation of $2,000 is made to the Navy League.

V. The revenue program presented in the proposed budget is revised as follows:

1. Residential Refuse Collection fees are increased an additional $.50 per month bringing the total increase in fees to $1.00 per month.

2. Professional taxes are increased to $175 per year.

3. Revenues carried forward from 1983 are increeased $291,000.

4. The proposed property tax increase of 1 mill is reduced to .5 mills.

5. The proposed increase in fees for teams is deleted.

6. The proposed reservation fee for the Golf Course is deleted.

7. The proposed surcharge for persons holding annual green fee cards is deleted.

8. Annual green fees are increased 10%; 5% for Senior Citizens.

9. Regular green fees are increased $.50 for both 18 holes and 9 holes.

10. Golf cart fees are increased $1.00 for 18 holes and $.50 for 9 holes.

11. Inspection fees are revised as follows:

    a. Minimum fee is increased to $10.00.

    b. The reinspection fee is made $15 for all categories.

    c. The average cost per square foot for calculating building inspection fees is increased to $32.18 from the present $28.25.

    d. The plumbing fixture inspection fee is changed from $2.75 per fixture to a variable fee ranging from $.25 to $20.

PERSONNEL RECAP

Bureau/Department	1982 Actual Staff Years	1983 Actual Staff Years	1984 Proposed Staff Years
General Administration	23.00	23.50	23.50
Management & Financial Services			
Management & Financial Services	92.00	94.00	94.00
Central Services	30.50	31.00	29.00
Data Processing	27.00	27.00	25.00
Vehicle Maintenance	60.00	60.00	60.00
Sub-Total	209.50	212.00	208.00
Facilities Maintenance			
Facilities Maintenance	203.00	207.00	204.00
Water Fund	49.00	49.00	52.00
Sewer Fund	95.00	97.00	97.00
I & D Water	29.00	29.00	29.00
Service Desk	6.00	6.00	6.00
Sub-Total	382.00	388.00	388.00
Sanitation	259.25	244.25	237.25
Police	363.48	368.48	364.48
Recorder's Court	16.00	17.00	17.00
Fire	211.00	210.00	210.00
Leisure Services			
Leisure Services	130.50	133.02	133.02
Golf Course	18.00	18.50	18.50
Civic Center	17.00	17.00	17.00
Sub-Total	165.50	168.52	168.52
Public Development Bureau			
Public Development	43.00	43.00	39.00
Engineering	17.00	16.00	16.00
Labor Resources	29.25	29.25	19.00
Inspections	17.00	17.00	17.00
Sub-Total	106.25	105.25	91.00
GRAND TOTAL	1,735.98	1,737.00	1,707.75

General Fund

GENERAL FUND

The 1984 General Fund budget totals $45,245,949 for the base budget, capital improvements and program improvements. Summaries of the planned expenditures and projected revenues are presented below. Detailed explanations of the base budget expenses, capital improvement projects, program improvements and revenue sources follow the summaries.

GENERAL FUND EXPENDITURE SUMMARY

	1982 Actual	1983 Projected	1984 Proposed	1983-1984 Difference
Personal Services	$22,038,824	$23,992,430	$25,032,887	$1,040,457
Contractual Services	3,832,669	4,628,449	5,033,512	405,063
Commodities	1,446,449	1,518,930	1,625,792	106,862
Revolving Fund	5,116,079	5,304,083	5,382,120	78,037
Capital Outlay	351,686	338,673	264,981	-73,692
Debt Service	1,173,901	1,343,329	1,508,489	165,160
Interfund Transfers	4,411,181	4,526,239	4,317,498	-208,741
Total Base Budget	$38,370,789	$41,652,133	$43,165,279	$1,513,146
Capital Improvements	1,434,860	1,893,643	1,779,123	-114,520
Program Improvements	N/A	N/A	301,547	N/A
Total Budget	$39,805,649	$43,545,776	$45,245,949	$1,700,173

GENERAL FUND ACTIVITY SUMMARY

DEPARTMENT/ACTIVITY	1982 ACTUAL	1983 PROJECTED	1984 PROPOSED	1983-84 PERCENT CHANGE
GENERAL ADMINISTRATION				
Mayor and Aldermen	$ 238,359	$ 246,521	$ 251,174	+1.9%
Clerk of Council	58,949	62,385	65,673	+5.3%
City Manager's Office	224,392	252,763	259,470	+2.7%
Legal	125,498	138,786	145,015	+4.5%
Total	$ 647,198	$ 700,455	$ 721,332	+3.0%
FINANCE & MANAGEMENT SERVICES				
Asst. City Manager, Mgt.	$ 121,110	$ 115,967	$ 122,895	+6.0%
Research and Budget	230,717	271,959	277,905	+2.2%
Personnel	229,306	242,054	251,562	+3.9%
Management & Auditing	253,718	290,892	308,569	+6.1%
Accounting & Disbursements	443,118	483,576	519,707	+7.5%
Revenue	465,843	578,456	621,545	+7.4%
Water & Sewer Revenue	709,749	643,969	695,138	+7.9%
Purchasing	176,334	183,731	190,578	+3.7%
Total	$2,629,895	$2,810,604	$2,987,899	+6.3%
FACILITIES MAINTENANCE				
Facilities Maintenance Dir.	$ 112,532	$ 221,239	$ 107,580	-51.4%
Park & Tree	1,012,949	1,116,991	1,163,377	+4.2%
Cemeteries	657,986	719,332	753,876	+4.8%
Traffic	1,730,873	2,089,696	2,193,074	+4.9%
Drainage	979,409	1,347,669	1,379,014	+2.3%
Streets Maintenance	1,351,575	1,414,037	1,512,936	+7.0%
Total	$5,845,324	$6,908,964	$7,109,857	+2.9%
SANITATION				
Sanitation Director	$ 0	$ 0	$ 110,790	N/A
Refuse Collections	3,644,615	3,665,148	3,827,990	+4.4%
Refuse Disposal	596,394	688,104	587,449	-14.6%
Street Cleaning	792,001	824,788	875,166	+6.1%
Commercial Refuse Collection	802,036	809,565	501,223	-38.1%
Clean Environment	241,001	287,468	300,947	+4.7%
Total	$6,076,047	$6,275,073	$6,203,565	-1.1%
INSPECTIONS				
Inspections	$ 571,383	$ 624,752	$ 662,067	+6.0%
POLICE				
Police Chief	$ 156,095	$ 166,843	$ 171,869	+3.0%
Operations/Patrol	5,875,049	6,136,020	6,356,625	+3.6%
Investigations	1,101,131	1,216,980	1,262,210	+3.7%
Aux. & Tech. Services	1,789,011	2,038,521	2,113,333	+3.7%
Management Division	302,364	325,939	337,015	+3.4%
Police Academy	112,222	139,454	123,546	-11.4%
Total	$9,335,872	$10,023,757	$10,364,598	+3.4%
RECORDER'S COURT				
Recorder's Court	$ 341,243	$ 462,841	$ 465,920	+0.7%

DEPARTMENT/ACTIVITY	1982 ACTUAL	1983 PROJECTED	1984 PROPOSED	1983-84 PERCENT CHANGE
FIRE				
Fire Chief	$ 155,051	$ 142,985	$ 150,828	+5.5%
Firefighting	5,082,990	5,473,165	5,897,528	+7.8%
Total	$5,238,041	$5,616,150	$6,048,356	+7.7%
LEISURE SERVICES				
Leisure Services Director	$ 136,046	$ 157,159	$ 160,450	+2.1%
Athletics	372,038	377,390	393,239	+4.2%
Neighborhood Centers	790,079	833,287	882,647	+5.9%
Adult Day Care	183,644	203,315	214,470	+5.5%
City Golden Age	385,117	401,169	422,642	+5.4%
Buildings and Grounds	948,874	961,351	1,016,417	+5.7%
Grayson Stadium	N/A	54,493	66,661	+22.3%
Total	$2,815,798	$2,988,164	$3,156,526	+5.6%
INTERDEPARTMENTAL				
Employee Pensions	$ 485,414	$ 490,600	$ 498,468	+1.6%
Contingencies	0	0	100,000	N/A
Debt Service	1,174,481	1,346,329	1,511,489	+12.3%
Other Expenses	188,344	124,295	24,100	-57.9%
Cultural Contributions	277,087	273,084	255,957	-6.3%
Social Contributions	163,160	114,160	109,500	-4.1%
Other Contributions	2,099,058	2,297,875	2,083,354	-9.3%
Jail Services	482,444	595,030	862,291	+44.9%
Total	$4,869,988	$5,241,373	$5,445,159	+3.9%
BASE BUDGET TOTAL	$38,370,789	$41,652,133	$43,165,279	+3.6%
CAPITAL IMPROVEMENTS	1,434,860	1,893,643	1,779,123	-6.0%
PROGRAM IMPROVEMENTS	N/A	N/A	301,547	N/A
GRAND TOTAL	$39,805,649	$43,545,776	$45,245,949	+3.9%

GENERAL FUND REVENUE SUMMARY

1984 Base Revenue		$43,165,279
1984 New Revenues		
Residential Refuse	$476,000	
Bank	100,000	
Business Licenses		
Professional Tax	22,000	
Alcohol Beverage Tax	47,000	
Regular Business Licenses	170,000	
1984 Electric Franchise	444,000	
1983 Electric Franchise	291,000	
Property Tax	400,000	
Inspections Fees	96,000	
Cemetery Fees	18,000	
Ceramic Fees	3,432	
Softball Tournaments	2,560	
Lighted Practice Field Fee	6,978	
Parking Lot Fees	3,700	
		2,080,670
1984 TOTAL AVAILABLE REVENUES		$45,245,949

GENERAL FUND REVENUES

	1983 Projection	1984 Base Only Projection	1984 New Revenues	1984 Total Revenue	% Change
PROPERTY TAX					
Bank Tax	$ 0	$ 0	$100,000	$ 100,000	-
Real Property Tax (Current)	5,485,000	5,765,000	400,000	6,165,000	+12.4%
Personal Property Tax (Current)	655,000	660,000	0	660,000	+ .8%
Vehicle Tax	708,000	740,000	0	740,000	+ 4.5%
Real Property Tax (Delinquent)	425,000	445,000	0	445,000	+ 4.7%
Personal Property Tax (Delinquent)	62,000	47,000	0	47,000	-24.2%
Intangible Tax	135,000	138,000	0	138,000	+ 2.2%
Public Utility Tax	455,000	475,000	0	475,000	+ 4.4%
Mobile Home Tax	6,900	7,000	0	7,000	+ 1.4%
Industrial Area Tax	130,000	136,000	0	136,000	+ 4.6%
Total	$ 8,061,900	$ 8,413,000	$500,000	$8,913,000	+10.6%
SALES TAX	$13,075,000	$13,700,000	0	$13,700,000	+4.8%
OTHER TAXES					
Beer Tax	$ 1,765,000	$ 1,825,000	$ 0	$ 1,825,000	+ 3.4%
Liquor Tax	382,000	395,000	0	395,000	+ 3.4%
Wine Tax	200,000	212,000	0	212,000	+ 6.0%
Life Insurance Premium Tax	550,000	665,000	0	665,000	+21.0%
Other Insurance Premium Tax	1,150,000	832,000	0	832,000	-27.6%
Hotel/Motel Tax	745,000	785,000	0	785,000	+ 5.4%
Total	$ 4,792,000	$ 4,714,000	$ 0	$ 4,714,000	- 1.6%
TAX FEES & INTEREST (PENALTIES)					
Execution Fees	$ 40,000	$ 42,000	$ 0	$ 42,000	+ 5.0%
Interest on Delinquent Taxes	24,000	24,000	0	24,000	0.0%
Total	$ 64,000	$ 66,000	$ 0	$ 66,000	+3.1%
LICENSES AND PERMITS					
Electric Franchise Fees	$ 1,700,000	$ 1,800,000	$444,000	$2,244,000	+32.0%
Telephone Franchise Fees	500,000	370,000	0	370,000	-26.0%
Gas Franchise Fees	578,000	605,000	0	605,000	+ 4.7%
CATV Franchise Fees	89,000	93,000	0	93,000	+ 4.5%
Regular Business Licenses	835,000	835,000	170,000	1,005,000	+20.4%
Insurance Licenses	93,000	93,000	0	93,000	0.0%
Alcoholic Beverage Licenses	466,000	470,000	47,000	517,000	+10.9%
Professional Tax	115,000	115,000	22,000	137,000	+19.1%
Street Maintenance Decals	175,000	175,000	0	175,000	0.0%
Parking Meters	375,000	375,000	0	375,000	0.0%
Total	$ 4,926,000	$ 4,931,000	$683,000	$ 5,614,000	+14.0%

	1983 Projection	1984 Base Only Projection	1984 New Revenues	1984 Total Revenue	% Change
FINES, FORFEITS, PENALTIES					
Recorder's Court Fines	$1,198,000	$1,275,000	$ 0	$1,275,000	+ 6.4%
Parking Citations	450,000	450,000	0	450,000	0.0%
Total	$1,648,000	$1,725,000	0	$1,725,000	4.7%
INTEREST EARNED					
General Investments	$ 302,000	$ 302,000	$ 0	$ 302,000	0.0%
Interest on Perpetuity Lots	111,000	111,000	0	111,000	0.0%
Total	$ 413,000	$ 413,000	$ 0	$ 413,000	0.0%
RENTS					
Park & Shop Garage	$ 15,913	$ 16,000	$ 0	$ 16,000	+0.5%
Recorder's Court	103,000	105,000	0	105,000	+1.9%
Miscellaneous Rents	27,000	29,000	0	29,000	+7.4%
Total	$ 145,913	$ 150,000	$ 0	$ 150,000	+2.8%
LEISURE SERVICES					
Grayson Stadium	$ 9,000	$ 500	$ 0	$ 500	-94.4%
Athletic Fees	38,000	40,000	9,538	49,538	+30.4%
Ceramic Fees	30,000	30,000	3,432	33,432	1.1%
Recreation Fees	50,000	50,000	0	50,000	0.0%
Total	$ 127,000	$ 120,500	$ 12,970	$ 133,470	+ 5.1%
OTHER AGENCIES					
General Purpose Grant (State)	$ 706,000	$ 706,000	$ 0	$ 706,000	0.0%
Savannah Housing Authority	50,000	50,000	0	50,000	0.0%
State Grant - Elderly	83,000	83,000	0	83,000	0.0%
State Grant - CAPDC	95,000	95,000	0	95,000	0.0%
Other State Grants	120,000	115,000	0	115,000	-4.2%
Board of Education-Pool Contract	11,084	11,000	0	11,000	- .8%
Total	$ 1,065,084	$1,060,000	$ 0	$1,060,000	-0.5%
INSPECTION FEES					
Zoning Inspections	$ 18,000	$ 18,000	$ 420	$ 18,420	+ 2.3%
Building Inspections	240,000	240,000	65,645	305,645	+27.4%
Electrical Inspections	135,000	135,000	3,160	138,160	+ 2.3%
Plumbing Inspections	55,000	55,000	26,300	81,300	+47.8%
Gas Inspections (Street Cuts)	1,200	1,000	0	1,000	-16.7%
Mechanical Inspections	20,000	20,000	475	20,475	+ 2.4%
Fire Inspections	7,000	7,000	0	7,000	0.0%
Building Demolitions	7,500	9,000	0	9,000	+20.0%
Total	$ 483,700	$ 485,000	$ 96,000	$ 581,000	+20.1%

	1983 Projection	1984 Base Only Projection	1984 New Revenues	1984 Total Revenue	% Change
CEMETERY FEES	$ 170,000	$ 135,000	$ 18,000	$ 153,000	-10.0%
REFUSE FEES					
Residential Refuse Fees	$ 718,000	$ 720,000	$ 476,000	$ 1,196,000	+66.6%
Commercial Refuse Fees	636,975	578,600	0	578,600	-9.2%
Special Trash Collection Fees	12,000	13,000	0	13,000	+8.3%
Refuse Dumping Fees (Landfill)	500,000	301,933	0	301,933	-39.6%
Total	$ 1,866,975	$ 1,613,533	476,000	$2,089,533	+11.9%
INTERFUND FEES					
Services to Labor Resources	$ 31,913	$ 10,000	$ 0	$ 10,000	-68.7%
Services to Golf Course Fund	32,556	34,184	0	34,184	+5.0%
Services to Water Fund	622,595	603,725	0	603,725	-3.0%
Services to Sewer Fund	622,595	603,725	0	603,725	-3.0%
Services to I & D Water Fund	45,000	48,150	0	48,150	+7.0%
Total	$ 1,354,659	$ 1,299,784	$ 0	$1,299,784	-4.1%
FEDERAL REVENUE SHARING	$ 2,890,572	$ 2,890,572	$ 0	$2,890,572	0.0%
GENERAL SERVICES					
Police Report Fees	$ 45,000	$ 46,000	$ 0	$ 46,000	+2.2%
Traffic Moving Reporting Fees	4,000	4,000	0	4,000	0.0%
Fire Protection Fees	38,000	38,000	0	38,000	0.0%
Harbor Fees	30,000	30,000	0	30,000	0.0%
Parking Lot	37,000	38,000	3,700	41,700	+12.7%
Lot Clearing Fees	17,000	22,000	0	22,000	+29.4%
Total	$ 171,000	$ 178,000	$ 3,700	$ 181,700	+6.3%
OTHER REVENUES					
Advertising Fees	$ 6,500	$ 7,000	$ 0	$ 7,000	+7.7%
Telephone Locations	2,500	3,000	0	3,000	+20.0%
Sale of Land and Property	40,000	45,000	0	45,000	+12.5%
Damage Claims	65,000	10,000	0	10,000	-84.6%
Miscellaneous Revenue	175,000	165,000	0	165,000	-5.7%
Total	$ 289,000	$ 230,000	$ 0	$ 230,000	-20.4%
TOTAL GENERAL FUND REVENUE	$41,543,803	$42,124,389	$1,789,670	$43,914,059	+5.7%
PRIOR YEAR'S FUND BALANCE	2,001,973	1,331,890	0	1,331,890	-33.5%
TOTAL AVAILABLE - GENERAL FUND	$43,545,776	$43,456,279	$1,789,670	$45,245,949	+3.9%

GENERAL FUND
MINOR CODE EXPENDITURE COMPARISONS

PERSONAL SERVICES	1983 PROJECTED EXPENDITURES	1984 PRICE CHANGE	1984 QUANTITY CHANGE	1984 PROPOSED EXPENDITURES	PERCENT CHANGE
Salaries & Wages	$18,509,530	$1,115,025	$-229,172	$19,395,383	4.8%
Social Security	958,500	128,987	-15,069	1,072,418	11.9%
Police Pension	83,399	4,172	0	87,571	5.0%
Medical Insurance	1,463,228	61,118	2,333	1,526,679	4.3%
Life Insurance	112,666	1,016	-224	113,458	.7%
Unemployment Compensation	113,198	7,537	-265	120,470	6.4%
Worker's Compensation	380,258	76,625	-98,372	358,511	-5.7%
Pension	1,379,891	106,874	-7,329	1,479,436	7.2%
Old Pension	420,000	0	0	420,000	0
Longevity	121,107	11,254	2,187	134,548	11.1%
Overtime	271,298	8,912	-77,015	203,195	-25.1%
Overtime - Court	133,978	0	-24,348	109,630	-18.2%
Temporary Labor	45,377	156	-33,945	11,588	-74.5%
Total	$23,992,430	$1,521,676	$-481,219	$25,032,887	4.3%

1984 GENERAL FUND BUDGET

I. BASIC PROGRAM COSTS:

A. Personal Services: Expenses for Personal Services are $25,032,887. The primary expense is for Salaries and Wages totalling $19,395,383. The second major allocation is for Pension costs of $1,987,007 for: regular city pension, $1,479,436; retirees pension, $420,000; and police pension payments, $87,571. Group Medical is budgeted at $1,526,679. An allocation of $1,072,418 is provided for Social Security. Funds are also provided for the following accounts: Worker's Compensation, $358,511; Overtime, $203,195; Longevity, $134,548; and Unemployment Compensation, $120,470.

Major changes are:

Salaries and Wages	up	$885,853 due to a 3% or $575,251 general wage increase; a 2.5% or $292,000 anniversary date adjustment; $132,000 for special pay adjustments; and $115,774 for promotions under the modular system. These increases are offset partially by the reduction in Facilities Maintenance salaries of $83,862 resulting from the transfer of staff to the Water Fund; and the following staff reductions: 5 positions in Commercial Refuse, $86,628; 4 clerical positions in Police, $34,500; 1 position in Residential Refuse, $11,847; and 1 position in Refuse Disposal, $12,335. Total reductions were $229,172.
Pension	up	$99,545 for a contribution to the Pension Fund equal to 7.5% of covered Salaries and Wages.
Group Medical	up	$63,451 due to an anticipated increase in city-wide claims costs from $2,327,037 in 1983 to $2,571,560 in 1984.
Social Security	up	$113,918 reflecting salary increases ($55,733); and an increase in the rate charged from 6.7% to 7.0% ($58,185).

Overtime	down	$68,103 due primarily to a decline in use of overtime for Police services. Projected expenses for the Police Department in 1983 totalled $150,658, $114,000 of which was used to keep all beats filled. The addition of recently trained officers to the beats will enable the Police Department to keep overtime use in 1984 to $80,984 or $69,674 less than 1983 expenses.
Worker's Comp	down	$21,747 due to an adjustment in the charge method to reflect actual injury rates and expenses. Costs city-wide increase by 2.3% or $10,262 to $457,024.
Temporary Labor	down	$33,789 reflecting a $23,306 decline in Police primarily due to the end of a one-time project to up-date the vehicle tag file and an $8,122 decrease in Management Services due to reduced needs for clerical staff.

GENERAL FUND
MINOR CODE EXPENDITURE COMPARISONS

CONTRACTUAL SERVICES	1983 PROJECTED EXPENDITURES	1984 PRICE CHANGE	1984 QUANTITY CHANGE	1984 PROPOSED EXPENDITURES	PERCENT CHANGE
Electricity	$ 1,480,946	$ 73,532	$ 13,200	$ 1,567,678	5.9%
Natural Gas	71,389	14,352	-37	85,704	20.1%
Communications	107,902	12,197	2,026	122,125	13.2%
Transportation	170,824	4,206	-14,409	160,621	-6.0%
Advertising	26,892	1,258	-170	27,980	4.0%
Insurance	74,340	3,649	-17,262	60,727	-18.3%
Rentals	117,213	3,022	-5,594	114,641	-2.2%
Dues & Subscriptions	38,237	674	-1,240	37,671	-1.5%
Professional Services Fees	259,469	13,921	2,548	275,938	6.3%
Southside Fire Services	734,020	65,980	0	800,000	9.0%
Building Repair	44,691	1,879	-6,319	40,251	-9.9%
Equipment Maintenance	59,836	2,983	-2,487	60,332	.8%
Photocopying	76,844	1,949	-2,282	76,511	-.4%
Printing	0	0	116,855	116,855	-
Medical Costs	31,469	2,012	-202	33,279	5.8%
Contingencies	0	0	100,000	100,000	-
Other Contractual Services	739,347	73,807	-322,246	490,908	-33.6%
Jail Costs (Chatham County)	595,030	267,261	0	862,291	44.9%
Total	$4,628,449	$542,682	$-137,619	$5,033,512	8.8%

B. Contractual Services: An allocation of $5,033,512 is provided for Contractual Services. The major expense is $1,567,678 for electricity: Street Lights, $1,011,765; Traffic Signals, $233,484; Parks and Squares, $51,885; 200 new street lights, $13,200; and Buildings, $257,344. Jail services provided by Chatham County in 1984 are budgeted at $862,291. Fire protection services for the Southside area will cost $800,000 under the new contract. A budget of $490,908 is provided for Other Contractual Services for: landfill materials, $170,758; meals and transportation for the elderly, $207,761; Drainage hydroseeding, $25,000; Building condemnation, $22,655; and Sidewalk repairs, $18,156. Professional Services Fees are budgeted at $275,938 for the annual audit $71,135; athletic events, $62,305; cleaning vacant lots, $32,708; Neighborhood Programs, $20,245; park mowing contracts, $8,650; and other miscellaneous services. A budget contingency equal to .2% of the total General Fund or $100,000 is allocated to cover any unexpected costs during the budget year. Transportation for professional training and development is budgeted at $160,621. An allocation of $122,125 is provided for Communications costs for the Fire Department dispatch system ($46,940) plus long distance calls and private lines for departments ($75,185). In 1984, all printing services will be provided by outside contractors at an estimated cost of $116,855. The Rentals budget of $114,641 primarily covers Recorder's Court office space, $23,780; the Adult Day Center, $21,922; Athletic facilities, $11,273; and emergency equipment in Facilities Maintenance and Sanitation, $36,400. Smaller allocations are provided also for Natural Gas, $85,704; Photocopying, $76,511; Insurance, $60,727; and Equipment Maintenance, $60,332.

Major changes are:

Jail	up	$267,261 due to a projected 47% increase in the jail per diem from $19.50/day in 1983 to $28.70/day in 1984. The booking fee is projected to increase from $8.00 to $8.80 in 1984. No increase is expected in the 28,656 jail days or 4,530 bookings projected for 1983.

Contingency	up	$100,000 to provide a budget contingency equal to .2% of the General Fund for unexpected expenses. A contingency of $170,000 was provided in 1983 and has been allocated at the departmental level for various uses.
Printing	up	$116,855 for outside services. In 1983 when the Print Shop was still operating, all printing costs were incurred in the Print Shop and charged out to the using departments. In 1984, all printing will be contracted out with the expense directly charged to the user. Contracting out this service will save $16,000 in costs city-wide and $7,823 in the General Fund. This increase in contractuals will be more than offset by a reduction of $124,678 in Revolving Fund charges.
Electricity	up	$86,732 due to a $73,532 or 5% anticipated rate hike plus $13,200 for 200 additional street lights.
Southside Fire Services	up	$65,980 or 9% for general price increases, bringing the 1984 contract to $800,000.
Professional Services Fees	up	$16,469 due primarily to an increase of $4,575 in Accounting for audits ($6,375) and the cost allocation plan ($1,000). Services required in Police increased by $8,825 for additional polygraphs ($4,000) and increased janitorial services ($4,825). Smaller increases occur for Athletics, $3,858, and vacant lot contracts, $1,685.

Other Contractual Services	down	$248,439 due primarily to a $155,457 or 48% decrease in landfill materials required as a result of the availability of cover dirt from the new landfill. Funds were designated in 1983 for special Police improvements ($50,000), final payment on the Police study ($17,000), and for participation in the National Urban Fellows Program ($18,000) producing a further decrease of $85,000. These reductions were offset partially by increases of $66,304 for price changes and $5,000 for Drainage erosion control mattressing.

GENERAL FUND
MINOR CODE EXPENDITURE COMPARISONS

COMMODITIES	1983 PROJECTED EXPENDITURES	1984 PRICE CHANGE	1984 QUANTITY CHANGE	1984 PROPOSED EXPENDITURES	PERCENT CHANGE
Office Supplies	$ 60,093	$ 1,838	$ -2,343	$ 59,588	-.8%
Postage	112,209	0	358	112,567	.3%
Clothing & Personal Supplies	173,375	8,502	-1,932	179,945	3.8%
Operating Sup. & Materials	337,109	18,211	20,763	376,083	11.6%
Sports & Crafts Supplies	96,640	2,210	-15	98,835	2.3%
Chemicals	92,447	5,253	117	97,817	5.8%
Equipment Repair Parts	74,852	3,727	6,599	85,178	13.8%
Constr. Sup. & Materials	416,163	21,427	15,713	453,303	8.9%
Sewer Constr. Materials	10,140	0	-10,140	0	-100.0%
Water Constr. Materials	5,237	-3,922	2,980	4,295	-18.0%
Tools & Shop Supplies	14,223	1,171	-262	15,132	6.4%
Gasoline	38,697	2,659	0	41,356	6.9%
Diesel Fuel	86,824	9,470	4,458	100,752	16.0%
Oils & Grease	870	71	0	941	8.2%
Other Commodities	51	0	-51	0	-100.0%
Total	$1,518,930	$70,617	$36,245	$1,625,792	7.0%

C. Commodities: A budget of $1,625,792 is provided for Commodities in 1984. The major expense in this area is $453,303 for Construction Materials and Supplies such as street paving materials, cement, fill dirt, clay, and lumber. Operating Supplies and Materials cost $376,083 for ammunition, housekeeping and cleaning supplies, trash receptacles, paint, brooms, etc. An allocation of $179,945 is provided for Clothing and Personal Supplies which includes uniforms, protective clothing and uniform allowances. Fuel for pumps at satellite locations is budgeted at $142,108 for: Diesel, $100,752; and Gasoline, $41,356. Postage will cost $112,567 for bills, payments, and routine correspondence. An allocation of $98,835 is provided for Sports and Crafts Supplies. Other substantial components include: Chemicals, $97,817, Equipment Repair Parts, $85,178; and Office Supplies, $59,588.

Major changes are:

Operating Supplies and Materials	up	$38,974 reflecting an $18,211 or 5.4% price increase plus a $20,763 quantity increase. The bulk of the increase, $17,214, occurs in Police for additional small equipment ($16,214) and training materials ($1,000).
Construction Materials	up	$37,140 due primarily to a 5% or $21,427 price increase and $3,950 to purchase additional supplies for 5 new parks.
Diesel Fuel	up	$13,928 due, in part, to an anticipated price increase of 9% from $1.00/gallon to $1.09/gallon for delivery to satellite locations. Also, 4,089 additional gallons at a cost of $4,458 are budgeted for the Residential Refuse Agonic Road Station to provide a full year's funding. When this budget was established in 1983, funding was provided for three quarters of a year only. A total of 92,433 gallons are budgeted for in 1984.
Clothing and Personal Supplies	up	$6,570 due to a 5% price increase.

Equipment Repair Parts	up	$10,326 to provide a 5% or $3,727 price increase plus an added $6,599 for parts which were previously budgeted for in Contractual Services.

GENERAL FUND
MINOR CODE EXPENDITURE COMPARISONS

REVOLVING FUND	1983 PROJECTED EXPENDITURES	1984 PRICE CHANGE	1984 QUANTITY CHANGE	1984 PROPOSED EXPENDITURES	PERCENT CHANGE
Service Desk	$ 212,565	$ 17,048	$ -34,959	$ 194,654	-8.4%
Data Processing	1,064,868	105,209	-9,128	1,160,949	9.0%
Garage Charges	3,185,921	233,536	-133,450	3,286,007	3.1%
Central Services	716,051	97,308	-72,849	740,510	3.4%
Print Shop	124,678	0	-124,678	0	-100.0%
Total	$5,304,083	$453,101	$-375,064	$5,382,120	1.5%
CAPITAL OUTLAY					
Bldgs. & Fixed Equipment	$ 27,967	$ 0	$ -16,472	$ 11,495	-58.9%
Office Furn. & Equipment	38,328	0	-9,334	28,994	-24.4%
Vehicular Equipment	6,684	0	-6,684	0	-100.0%
Operational & Constr. Equip.	265,694	0	-41,202	224,492	-15.6%
Total	$338,673	$ 0	$-73,692	$264,981	-21.8%

D. Revolving Fund: Charges for services provided by Revolving Fund departments are $5,382,120. The primary expense is for the operation of the vehicle fleet: $2,819,380 for direct operating and maintenance costs and $466,627 for overhead costs. Data Processing costs are $1,160,949. Central Services charges for mail service, electronic equipment maintenance, and building repair work total $740,510. Charges for the Service Desk which handles customer service calls are $194,654.

Major changes are:

Vehicle Maintenance	up	$100,086 due to general price increases of $233,536 or 7.3% which are offset slightly by reductions in costs totalling $133,450, which result primarily from a decrease in the Sanitation fleet.
Data Processing	up	$96,081 to provide for memory expansion ($51,117); word processing ($25,286); and general cost increases/service adjustments ($19,678).
Print Shop	down	$124,678 which reflects the closing of the Print Shop in 1983. All printing will be contracted out in 1984 at a cost of $116,855. Approximately $7,823 will be saved by the General Fund and $16,000 saved city-wide by contracting for this service.

E. Capital Outlay: Expenses for capital outlay items total $264,981 for: Operating Equipment, $224,492; Office Equipment, $28,994; and Buildings and Fixed Equipment, $11,495.

Major changes are:

Operating Equipment	down	$41,202 based on departmental needs.

GENERAL FUND
MINOR CODE EXPENDITURE COMPARISONS

DEBT SERVICE	1983 PROJECTED EXPENDITURES	1984 PRICE CHANGE	1984 QUANTITY CHANGE	1984 PROPOSED EXPENDITURES	PERCENT CHANGE
Bond Redemption	$ 616,092	$ 0	$ 25,000	$ 641,092	4.1%
Bond Interest	727,237	0	140,160	867,397	19.3%
Total	$1,343,329	$ 0	$165,160	$ 1,508,489	12.3%
INTERFUND TRANSFERS					
Serv. by Other Funds & Agencies	$ 339,901	$ 17,934	$ -500	$ 357,335	5.1%
Serv. by Cultural & Social Agencies	2,685,119	0	-236,308	2,448,811	-8.8%
Vehicle Purchase Program	125,000	0	-125,000	0	-100.0%
Vehicle Depreciation	1,376,219	205,441	-70,308	1,511,352	9.8%
Total	$ 4,526,239	$ 223,375	$ -432,116	$ 4,317,498	-4.6%
GRAND TOTAL	$41,652,133	$2,811,807	$-1,298,661	$43,165,279	3.6%

F. Debt Service: The 1984 Debt Service requirements total $1,508,489 for: Bond Principal, $641,092; and Interest, $867,397.

Major changes are:

Principal	up	$25,000 reflecting the addition of $65,000 for the first year's principal due on the 1983 $2 million bond issue; the addition of $10,000 in principal due to scheduled payment changes in various issues; and the exclusion of $50,000 in principal for the 1953 paving issue paid off in 1983.
Interest	up	$140,160 due to the first payment of $182,219 required for the 1983 bond issue. A small reduction of $41,409 occurs due to changes in scheduled interest payments on various issues.

G. Interfund Transfers: An allocation of $4,317,498 is provided for payments and contributions to other city funds, to other public agencies and to private, non-profit agencies who sell services to the City or receive contributions from the City. A budget of $2,073,679 covers contributions to other agencies. Contributions to Cultural and Social Agencies are budgeted at $365,457. Services provided by Other Funds cost $357,335. Vehicle Depreciation costs total $1,511,352.

Major changes are:

Vehicle Depreciation	up	$135,133 or 9.8% due to the increased cost of replacing vehicles.
Contributions to Other Agencies	down	$214,521 due to reduced contributions to the Golf Course, $51,086; Civic Center, $56,150; and Georgia Day, $30,000. These reductions are only partially offset by increases of 5% or $50,000 in base contributions plus $42,000 to establish a contingency.
Fleet Addition Contributions	down	$125,000. The one-time contribution of $125,000 made in 1983 was used to fund the acquisition of a jet sewer cleaner.

II. CAPITAL IMPROVEMENT PROJECTS: A budget of $1,779,123 is recommended for Capital Improvement Projects in 1984. Allocations are provided for the following projects:

Project		Cost
1.	Fell Street Box. Funds in the amount of $345,000 are requested in order to substantially alleviate serious flooding problems which are occurring in the Fell Street, Hudson Street, and East Bay Street area. This flooding problem is the most serious in the City.	$345,000
2.	Landfill Site Acquisition. The City acquired a 456 acre site for its Landfill operation in 1981. The cost was $1,592,558. The City agreed to pay for the site in four installments. The final contribution of $333,059 comes due in 1984.	$333,059
3.	Facility Repairs. Funds are needed to provide basic capital upkeep at several City facilities. These projects include:	$226,500

a.	Replacing City Hall Windows/Frames	$81,000
b.	Repair Civic Center Ceiling	64,000
c.	Renovate Buildings & Grounds Maintenance Shop	25,000
d.	Improve Radio Repair Shop	20,000
e.	Resurface 3 Pools	15,000
f.	Install Sprinkler in Park & Tree Shop	12,000
g.	Fire Station #2 Roof Repair	5,500
h.	Repair Bacon Park Tennis Complex Steps	4,000

4.	Police Headquarters Improvements. Planned projects for the Police Barracks include Phase IV of the five-phase ventilation, heating and cooling improvements to Police Headquarters ($99,000), plus restroom improvements ($18,000). The total project cost for the five phases is $425,000.	$117,000
5.	Traffic Light. Traffic patterns at 65th and Paulsen necessitate the addition of a traffic light.	$ 90,000

6. Golf Course Bonds. If we sell $1 million in bonds to make improvements to the Bacon Park Golf Course, the first year's debt service will be $75,000. The improvements are described in the Golf Course Fund Summary portion of this Budget. $ 75,000

7. Miscellaneous Small Drainage Projects. A small contingency fund of $55,000 is needed to provide for canal and drainage ditch bank and channel repairs. Without these repairs, channel erosion can cause flood damage to adjacent properties. $ 55,000

8. Cemetery Improvements. Expansion of Greenwich Cemetery is needed in order to provide additional lots for sale ($20,000). In addition, miscellaneous cemetery road improvements are required in order to ensure the public's safe access to the cemeteries ($10,000). $ 30,000

9. Miscellaneous Expenses. Funds are needed for Engineering Services to the General Fund ($37,596); Engineering Code Enforcement ($21,000); and a small project contingency ($15,941). $74,537

10. Recreation improvements. Funds are needed to establish a reserve to acquire land and facilities for recreation sites, particularly in the South and West sections of the City. $398,027

11. River Street Plaza. Improvements are required in the electrical system on the River Street plaza in order to provide adequate facilities for special events. $35,000

TOTAL CAPITAL IMPROVEMENTS PROJECTS $1,779,123

III. PROGRAM IMPROVEMENTS: Recommended new programs and program improvements in 1984 total $301,547 in cost. Detailed descriptions of the programs and objectives to be achieved in 1984 follow.

1. Additional and Renovated Park Maintenance: Two program improvements are proposed:

   A. Playground and Park Maintenance Crew
   B. Southside Park and Tree Service Upgrade

   A. Title: Playground and Park Maintenance Crew

   Estimated Cost: $49,500

   Department: Buildings and Grounds

   Goal: To maintain four new and eight renovated parks in priority 1 condition.

   Condition Analysis: During 1984, four new parks will be constructed and eight parks will be significantly renovated. Upon their completion, these parks will need to be properly maintained, i.e. kept in priority 1 condition.

   Work programs in mowing, litter and trash collection, irrigation and landscape maintenance, outdoor repairs, and field preparation, however, cannot be performed at priority 1 frequencies without additional resources. Priority 1 condition standards have been set for these work programs and require frequencies as follows:

	Work Program	Required Frequency
1.	Mowing and Trimming	Weekly
2.	Park Cleaning	Every Other Day
3.	Outdoor Repairs	Within 24 Hours
4.	Field Preparation for Games	Same Day of Game

The following table lists all 12 parks along with their size in acres and describes the 1983 actual and 1984 proposed maintenance category for each park:

	Park	Size (in acres)	Priority 1983	Priority 1984
1.	Cuyler Community Park	.5	0	1
2.	Fellwood Playground	2.0	0	1
3.	Garden Homes Playground	.5	0	1
4.	Soldier Field	2.5	0	1
5.	Daffin Playground	1.0	1	1
6.	Tompkins Playground	3.0	2	1
7.	Victory Heights Park	1.0	1	1
8.	Treat Playground	.3	2	1
9.	Carver Village Playground	1.0	2	1
10.	Kennedy Park	6.2	1	1
11.	Bartow School	3.6	2	1
12.	W. W. Law Playground	.5	1	1

The objective is to achieve Priority 1 condition standards for all 12 new or renovated parks, including the preparation of three fields for games.

Program Planning: In order to service these parks at the established standard level, we are recommending the addition of one litter and mowing crew to the Buildings and Grounds Department. This crew will consist of 3 ground maintenance workers, equipment, and supplies. The cost of this program is detailed below.

Personnel	$34,638
Contractual Services	1,200
Commodities	5,162
Vehicle	8,500
	$49,500

B. Title: Southside Park and Tree Service Upgrade

Estimated Cost: $ 9,343

Department: Park and Tree

Goal: To improve the ground maintenance program on the Southside and at several other medians and lower priority projects on the Northside.

Condition Analysis: The Park and Tree Department currently has only two trucks to move seven people around on the Southside mowing crews. In addition, there is a Senior Grounds Maintenance Worker without any form of transportation other than to ride with the supervisor. The duties of the Senior Grounds Maintenance Worker include: spraying the curblines with herbicides for edging, trimming shrubbery, applying fertilizer, activating manual irrigation systems, and other grounds maintenance work. The quantity of tasks to be performed is listed below:

	Current Service Level Services Performed		
	Herbicide Application[1]	Fertilization[2]	Irrigation[3]
Total Service Needed	150.5	280	560
# Services Performed	43	0	280
% Service Performed	28%	0	50%
Average Svc. Frequency	3.5 mos.	0	10/week

[1] Herbicide Application:

Number months of program	7
Average applications per month	.5
Number applications per 7 months (7x.5)	3.5
Total projects to be serviced	43
Total number servicings (43x3.5)	150.5

[2] Fertilization:

Number of locations	140
Number applications per year	2
Total fertilizations (2x140)	280

[3] Irrigation:

Number of locations	10
Number/irrigations per week/location	20
Number/weeks in irrigation schedule	28
Total irrigations (20x28) (7 months)	560

Program Planning: To reach this level of service, we are recommending one additional pickup truck be added to the Park and Tree Department. No additional staffing is required.

Cost

Pickup truck	$ 7,100
Vehicle Operating Costs	1,200
Supplies	1,043
Total	$ 9,343

2. Landscape Maintenance:

Title: Creation of a Landscape Maintenance Section

Estimated Cost: $12,000

Department: Buildings and Grounds

Goal: To maintain all plant materials and irrigation systems so that parks will be aesthetically pleasing, safe, and conducive to citizen enjoyment.

Condition Analysis: The landscape maintenance program has increased from 3,300 plants in 1982 to 24,074 plants in 1983 and 1,162 irrigation heads in 8 parks in 1982 to 1,530 irrigation heads in 16 parks in 1983.

Repairs to the irrigation systems are numerous: by the middle of May, 1983, over 100 separate repairs had been performed, primarily due to vandalism.

The Buildings and Grounds Department, however, has only 1.34 staff years allocated to landscape maintenance:

Position	Allocation
Maintenance Specialist	1.00 Staff Year
Grounds Maintenance Worker	.34 Staff Year

While the grounds maintenance worker spends .34 staff years on plant irrigation and maintenance, the maintenance specialist is responsible for monitoring capital projects and spends only a nominal amount of time on landscape maintenance. Therefore, only about 0.5 staff years are allocated to landscape maintenance, which is insufficient to keep park foliage in proper condition. The desired level of maintenance is described below.

Objectives:

a. To increase our average response time to irrigation breaks from 48 hours to 24 hours.
b. To mulch shrub beds twice per year instead of once per year.
c. To immediately replace dead or vandalized plant materials.
d. To properly prune 24,074 plants (+20,774) once per year.
e. To properly fertilize 24,074 plants (+20,774) twice per year instead of once per year.

Program Planning: In order to meet these standards, the creation of a crew is recommended. This crew would consist of one maintenance crafts worker and the current grounds maintenance worker. We also propose to upgrade the Parks Maintenance Specialist to a Parks Maintenance Supervisor. This position would supervise and plan the work of the 2-person crew, carry out all the existing duties, and help the crew during heavy workload periods.

The approval of this program improvement will greatly improve our ability to maintain our plant materials and irrigation systems.

Cost:

Personnel*	$10,434
Supplies	1,566
Total	$12,000

* The new Maintenance Craft Worker's position would become effective April 1, 1984.

3. Police Information and Operation Improvements:

Five program improvements are proposed for the Police Department:

A. Video Communications and Training
B. Computer Expansion
C. Word Processing
D. Alcohol Field Tests
E. Fingerprint Identification Improvement

A. Title: Video Communications and Training

Estimated Cost: $25,498

Goal: To enhance the efficiency of training of sworn officers and the investigation of criminal cases.

Condition Analysis: The purchase of a video taping system is recommended for the Police Department to be used for criminal investigations and training of Police Officers. Currently, all officers must receive a minimum of twenty hours of in-service training for a year. The training covers all areas of Police Officers' responsibility including handling emergencies, using weapons, knowing the law, and following established procedures. Providing training for over 300 sworn officers is difficult, however, because officers cannot be taken from their post for training without causing manning shortages on the daily watches.

Program Planning: The purchase of video equipment will allow training programs to be produced and then presented to all Police Officers at the beginning of their shift. In this way, training will be consistent and uniform throughout the Department and it will require a minimum of the officers' time away from the job.

The video system would also be very useful in criminal investigations since currently 35mm cameras are the only photographic records made of crime scenes. With video equipment, entire crime scenes can be readily photographed and later scanned for more detailed information such as license numbers, physical layouts and other identifying information.

The purchase of video equipment at a cost of $25,498 is recommended in order to greatly improve criminal investigations and training while reducing overtime.

B. Title: Computer Expansion

Cost: $35,390

Goal: To improve access to computerized data for detectives, supervisors, and management personnel.

Condition Analysis: The Police Department annually handles over 100,000 incidents for which records must be kept. These Police records are kept in a data base of information on the city's main computer system. Information from the system is used in attempting to solve crimes and to set strategies to prevent crimes.

Program Planning: Six additional terminals and three printers are requested for the following police functions:

1. Detectives - The Detective Bureau has one computer terminal which is used almost entirely for compiling and maintaining files on pawnshop merchandise and auto theft data. Additional computer hookups are needed in order to organize a case tracking system. Three terminals are requested in order that the department's 44 detectives can have direct access to a comprehensive case tracking system.

2. Police Patrol - One terminal is requested so that the Police Patrol watch commander can use the computer to access crime reports and shift rosters. One terminal is requested so that the Squad Room (used for shift changes) will have a terminal to access crime data instantly. The data would include areas of heavy concentrations of crime by type, descriptions of habitual offenders, stolen auto reports and information on uncleared crime cases. This information can then be provided to officers during rollcall briefings.

   Finally, one terminal is requested for the Police Department Personnel section in order to maintain more current records on officers' assignments and status.

C. Title: Word Processing

Estimated Cost: $10,200

Goal: To improve the efficiency of producing information reports.

Condition Analysis: Police records maintained on the criminal information data base are used to generate daily, weekly, monthly, and annual reports for police management. These management reports help the police to properly investigate crimes, set patrol strategy, train officers, and establish standard operating procedures for the Police Department. Most reports are currently generated manually in a slow and time-consuming process. Consequently, the wealth of information available on the computer is not readily available to Police supervisors and Patrol Officers for tactical purposes.

Program Planning: Generation of records and reports can be greatly simplified and expedited by using word processing equipment and electronic typewriters. Acquisition of an on-line word processing system and three memory typewriters is recommended. The word processing system will have a direct link to the information contained on the real-time computer system. The three memory typewriters will be used in investigations to replace ten-year-old machines. The cost of the word processing equipment and the three memory typewriters is $10,200.

D. Title: Alcohol Field Tests

Cost: $1,800

Goal: To improve DUI enforcement through use of field tests and increase available patrol time.

Condition Analysis: Drivers who are suspected of driving under the influence must be arrested and taken by a patrol officer to the County Jail where they are tested on an intoximeter. The persons who are in fact legally intoxicated are then booked. However, about 25% of DUI suspects do not have a blood alcohol content which is high enough to warrant booking. In these cases, the officer has spent two hours away from his patrol beat. In 1983, an estimated 2,000 persons will be arrested for DUI; however, approximately 500 of these persons will not prove to be legally intoxicated.

Program Planning: A field test can be given in order to determine if DUI suspects are in fact legally intoxicated. I recommend that four field test units be purchased at a cost of $1,800. While the test results in these units cannot be used as evidence, test results will insure that nearly all of those persons arrested for DUI will then be booked for the offense. Therefore, the field test units will increase available patrol time and permit more intensive DUI enforcement.

E. Title: Fingerprint Identification Improvement

Cost: $1,350

Goal: To improve the burglary case clearance rate by increasing the accuracy of fingerprint analysis.

Condition Analysis: The present system of fingerprint identification used in criminal investigations is very tedious and difficult. Each month approximately 136 burglary scenes are checked for fingerprints; in about 41 (or 30%) of the cases, readable prints are found. In about 7 cases, matched prints lead to the clearance of the crime. In most cases, the painstaking process of matching prints takes 40 minutes of a detective's time.

Program Planning: Equipment is available to greatly improve this process through an enlarged side-by-side comparison of inked fingerprints with those in the records. Searches are easier, faster, and more accurate. In addition the newer equipment aids in the training of new detectives because the instructor and students can view and compare prints on a large screen.

Acquisition of the new equipment should cut the matching process time in half and it should nearly double the number of case clearances. Purchase of the new system is recommended at a cost of $1,350.

4. Title: School Zone Flashing Signs

Estimated Cost: $ 9,200

Goal: To improve pedestrian safety in all school zones within the City.

Condition Analysis: Fifty-four school zones have been established within the City to limit traffic to a 25 miles per hour speed limit during the hours of 7:30 a.m. to 9:30 a.m. and from 2:30 p.m. to 4:30 p.m. These required two-hour time periods in the morning and the afternoon far exceed the actual time periods needed to provide students safe entrance and exit from the schools. The actual time required varies from school to school but is typically 45 minutes in the morning and 45 minutes in the afternoon. Furthermore, at some schools, students may arrive at or depart from school at times other than those listed on the standard signs.

Program Planning: I am recommending the initiation of a program to provide flashing signs at each school location; these signs can be timed manually or automatically to coincide more exactly with the arrival and departure times of students. This more accurate timing will provide for greater student safety and will also decrease the amount of time in which motorists must reduce their travel speed. Installation of the signs will help reduce extensive police monitoring of the school zones and decrease the incidents of speeding in the zones.

Placement of signs and lights at each location is estimated to cost $2,300. During 1984, I recommend that four high-priority locations be signed at a cost of $9,200.

5. Title: Blackshear Homes Basketball Complex Operations

Cost: $25,158

Goal: To provide supervision for the Blackshear Homes Basketball Complex.

Condition Analysis: A major new recreational complex is currently under construction in the Blackshear Homes area near Wheaton Street. The complex (which will be lighted and fenced) will include four basketball courts, playground equipment, sitting areas, off-street parking, and landscaping. The complex is scheduled to be opened in the spring of 1984.

Program Planning: Recreational supervision of the complex is recommended in order to schedule activities and monitor free play on the courts and playgrounds. Supervision is needed 8 hours per day, 7 days per week. In order to provide 56 hour per week supervision, one full-time recreation specialist and one part-time recreation leader are needed. The cost of the program is detailed below:

Personnel	$20,158
Contractual Services	3,000
Commodities	2,000
Total	$25,158

6. Title: Streetscape Improvement Program

Cost: $25,500

Goal: To provide a more attractive and well-kept appearance for lanes, tree lawns, and sidewalks in the Historic District.

Condition Analysis: The current level of service for streetscape maintenance in the Historic District (defined as the area between River Street, Gaston, East Broad and West Broad) is limited by the resources available. Due to resource limitations, lanes, tree lawns and sidewalks may have unwanted or overgrown vegetation, damage or other undesirable conditions. The types and frequency of service are shown in the table in the following section.

Program Planning: It is recommended that the frequency and extent of streetscape maintenance be increased in order to reduce unattractive conditions. As shown below, the frequency of spraying the sidewalks will increase to a monthly cycle. Tree lawns will not only be mowed, but the type and population of vegetation in the tree lawn will be controlled. A comparison of the current and proposed service levels is provided below:

Tasks	Current Service Level	Proposed Service Level
Lanes		
Grade, if applicable	Annually	Monthly
Mow, if applicable	Monthly (Apr-Sept)	Monthly (Apr-Sept)
Remove undesirable vegetation	Annually (Oct-Dec)	Monthly (Oct-Dec)
Tree Lawns		
Mow	Monthly (Apr-Sept)	Monthly (Apr-Sept)
Spray and remove undesirable vegetation	None	Monthly (Apr-Sept)
Sidewalks		
Spray and remove undesirable vegetation	Annually (April)	Monthly (Apr-Sept)

The objective of this work program will be to remove all unwanted vegetation so that herbicide can be applied to new growth in early Spring. The key to implementing and conducting this increased level of service is in the proper and timely use of herbicide. Once the area is brought under control, the monthly cycle should become rather routine.

This program can be acomplished without effecting other service levels through a reorganization of existing resources if supported by the following additions:

1 Maintenance Service Worker	$12,500
Commodities	11,000
Equipment	2,000
Total	$25,500

7. Title: Civic Center Study

Estimated Cost: $30,000

Goal: To increase convention trade at the Civic Center

Program Planning

Improvements are needed in the Civic Center Facilities in order to better accommodate large conventions and expositions. The needed improvements can be best identified with assistance from a professional civic center consulting firm. An allocation of $30,000 is proposed to provide this assistance.

8. Title: Additional Pay

Estimated Cost: $66,608

Program Planning

Funds are needed in order to provide a 2.5% service increase to eligible employees on January 1.

IV. GENERAL FUND REVENUES: General Fund revenues at current rates are projected to total $42,124,389 in 1984, which represents an increase of only $580,586 or 1.4%. The major sources of General Fund revenue are presented in the following table.

1984 Base Revenue
(Excluding Prior Year's Carry Forward)

Largest Revenue Sources	1984 Projected Collections	% of Total Revenue
1. Sales Tax	$13,700,000	32.5
2. Real Property Tax	5,765,000	13.7
3. Licenses and Permits	4,931,000	11.7
4. Other Property Taxes	2,648,000	6.3
5. User Fees	2,542,033	6.0
6. Alcohol Taxes	2,432,000	5.8
7. Fines	1,725,000	4.1
8. Revenue Sharing	2,890,572	6.9
9. All Others	5,490,784	13.0
TOTAL	$42,124,389	100.0

The primary source of revenue for the General Fund is the Sales Tax. The Real Property Tax constitutes the second largest revenue category.

The base General Fund revenues are expected to grow by only 1.4% in 1984. The growth rates for the major sources of revenue for 1984 are detailed in the next table.

Base Revenue Growth
1983-1984 Comparison
(Excluding Prior Year's Carry Forward)

	Largest Revenue Source	1984 Projected Collections	% Change	Dollar Change
1. Sales Tax	$13,075,000	$13,700,000	+4.8	$+625,000
2. Real Property Tax	5,485,000	5,765,000	+5.1	+280,000
3. Licenses & Permits	4,926,000	4,931,000	+ .1	+ 5,000
4. Other Property Taxes	2,576,900	2,648,000	+2.7	+ 71,100
5. User Fees	2,827,675	2,542,033	-10.1	-285,642
6. Other Taxes	4,792,000	4,714,000	-1.6	- 78,000
7. Fines	1,648,000	1,725,000	+4.7	+ 77,000
8. Revenue Sharing	2,890,572	2,890,572	0	0
9. All Others	3,322,656	3,208,784	-3.4	-113,872
TOTAL	$41,543,803	$42,124,389	+1.4	$ 580,586

The major problem experienced with General Fund revenues in 1984 is illustrated on the preceding page: relatively modest increases in the largest revenue accounts, with no growth and/or declines in secondary revenue sources. The top four revenue sources for the General Fund are projected to grow by 3.7% in 1984. The other major categories of revenue, however, experience a 3% decline, with Revenue Sharing remaining constant. The decline in revenue from the secondary sources is primarily attributable to decreased user fee revenue from the Landfill. Landfill revenue in 1984 is projected to total $301,933, $198,067 or 39.6% less than 1983 revenue of $500,000. Reduced revenues are due to competition from private landfill operations.

Compounding the revenue problem is the reduced carry forward cash available for 1984. The 1984 carry forward of $1,040,890 represents a decrease of $961,083 or 48% from the 1983 carry forward of $2,001,973. The modest growth in revenues of $580,586 is more than offset by the decline of $961,083 in the cash carry forward.

In summary, while the level of growth projected for 1984 is sufficient to fund base budget expenses, it is not large enough to also fund program changes and capital projects.

A. Base Budget Funding: General Fund revenues at current rates exceed the amount necessary to fund the 1984 base budget by $291,000.

General Fund Base Revenues	$42,124,389
Prior Year's Fund Balance	+1,331,890
Total General Fund Revenues	$43,456,279
General Fund Base Budget	$43,165,279
Surplus	$ + 291,000

B. Capital Improvement Projects/Program Improvements Funding: Revenues totalling $2,080,670 are needed to fund the recommended Capital Improvements Program of $1,779,123 and the Program Improvements of $301,547. In addition to the $291,000 from base revenues, the following new revenues and increases in existing revenues are recommended to fund these expenditures:

1. Residential Refuse Fee: In 1983 fee revenue will cover only 19% of collection costs. A $1.00 increase in the monthly fee from $1.50 to $2.50 will increase the portion of costs recovered through the fee and will generate $476,000 in additional revenue.

2. Bank Tax: A State law voided the old method of assessing bank personal property which will reduce City personal property tax revenues by $100,000.

To avoid a revenue loss the City must exercise the authority granted in that same law to levy a business license tax on financial institutions of 0.25% of gross receipts. The revenue of $100,000 will offset the reduction.

3. Business Licenses: An increase of 10% recommended for alcoholic beverage licenses will produce $47,000 in new revenues. An increase of 19% is recommended for the professional tax which will generate an additional $22,000 in 1984. In addition, a proposed revision in the regular business license fee system is expected to produce $170,000 in new revenue. The proposed new system will greatly improve the equity and administration of business license fees.

4. Electric Franchise Fee: An increase to 4% from 3% in the electric franchise fee will generate additional revenue of $444,000 in 1984.

5. Property Tax: An increase of .5 mil in the property tax will generate $400,000.

6. Cemetery Fees: An increase of 6% on burial fees plus instituting variable lot rates based on desirability of location will produce an additional $18,000 in revenue. These changes are proposed to recover more of the service provision costs.

7. Lighted Practice Field Fee: The Leisure Services Department currently permits teams to practice on lighted fields for free. As it costs the City approximately $10,000 to light these fields, it is recommended that a fee of $25/hour be instituted. This fee would be charged only for the use of lighted fields for practice. Fields would be available for practice during daylight hours without charge. The total revenue generated will be $6,978.

8. Parking Lot Fees: An increase in the municipal parking lot fees from $2.25/day to $2.50/day and from $20/month to $22/month will generate an additional $3,700 in revenue. This action will help to cover the 8% operating cost increase expected in 1984.

9. Ceramics Fees: An increase in the fees charged for the Ceramics program is recommended to increase the rate of costs recovered. Increasing the registration fee from $4 to $5 plus instituting a firing fee will produce $3,432 in additional revenues in 1984.

10. Softball Tournament Fees: It is recommended that the City Athletic Department sponsor two adult softball tournaments in 1984 at a charge of $80 per team. Revenue totalling $2,560 will be generated.

11. Landfill Fee: A reduction in the fee charged from $8.00 to $6.50 per ton is recommended to bring the fee in line with reduced operating costs. Excavation at the new landfill has generated a reserve of cover material thus reducing the amount of material which will be purchased. With the reduced operating costs, the City will be able to reduce the per ton fee and recover the private collector's share while remaining competitive in the market. Base budget revenues have already been adjusted to reflect this change.

12. Inspection Fees: The inspection fees do not cover the cost of the inspection program. At current rates, the 1984 inspection fee revenue will total $475,000 while the program will cost $662,067, a shortfall of $187,067. Inspection fees have not been increased since 1981. The proposed changes include establishing a minimum inspection fee ($3,000); reinspection fee($8,000); increasing the construction cost estimate for building inspection from $25.25 to $32.18 per square foot ($60,000); and establishing a variable fee for plumbing inspections ($25,000).

TOTAL ADDITIONAL REVENUE	$1,789,670

C. Revenue Summary

1984 Base Revenue	$43,456,279
1984 New Revenue	1,789,670
TOTAL REVENUE	$45,245,949
1984 Base Budget	$43,165,279
1984 Capital Improvement Projects	1,779,123
1984 New Programs	301,547
TOTAL BUDGET	$45,245,949

General Administration

GENERAL ADMINISTRATION

Budget Proposals: General Administration is composed of the Mayor and Aldermen, Clerk of Council, City Manager's Office, and Legal functions. The 1984 proposed budget for this department is $721,332, an increase of $20,877 (3.0%) over 1983 projected costs. A comparison of General Administration's 1984 budget recommendation with its 1983 projected expenditure is presented below.

Expenditure Areas	1983 Projected Expenditures	1984 Proposed Budget	Difference
Personal Services	$ 485,450	$ 505,351	$ 19,901
Contractual Services	117,980	128,644	10,664
Commodities	10,268	10,858	590
Revolving Fund	80,206	73,665	-6,541
Capital Outlay	5,452	1,550	-3,902
Interfund Transfers	1,099	1,264	165
Grand Total	$ 700,455	$ 721,332	$ 20,877

Basic Program Cost:

(1) Personal Services: The 1984 proposed budget in this series is $505,351, which is $19,901 higher than 1983 projected costs. The allocation for Salaries and Wages is $418,928. Other accounts with significant funding are Pension, $31,956; Medical Insurance, $26,250; and Social Security, $19,178. Salaries for employees (other than the Mayor and Aldermen) increase $14,940 and Pension goes up $1,839.

(2) Contractual Services: An allocation of $128,644 is proposed in this series for educational conferences and seminars, professional subscriptions related to governmental operations, and various other contracted operating expenditures. The total 1984 allocation is $10,664 higher than the 1983 level; $8,497 of the change is due to the transfer of printing costs from the Revolving Fund to the Contractuals.

(3) Commodities: Expenditures totalling $10,858, $590 higher than 1983 costs, are proposed for 1984. The major accounts in this series are Office Supplies and Postage.

(4) Revolving Fund: The 1984 chargeback allocations, totalling $73,665, are $6,541 less than 1983 projected costs. The $68,382 account for Central Services is $1,785 more than the 1983 projection due to price increases. Also, the $9,937 printing allocation was reduced to $8,497 and transferred to the Contractuals.

(5) Capital Outlay: A total outlay of $1,550, down $3,902 from the 1983 level, is recommended for 1984. Specific items are listed in the Appendix.

(6) Interfund Transfers: Vehicle Depreciation goes up $165 or 15% due to higher vehicle replacement costs.

GENERAL ADMINISTRATION

ACTIVITY	1982 ACTUAL EXPENDITURE	1983 PROJECTED EXPENDITURE	1984 TOTAL BASE
Mayor and Aldermen	$238,359	$246,521	$251,174
Clerk of Council	58,949	62,385	65,673
City Manager's Office	224,392	252,763	259,470
Legal	125,498	138,786	145,015
TOTAL	$647,198	$700,455	$721,332
Personnel	23	23.5	23.5

GENERAL ADMINISTRATION

POSITION TITLE	RANGE	STAFF YEARS
SPECIAL ASSISTANT TO MAYOR	72	1.00
ASST TO CITY MANAGER	72	1.00
ARTS DIRECTOR	72	1.00
RESEARCH LIBRARIAN	68	1.00
CONFIDENTIAL SECRETARY	60	1.50
ADM ASST TO CITY MANAGER	60	1.00
CLERK OF COUNCIL	60	1.00
ASST. CLERK OF COUNCIL	53	1.00
SENIOR CLERK-STENO	48	1.00
MAYOR		1.00
ALDERMEN		8.00
CITY MANAGER		1.00
CITY ATTORNEY		1.00
ASSISTANT CITY ATTORNEY		3.00
		23.50

MAYOR AND ALDERMEN

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	137866	155603	158569
CONTRACTUAL SERVICES	35368*	52648*	55387*
COMMODITIES	3531*	4470*	4787*
REVOLVING FUNDS	60894*	33800*	32431*
CAPITAL OUTLAY	700	0*	0*
TOTAL	$ 238359*	$ 246521*	$ 251174*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
MAYOR	1.00	1.00		28500
ALDERMEN	8.00	8.00		57600
CONFIDENTIAL SECRETARY	1.00	1.00	60	19760
SPECIAL ASSISTANT TO MAYOR	1.00	1.00	72	24018
TOTAL	11.00	11.00		

CLERK OF COUNCIL

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	34805*	37050*	39235*
CONTRACTUAL SERVICES	4664*	6743*	10806*
COMMODITIES	4319*	1050*	1112*
REVOLVING FUNDS	14251*	17562*	14520*
CAPITAL OUTLAY	910*	0*	0*
TOTAL	$ 58949*	$ 62385*	$ 65673*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
ASST. CLERK OF COUNCIL	1.00	1.00	53	12738
CLERK OF COUNCIL	1.00	1.00	60	20248
TOTAL	2.00	2.00		

CITY MANAGERS OFFICE

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	166017*	178289*	185435*
CONTRACTUAL SERVICES	31851*	35999*	41348*
COMMODITIES	6431*	4418*	4616*
REVOLVING FUNDS	15271*	27830*	25257*
CAPITAL OUTLAY	3866*	5128*	1550*
INTERFUND TRANSFERS	956	1099	1264
TOTAL	$ 224392*	$ 252763*	$ 259470*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
CITY MANAGER	1.00	1.00		65000
SENIOR CLERK-STENO	1.00	1.00	48	11275
ADM ASST TO CITY MANAGER	1.00	1.00	60	17706
RESEARCH LIBRARIAN	1.00	1.00	68	19760
ASST TO CITY MANAGER	1.00	1.00	72	20248
ARTS DIRECTOR	1.00	1.00	72	25220
TOTAL	6.00	6.00		

LEGAL

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	95849	114528	122112
CONTRACTUAL SERVICES	25612	22590	21103
COMMODITIES	506*	330*	343*
REVOLVING FUNDS	2121*	1014*	1457*
CAPITAL OUTLAY	1410	324	0
TOTAL	$ 125498*	$ 138786*	$ 145015*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
CITY ATTORNEY	1.00	1.00		38404
ASSISTANT CITY ATTORNEY	3.00	3.00		56322
CONFIDENTIAL SECRETARY	0.50	0.50	60	8329
TOTAL	4.50	4.50		

Management and Financial Services

MANAGEMENT AND FINANCIAL SERVICES

Budget Proposals: The Management and Financial Services Bureau includes the activities of Assistant City Manager/Management, Research and Budget, Personnel, Management and Auditing, Accounting and Disbursements, Revenue, Water and Sewer Revenue, and Purchasing in the General Fund. The Revolving Fund activities of Data Processing, Vehicle Maintenance, and Central Services are also included in this Bureau. The 1984 Basic Program budget recommended for the eight General Fund activities of the Management and Financial Services Bureau is listed below. The Management and Financial Services budget increases $177,295 or 6.3% to $2,987,899. Major changes are explained below.

Expenditure Areas	1983 Projected Expenditures	1984 Proposed Budget	Difference
Personal Services	$1,739,500	$1,855,874	$116,374
Contractual Services	161,215	194,111	32,896
Commodities	119,095	121,241	2,146
Revolving Fund	760,524	794,589	34,065
Capital Outlay	11,399	6,016	-5,383
Debt Service	0	0	0
Interfund Transfers	18,871	16,068	-2,803
Grand Total	$2,810,604	$2,987,899	$177,295

Basic Program Costs:

(1) Personal Services: Expenses for Personal Services are $1,855,874 in 1984. Wages and Salaries cost $1,485,048. Other major allocations are provided for: Pension, $113,279, Group Medical Insurance, $103,881; and Social Security, $104,093.

Major changes are:

Salaries and Wages	up	$87,295 due to a $72,366 or 3% wage increase and 2.5% anniversary date change plus $9,860 for special pay adjustments and $5,069 for modular adjustments.
Pension	up	$9,077 due to higher wages and increased contributions to the Pension Fund.

Worker's Compensation	up	$11,575 due to an adjustment in the charge method to reflect actual injury rates and expenses.

(2) Contractual Services: Expenses for Contractual Services total $194,111. The major expense in this area is Professional Services Fees at $79,855, which includes $71,135 in Accounting for the annual audit. Other major allocations are provided for: Printing, $38,753; Transportation, $25,439; Advertising, $15,865; and Photocopying, $14,827.

Major changes are:

Professional Services Fees	up	$915 reflecting price increases of $5,595 which are partially offset by a $2,820 decrease due to a one-time REMAC seminar held in 1983 plus a decrease of $1,860 for banking services for parking meter coins.
Rentals	down	$3,345 due to purchase of a word processor previously rented by Research and Budget ($-3,350).
Photocopying	down	$2,014 due to purchase of new copiers for Research and Budget, Revenue, and Finance.

(3) Commodities: Expenses for Commodities total $121,241 in 1984. The major expense in this series is Postage at $95,973, which includes costs for mailing utility bills, delinquency notices, tax bills, employment notices, and payments. Other major allocations are provided for Office Supplies, $16,635, and Operating Supplies and Materials, $8,408.

Major changes are:

Operating Supplies	up	$817 due to a $371 or 5% price increase plus $446 for additional meter locks in Water and Sewer Revenue.
Office Supplies	up	$814 due to a 5% price increase.

(4) Revolving Fund: Revolving Fund chargebacks are budgeted at $794,589 for 1984. The major expense in this series is Data Processing at $601,542. Central Services charges for services including mail delivery and building and electrical maintenance are budgeted at $162,447. Of the $30,565 allocated for Vehicles, $26,291 is provided for direct Vehicle Maintenance costs, and $4,274 is for overhead costs.

Major changes are:

Data Processing	up	$58,303 due to the 11% increase in Data Processing costs anticipated for 1984.
Central Services	up	$18,408 due to price increases, changes in services provided, and an adjustment in the charge method.

(5) Capital Outlay: Expenses for capital outlay items cost $6,016 in 1984 for: Office Equipment, $4,766 and Operating Equipment, $1,250. A list of approved capital outlays is included in the Appendix.

(6) Interfund Transfers: An allocation of $16,068 is provided for Vehicle Depreciation. Due to rising vehicle replacement costs, the 1984 budget provides a $2,097 or 11% price increase. This price increase is offset by a $4,900 decrease in Revenue for a one-time depreciation charge for a vehicle wrecked in 1983. Overall, depreciation decreases in 1984 by $2,803.

MANAGEMENT AND FINANCIAL SERVICES

ACTIVITY	1982 ACTUAL EXPENDITURE	1983 PROJECTED EXPENDITURE	1984 TOTAL BASE
Asst.City Manager/Management	$ 121,110	$ 115,967	$ 122,895
Research and Budget	230,717	271,959	277,905
Personnel	229,306	242,054	251,562
Management & Auditing	253,718	290,892	308,569
Accounting & Disbursements	443,118	483,576	519,707
Revenue	465,843	578,456	621,545
Water & Sewer Revenue	709,749	643,969	695,138
Purchasing	176,334	183,731	190,578
TOTAL	$2,629,895	$2,810,604	$2,987,899
Personnel	92	94	94

MANAGEMENT AND FINANCIAL SERVICES

POSITION TITLE	RANGE	STAFF YEARS
ASST CITY MANAGER,MANFIN	99	1.00
FINANCE DIRECTOR	93	1.00
PERSONNEL DIRECTOR	89	1.00
REVENUE DIRECTOR	86	1.00
MANAGEMENT&AUDITING DIRECTOR	86	1.00
BUDGET DIRECTOR	86	1.00
PURCHASING DIRECTOR	82	1.00
ASST REVENUE DIRECTOR	74	1.00
ASSISTANT PERSONNEL DIRECTOR	74	1.00
CHIEF ACCOUNTANT	73	1.00
SENIOR INTERNAL AUDITOR	72	2.00
SR.PERSONNEL COORD	72	1.00
SENIOR MANAGEMENT ANALYST	72	8.00
SENIOR ACCOUNTANT	71	1.00
SENIOR BUYER	70	2.00
INTERNAL AUDITOR	69	1.00
MANAGEMENT ANALYST	69	4.00
W+S REVENUE SUPERVISOR	65	1.00
ACCOUNTANT	65	5.00
REVENUE SUPERVISOR	59	1.00
ACCOUNT TECHNICIAN	54	1.00
ADMINISTRATIVE ASSISTANT	53	2.00
ADMINISTRATIVE SECRETARY	53	2.00
REVENUE INVESTIGATOR	53	4.00
PRINCIPAL CLERK	51	3.00
CHIEF METER READER	49	1.00
SENIOR CLERK-STENO.	48	2.00
PERSONNEL CLERK	47	2.00
SENIOR CLERK TYPIST	45	5.00
CLERK-STENO	45	1.00
WATER METER READER	45	4.00
WATER SERVICE REPRESENTATIVE	45	5.00
SENIOR CLERK	44	8.00
ACCOUNT CLERK	44	5.00
CASHIER	43	2.00
DATA ENTRY OPERATOR	42	2.00
INTERMEDIATE CLERK	40	7.00
PARKING METER COIN COLLECTOR	38	1.00
PARKING LOT ATTENDANT	37	1.00
CITY PHYSICIAN		*
		94.00

ASST CITY MANAGER/MGT&FIN

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	99085*	92420*	98503*
CONTRACTUAL SERVICES	14528*	6243*	6321*
COMMODITIES	839*	1416*	1645*
REVOLVING FUNDS	4926*	14793*	15167*
CAPITAL OUTLAY	0*	0*	0*
INTERFUND TRANSFERS	952	1095	1259
TOTAL	$ 120330*	$ 115967*	$ 122895*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
ADMINISTRATIVE SECRETARY	1.00	1.00	53	12738
SENIOR MANAGEMENT ANALYST	1.00	1.00	72	22875
ASST CITY MANAGER,MAN&FIN	1.00	1.00	99	46409
TOTAL	3.00	3.00		

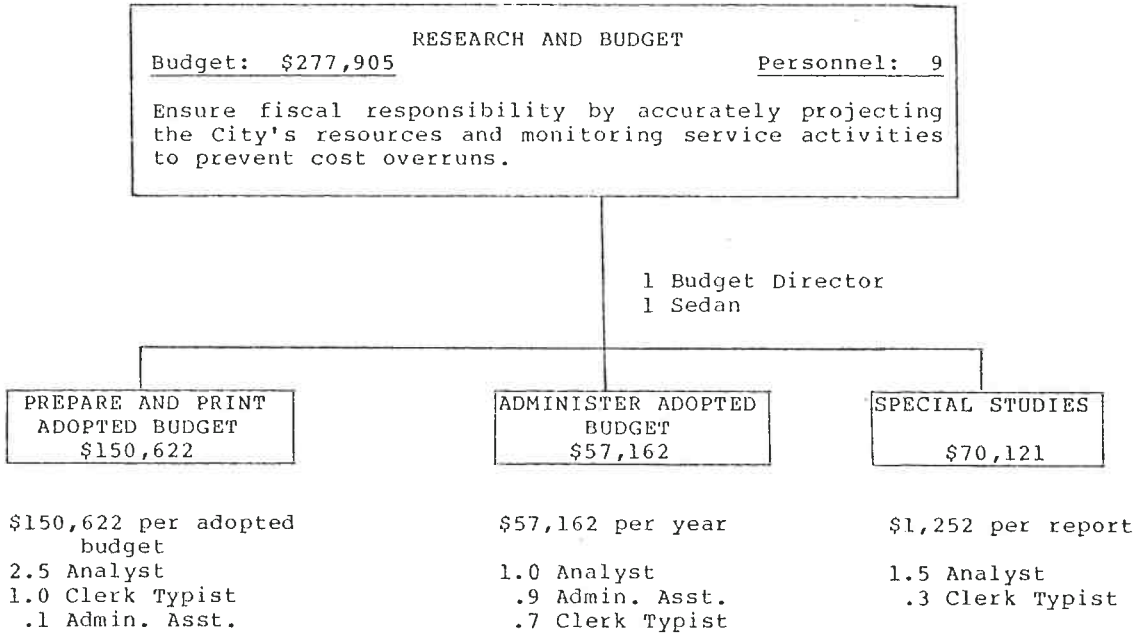
RESEARCH & BUDGET

PURPOSE: PROMOTE FISCAL RESPONSIBILITY BY ACCURATELY PROJECTING THE CITY'S RESOURCES AND EXPENSES AND MONITORING SERVICE ACTIVITIES TO PREVENT COST OVERRUNS.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	161391	198144	207541
CONTRACTUAL SERVICES	18152*	20637*	20892*
COMMODITIES	5806*	4949*	5354*
REVOLVING FUNDS	45045*	43924*	40678*
CAPITAL OUTLAY	-766*	3053*	2000*
INTERFUND TRANSFERS	1089	1252	1440
TOTAL	$ 230717*	$ 271959*	$ 277905*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
SENIOR CLERK TYPIST	2.00	2.00	45	20804
ADMINISTRATIVE ASSISTANT	1.00	1.00	53	12625
MANAGEMENT ANALYST	2.00	2.00	69	36732
SENIOR MANAGEMENT ANALYST	3.00	3.00	72	63936
BUDGET DIRECTOR	1.00	1.00	88	33796
TOTAL	9.00	9.00		


RESEARCH AND BUDGET
Budget: $277,905
Personnel: 9
Ensure fiscal responsibility by accurately projecting the City's resources and monitoring service activities to prevent cost overruns.
1 Budget Director
1 Sedan
PREPARE AND PRINT ADOPTED BUDGET $150,622
ADMINISTER ADOPTED BUDGET $57,162
SPECIAL STUDIES $70,121
$150,622 per adopted budget
2.5 Analyst
1.0 Clerk Typist
.1 Admin. Asst.
$57,162 per year
1.0 Analyst
.9 Admin. Asst.
.7 Clerk Typist
$1,252 per report
1.5 Analyst
.3 Clerk Typist

RESEARCH AND BUDGET

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Prepare and print adopted budget	1	1 Adopted budget	1	$118	$143	$151	$150,622 per adopted budget
Conduct special project studies	42	45 Special projects and completed fee studies	56	$ 71	$ 80	$ 79	$ 1,252 per report
	19	15 Fee studies completed	19				
Budget Administration				$ 50	$ 55	$ 57	$57,162 per year
Process budget adjustments, capital outlay requests, telephone change requests, and maintain vehicle control register	1,100	1,145 Transactions	1,145	$ 17			
Review travel requests, verify fund availability, and maintain computer record	600	650 Transactions	650				
Maintain the Position Control register	4,127	4,288 Transactions	4,300				
Monitor carefully expenditures prepare periodic Budget Status Report	10	10 Reports	10				
Monitor performance data and report exceptions quarterly							

GOAL: TO GENERATE ADDITIONAL FEE REVENUE AND TO ACHIEVE COST SAVINGS THROUGH INNOVATIVE ANALYSIS

	1982	1983	1984
OBJECTIVE: To achieve cost savings through innovative analysis.	$75,000	$100,000 Current year value-cumulative savings	$150,000

STRATEGY:
1. Plan 6 specific cost savings projects by January 1984.
2. Complete the studies and achieve savings by June 1, 1984.

	1982	1983	1984
OBJECTIVE: To increase fee revenues to cover the cost of providing service. (If the ratio equals 100%, the full cost of the service is met by the fees collected.)	75% Average Revenue/Expense ratios for seven major fee groups	80%	85%

STRATEGY:
1. Review fees, collections, and expenses for each group annually.
2. Increase Revenue/Expense ratio goal by at least 5% for most fee groups annually.
3. Prepare a fee recommendation report for each group annually.
4. Prepare or update a long-range financial plan for three fee groups.

GOAL: TO PROVIDE ACCURATE PROJECTIONS OF CITY EXPENDITURES.

	1982	1983	1984
OBJECTIVE: To project expenditures and to issue periodic status reports. (If expenditures are projected exactly, the per centage will equual 100%.	99% Actual expenditures as a percentage projected expenditure	99%	99%

STRATEGY:
1. Constantly monitor resources, make monthly projections and, in cooperation with the Revenue Department and Asst. City Manager/Management Services, to advance budgetary objectives.
2. Conduct special revenue projects and prepare special reports as needed.

RESEARCH AND BUDGET

GOAL: TO PREPARE AND MAINTAIN A BALANCED BUDGET WITH PER CAPITA GOVERNMENT COST IN THE LOWER HALF FOR CITIES SAVANNAH'S SIZE.

	1982	1983	1984
OBJECTIVE: To maintain expenses within the adjusted budget and in no case to exceed the authorized adjusted budget. (If the percentage exceeds 100%, then the expenditures have exceeds the Adjusted Budget.)	98.7%	99%	99%
	Expenditures as a percentage of the authorized adjusted budget		

STRATEGY:
1. Prepare Budget Status Report no later than the 15th working day of the following month.
2. Potential overruns reported and addressed within 30 working days.
3. Prevent incidents of unauthorized vehicles in use by City departments by upkeep of vehicle control register.
4. Prevent incidents of unauthorized personnel receiving pay.
5. Prevent incidents of unauthorized expenditures for capital outlays, telephones or travel.

OBJECTIVE: To prepare an economical annual budget and to issue promptly the printed budget document.	$281	$307	$316
	Savannah per capita cost of government		
	$337	$352	$365
	Median per capita cost of government - cities Savannah's size		

STRATEGY:
1. Begin GAP analysis in March and update monthly.
2. Issue Budget Manuals and forms in May.
3. Complete first draft of budget by Sept. 7.
4. Complete special reports by May.
5. Retain the current budget format and continue improving Goals, Objectives, and Strategy sections.
6. Assess per capita cost of government.
7. Establish the computer based Budget Master by January 1 so as to allow uninterrupted financial processing.
8. Distribute the printed Budget Document by March 1.

GOAL: TO CONDUCT INVESTIGATIONS AND PREPARE SPECIAL REPORTS IN SUPPORT OF OVERALL CITY GOALS AND OBJECTIVES.

	1982	1983	1984
OBJECTIVE: To issue special reports on specific issues as requested.	85%	90%	95%
	Deadlines met		

STRATEGY:
1. Identify and make recommendations on areas requiring special investigation.
2. Conduct special investigations and prepare reports as requested.

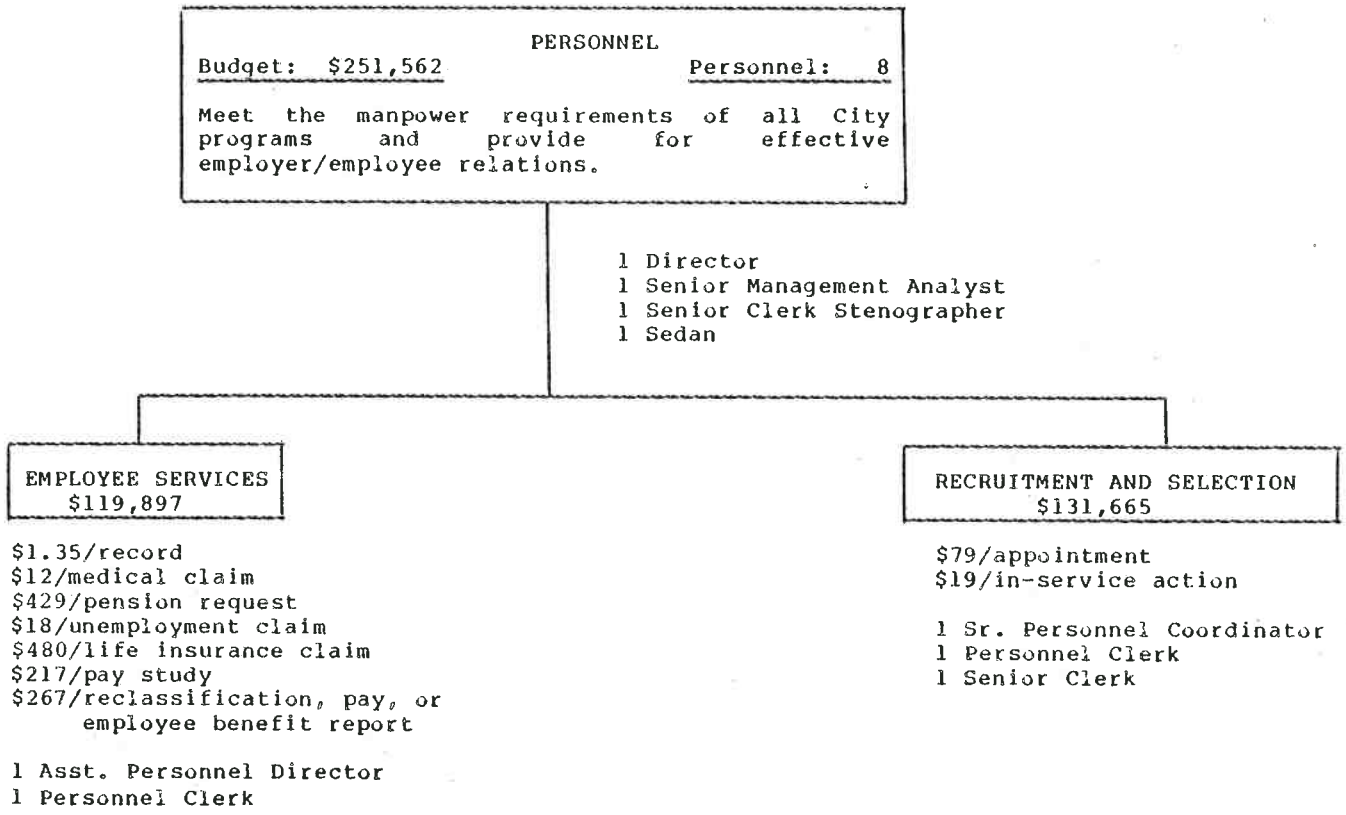
PERSONNEL

PURPOSE: MEET THE MANPOWER REQUIREMENTS OF ALL CITY PROGRAMS AND PROVIDE FOR EFFECTIVE EMPLOYER/EMPLOYEE RELATIONS.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	150470*	160086*	170879*
CONTRACTUAL SERVICES	15422*	14088*	16953*
COMMODITIES	7462*	6324*	6459*
REVOLVING FUNDS	54574*	58203*	55917*
CAPITAL OUTLAY	354	2176	0
INTERFUND TRANSFERS	1024	1177	1354
TOTAL	$ 229306*	$ 242054*	$ 251562*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
SENIOR CLERK	1.00	1.00	44	10227
PERSONNEL CLERK	2.00	2.00	47	21741
SENIOR CLERK-STENO	1.00	1.00	48	11212
SR.PERSONNEL COORD	1.00	1.00	72	20248
SENIOR MANAGEMENT ANALYST	1.00	1.00	72	20248
ASSISTANT PERSONNEL DIRECTOR	1.00	1.00	74	24018
PERSONNEL DIRECTOR	1.00	1.00	89	34631
TOTAL	8.00	8.00		


PERSONNEL
Budget: $251,562
Personnel: 8
Meet the manpower requirements of all City programs and provide for effective employer/employee relations.
1 Director
1 Senior Management Analyst
1 Senior Clerk Stenographer
1 Sedan
EMPLOYEE SERVICES
$119,897
$1.35/record
$12/medical claim
$429/pension request
$18/unemployment claim
$480/life insurance claim
$217/pay study
$267/reclassification, pay, or employee benefit report
1 Asst. Personnel Director
1 Personnel Clerk
RECRUITMENT AND SELECTION
$131,665
$79/appointment
$19/in-service action
1 Sr. Personnel Coordinator
1 Personnel Clerk
1 Senior Clerk

PERSONNEL DEPARTMENT

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Conduct recruitment and selection programs	N/A	825 Appointments	825	N/A	$ 62	$ 65	$ 79 per appointment
	N/A	2,500 Actions processed	3,500	N/A	$ 65	$ 67	$ 19 per in-service action
Provide employee services	N/A	9,300 Active and inactive records maintained	9,600	N/A	$ 13	$ 13	$1.35 per record
	N/A	1,980 Medical claims processed	1,980	N/A	$ 22	$ 23	$ 12 per claim
	N/A	28 Pension requests processed	28	N/A	$ 12	$ 12	$ 429 per request
	N/A	353 Unemployment compensation claims processed	325	N/A	$ 5	$ 6	$ 18 per claim
	N/A	28 Life insurance claims processed	25	N/A	$ 12	$ 12	$ 480 per claim
Conduct pay and classification studies and provide administrative assistance	N/A	60 Pay studies	60	N/A	$ 13	$ 13	$ 217 per study
	N/A	150 Reclassification, pay and employee benefit reports	150	N/A	$ 38	$ 40	$ 267 per report

PERSONNEL DEPARTMENT

GOAL: TO OBTAIN WITHIN THREE WEEKS THE MOST QUALIFIED PERSON TO FILL POSITION VACANCIES SO THAT ALL DEPARTMENTS CAN BE STAFFED AT THE AUTHORIZED LEVEL REQUIRED TO CARRY OUT THE CITY'S WORK PROGRAMS.

	1982	1983	1984	
OBJECTIVE: To promptly provide qualified candidates for each City job vacancy; to provide an eligibility list with 3 qualified candidates for each vacant position within 3 weeks of the date of receipt of a departmental requisition in 811 of 825 cases.	95	95	98	STRATEGY 1. Improve reference check procedures per REMAC suggestions. 2. Conduct criminal conviction records checks for all critical positions.
	% eligible certified			
OBJECTIVE: To pursue an affirmative action policy which provides 35% minority candidates on administrative, professional, and protective service job vacancy lists.	44	31	35	STRATEGY 1. Utilize MAPPER for monitoring placement processing. 2. Conduct continuing positive impact analysis of appointments.
	% minority candidates on eligible rosters			

GOAL: TO ENSURE THAT CITY EMPLOYEES ARE FAIRLY COMPENSATED IN PAY AND BENEFITS THAT EXCEED THE REGIONAL MEDIAN OF OTHER COMPARABLE CITIES.

	1982	1983	1984	
OBJECTIVE: To maintain an equitable compensation system which keeps pay for benchmark classes at the median pay for cities within the region.	N/A	90%	90%	STRATEGY 1. Conduct annual pay survey, analyze data, compare to City pay. 2. Recommend adjustments for classes which are below median pay.
	% pay studies and reports completed by due date			

GOAL: TO ASSURE COMPLIANCE WITH FEDERAL, STATE, AND CIVIL SERVICE LAWS AND UNION AGREEMENTS SO THAT NO EMPLOYEE CIVIL SERVICE BOARD APPEAL OR CIVIL SUIT RESULTS IN A JUDGMENT AGAINST THE CITY.

	1982	1983	1984	
OBJECTIVE: To administer employee compensation, benefits, and records in accordance with established policies and standards; to have no administrative violations of Civil Service rules; to have no cases of employee claims payments in excess of standards.	98%	100%	100%	STRATEGY 1. Improve discipline and appeal procedures. 2. Conduct exit interview of terminated employees. 3. Automate discipline actions for EEO monitoring. 4. Revise medical benefits plan. 5. Revise employee handbook. 6. Expand employee health enhancement with mental health, professional counseling, and training. 7. Publish pension plan with amendments. 8. Assist in sick leave assessments.
	% pay and benefits payments processed correctly by deadline or due date			

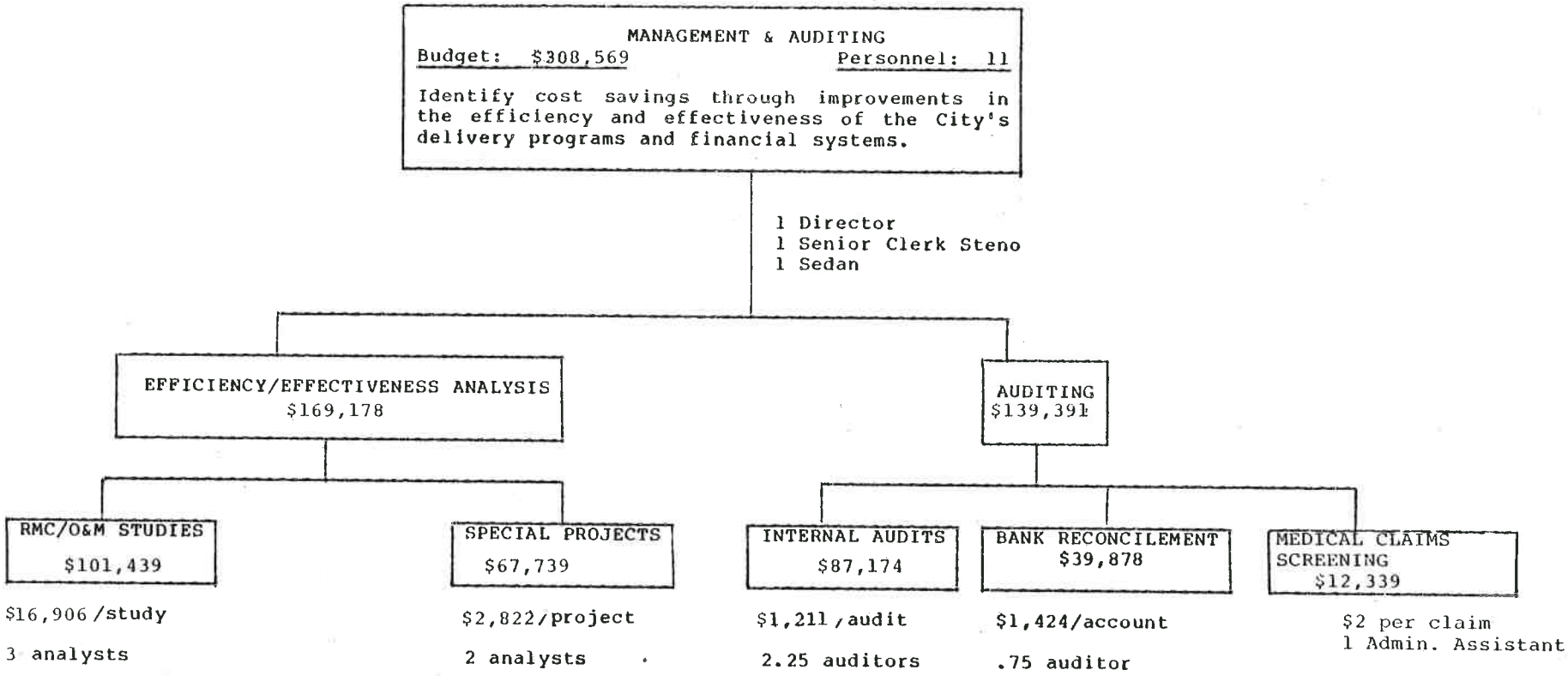
MANAGEMENT & AUDITING

PURPOSE: IDENTIFY COST SAVINGS THROUGH IMPROVEMENTS IN THE EFFICIENCY AND EFFECTIVENESS OF THE CITY'S DELIVERY PROGRAMS. PROVIDE PROTECTION AND CONTROL OF CITY ASSETS.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	222440	246945*	262672*
CONTRACTUAL SERVICES	6303*	10452*	7834*
COMMODITIES	1019*	2007*	2051*
REVOLVING FUNDS	21396*	29166*	33270*
CAPITAL OUTLAY	1671*	1300*	1566*
INTERFUND TRANSFERS	889	1022	1176
TOTAL	$ 253718*	$ 290892*	$ 308569*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
SENIOR CLERK-STENO	1.00	1.00	48	11275
ADMINISTRATIVE ASSISTANT	1.00	1.00	53	15110
INTERNAL AUDITOR	1.00	1.00	69	19284
MANAGEMENT ANALYST	2.00	2.00	69	41719
SENIOR INTERNAL AUDITOR	2.00	2.00	72	40496
SENIOR MANAGEMENT ANALYST	3.00	3.00	72	60744
MANAGEMENT&AUDITING DIRECTOR	1.00	1.00	88	33796
TOTAL	11.00	11.00		


MANAGEMENT & AUDITING
Budget: $308,569
Personnel: 11
Identify cost savings through improvements in the efficiency and effectiveness of the City's delivery programs and financial systems.
1 Director
1 Senior Clerk Steno
1 Sedan
EFFICIENCY/EFFECTIVENESS ANALYSIS
$169,178
AUDITING
$139,391
RMC/O&M STUDIES
$101,439
$16,906/study
3 analysts
SPECIAL PROJECTS
$67,739
$2,822/project
2 analysts
INTERNAL AUDITS
$87,174
$1,211/audit
2.25 auditors
BANK RECONCILEMENT
$39,878
$1,424/account
.75 auditor
MEDICAL CLAIMS SCREENING
$12,339
$2 per claim
1 Admin. Assistant

MANAGEMENT AND AUDITING

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Conduct RMC/O&M Studies	5	7 studies	6	$87	$ 99	$101	$16,906 per study
Conduct miscellaneous special studies, major system and cost/benefit analyses	15	22 projects	24	$53	$ 62	$ 68	$ 2,822 per project
Conduct ongoing internal audits of cash, revenue, asset and expenditure accounts and systems	60	66 audits	72	$76	$ 84	$ 87	$ 1,211 per audit
Reconcile 28 bank accounts monthly	41	35 reconcilements	28	$26	$ 34	$ 40	$1,424 per account
Screen medical claims prior to payment	N/A	5,000 claims	6,500 claims	$12	$ 12	$ 12	$ 2 per claim

MANAGEMENT AND AUDITING

GOAL: TO ASSURE THE EFFICIENT, EFFECTIVE OPERATION OF ALL CITY PROGRAMS WITH NO MATERIAL WASTE OR LOSS OF ASSETS AND RESOURCES

	1982	1983	1984	
OBJECTIVE: To identify and quantify workload resource imbalances[1] in 6 work programs and to formulate corrective action for each.	$67,470	$75,000	$85,000	STRATEGY 1. Conduct RMC/O&M studies in - Residential Refuse - Drainage - Park & Tree - Police Management Division - Neighborhood Programs - Sewer Maintenance 2. Establish monitoring system for implementation of recommendations.
	Imbalances identified			
OBJECTIVE: To identify cost benefit improvements[2] in 5 major expenditure areas or systems.	$36,907	$50,000	$60,000	STRATEGY 1. Conduct major system analysis in following areas: - Central Garage: Purchasing Procedures & Contract Management - Vehicle Replacement Fund - Engineering: Contract Management - Police Barracks: Building Improvements - Leave Accounting System 2. Establish a monitoring system for implementation of recommendations.
	Savings identified			

[1] The dollar imbalance identified to have a carry-forward life of 7 years.
[2] Value of improvements to have a carry-forward life of 7 years.

MANAGEMENT AND AUDITING

	1982	1983	1984	
OBJECTIVE: To improve by 20% the number of City inventory accounts balanced within the industry standard of deviation:[3] - Cash and Carry Items .1% - Hard Goods .5% - Perishable Goods 3.0%	7 of 12 Accounts in compliance	10 of 16	12 of 16	STRATEGY 1. Identify all inventories which should be recognized as such on the City's financial statements. 2. Conduct year-end audit verification of all accounts, and interim audits as needed. 3. Based on 1983 year-end audit results, identify and correct cause of deviation in at least 75% of inventory accounts.
OBJECTIVE: To determine optimum inventory level for 5 of 8 applicable inventory accounts so that annual turnover rate equals or exceeds industry standary by type.[4]	3 of 7 Accounts meeting standard	4 of 7	5 of 8	STRATEGY 1. Develop and implement an EOQ (Economic Order Quantity) model for application to each item in stock. 2. For all items in stock evaluate usage shelf life, cost of holding and cost of capital to confirm or adjust rates established in 1983.
OBJECTIVE: To improve by 10% departmental response to requests for unscheduled studies and projects.	N/A Unscheduled Projects	36	40	STRATEGY 1. Develop and implement a systematic rating model for determining the risk/materiality value of all projects and the appropriate allocation of resources to each. 2. Refine the departmental time reporting system in order to: - Improve cost allocations - Build a data base for allocating resources to core audit programs and other scheduled projects.

[3] Expressed as a percent of annual turnover.
[4] Refer to City of Savannah Internal Audit Manual.

ACCOUNTING & DISBURSMENTS

PURPOSE: DISCLOSE FAIRLY AND FULLY THE FINANCIAL POSITION OF THE CITY IN CONFORMANCE WITH GENERALLY ACCEPTED ACCOUNTING PRINCIPLES AND DEMONSTRATE COMPLIANCE WITH FINANCE-RELATED LEGAL AND CONTRACTUAL PROVISIONS.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	242814	266190*	287879*
CONTRACTUAL SERVICES	52091*	74787	87652
COMMODITIES	15972*	10319*	10380*
REVOLVING FUNDS	131049*	128235*	131298*
CAPITAL OUTLAY	248*	2960*	1250*
INTERFUND TRANSFERS	944	1085	1248
TOTAL	$ 443118*	$ 483576*	$ 519707*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
DATA ENTRY OPERATOR	1.00	1.00	42	9740
ACCOUNT CLERK	2.00	2.00	44	22558
SENIOR CLERK TYPIST	1.00	1.00	45	10738
ADMINISTRATIVE SECRETARY	1.00	1.00	53	12738
ACCOUNT TECHNICIAN	1.00	1.00	54	12919
ACCOUNTANT	5.00	5.00	65	84952
SENIOR ACCOUNTANT	1.00	1.00	71	19614
CHIEF ACCOUNTANT	1.00	1.00	73	22324
FINANCE DIRECTOR	1.00	1.00	93	39124
TOTAL	14.00	14.00		

FINANCE

Budget: $519,707 Personnel: 14

Provide management and administration of city-wide financial operations.

1 Director
1 Administrative Secretary
1 Sedan

ACCOUNTING DIVISION $279,778

ACCOUNTING $88,567

$.81/transaction
.25 Chief Acct.
.25 Sr.Acct.
1.45 Accts.
.05 Sr.Ck.Typ.
.50 Data Entry Operator

MONTHLY REPORTS $71,892

$5,991/report
.25 Chief Acct.
.30 Sr.Acct.
1.00 Accts.
.25 Sr.Ck.Typ.

AUDIT $119,319

$119,319/audit
.25 Chief Acct.
.30 Sr.Acct.
.95 Accts.

OPERATIONS DIVISION $239,929

BILLINGS $15,595

$1.73/bill
.15 Accts.
.25 Acct.Tech.
.05 Data Entry Operator

ACCOUNTS PAYABLE $103,627

$5.05/check
.15 Sr. Acct.
.15 Accts.
.75 Acct.Tech.
.75 Sr.Acct.Ck.
.70 Sr.Ck.Typ.
.30 Data Entry Operator

PAYROLL $100,565

$1.00/check
.90 Accts.
1.00 Int.Clk.
.25 Sr.Acct.Ck.
.15 Data Entry Operator

CASH MANAGEMENT $13,252

.15 Ch. Acct.
.40 Accts.

DEBT ISSUE $6,890

.10 Ch. Acct

FINANCE DEPARTMENT

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Prepare paychecks for active City employees and pension checks for retired City employees.	93,400	93,450 checks	93,500	$86	$98	$100	$1.07 per check
Manage idle cash investment program	N/A	N/A	N/A	$11	$12	$13	N/A
Prepare G.O. Bond issue	N/A	N/A	N/A	$ 6	$ 7	$ 7	N/A
Prepare audit schedules, closing entries and issue comprehensive annual financial report	N/A	N/A	N/A	$80	$97	$119	$119,319 per audit
Prepare monthly financial statements for each fund	12	12 monthly reports	12	$68	$70	$72	$5,991 per report
Prepare and maintain accounting records in conformity with generally accepted accounting principles and demonstrate compliance with finance related legal and contractual provisions	99,095	107,275 transactions	109,000	$83	$86	$89	$.81 per transaction
Process billings for general accounts receivable and special assessments	8,000	8,000 bills	9,000	$13	$14	$16	$1.73 per bill
Prepare general accounts payable checks to City service and commodity suppliers	19,800	20,540 checks	20,500	$97	$100	$104	$5.05 per check

FINANCE DEPARTMENT

GOAL: TO MAINTAIN CITY ACCOUNTING RECORDS IN ACCORDANCE WITH GENERALLY ACCEPTED ACCOUNTING PRINCIPALS FOR MUNICIPAL GOVERNMENTS.

	1982	1983	1984
OBJECTIVE: To obtain MFOA Certificate of Conformance for the 1983 Comprehensive Annual Financial Report (CAFR).	No	Decision Pending	Yes

STRATEGY

1. Respond to all suggestions made by the MFOA review committee for improving the City's 1982 CAFR.
2. Respond to and implement all appropriate management letter comments made by the City's external auditors.
3. Modernize accounting treatment of the Special Assessments Fund to conform with new standards of the NCGA Statement 1.
4. Review impact of NCGA Statement 3 - "Defining The Accounting Entity" to determine what (if any) organizations need to be included in the City's CAFR beginning after December 31, 1982.
5. Review, re-classify and report properly, all interfund transactions according to current generally accepted accounting principals for municipal governments.
6. Complete and publish departmental manual of policies and procedures.

FINANCE DEPARTMENT

OBJECTIVE: To reduce the value of unlocated differences between subsidiary ledgers and control accounts to not more than .05% of total annual activity.

	1982	1983	1984
Travel Ledger	.30%	.20%	.05%
Current Taxes	.30%	.20%	.05%
Delinquent A/R	.22%	.20%	.05%
General A/R	.50%	.20%	.10%
Housing Loans	N/A	N/A	.10%
P.O. Register	0%	0%	0%
Pension Contributions	0%	0%	0%
P/R Withholding Accounts	0%	0%	0%
Special Assessments	0%	0%	0%
CIP Accounts	0%	0%	0%
Utility Billing System	0%	0%	0%
Vehicle Inventory	N/A	0%	0%

Value (as % of Total Activity) of unlocated differences between Control Accounts and Subsidiary Ledgers

STRATEGY
1. Develop and implement a computer system for maintaining travel subsidiary ledger.
2. Routinize monthly reconciliations procedure for all subsidiary ledgers and control accounts.
3. Insure that systems are implemented which provide transaction registers for all transactions affecting subsidiary ledgers.
4. Develop and implement a new computer based system for general accounts receivable.

OBJECTIVE: To maintain adequate controls in checking for funds availability for all purchase orders and service orders prior to obligation to prevent any expenditures in excess of budget allowances.

1982	1983	1984
0	0	0

Occurrence of Budget over Obligations

STRATEGY
1. Improve funds availability checking system by developing on line system for monitoring fund reservations, budget adjustments, and available unencumbered funds.

OBJECTIVE: To maintain unlocated differences in reconciliation of City checking accounts at zero.

1982	1983	1984
0	0	0

Value of unlocated differences in reconciliation of checking accounts.

STRATEGY
1. Maintain strict physical security on all checks.
2. Maintain strict accountability log on blank checks.
3. Maintain system of internal control which adequately segregates duties between accounting, data entry, and physical custody.

FINANCE DEPARTMENT

	1982	1983	1984	
OBJECTIVE: To narrow the typical gap between average yields on City investments and the highest rates offered by large money market center banks to less than .20%.	+.38%	+.45%	+.20%	STRATEGY 1. Propose policy change to permit the investment of all (or same portion) of funds available, with large money market center banks offering higher yields. 2. Invite national CD brokers to participate in competitions for City investments. 3. Lengthen average term of City investments through longer term cash forecasting whenever longer term investments offer attractive yields.
	Typical gap between City investment yields and highest yields offered by large money center banks			
OBJECTIVE: To reduce backlog of unlevied special assessments to no more than $300,000 (in cooperation with Engineering Department).	$1,924,391	$600,000	$300,000	STRATEGY 1. Provide professional, clerical and computer assistance to CIP co-ordinator in Engineering Department to aid in processing special assessment backlog.
	Backlog of unlevied special assessments			
OBJECTIVE: To increase proportion of special assessments paid in full at time of original billing to 35%.	28.0%	27.2%	35.0%	STRATEGY 1. Propose increase in installment interest rate from current 7% to a rate close to market rate for 10-year home improvement loans.
	% Original Billings Paid in Full			
OBJECTIVE: To maintain favorable difference of at least .15% between actual net interest cost of General Obligation Bond Issue and average market cost as of the day of GOB sale.	.17%	.17%	.15%	STRATEGY 1. Prepare City's official statement in conformance with modern disclosure requirements. 2. Keep bond rating agencies fully apprised of City's financial condition and general economic condition of the region. 3. Specifically invite wide range of potentially interested bond underwriters to bid on City GOB issue.
	Difference between actual net interest cost on City GOB and average market cost as of sale date			
OBJECTIVE: To reduce average amount of loans to CDBG and Grant Funds outstanding at month end to less than $200,000.	$388,000	$300,000	$200,000	STRATEGY 1. Bill CDBG for grant funded capital improvement projects on a weekly basis. 2. Request CDBG drawdowns on a weekly basis. 3. Request CETA drawdowns on a bi-weekly basis on each Wednesday before the bi-weekly payroll.
	Average monthly balance of City Advance of CDBG and Grant Funds			

FINANCE DEPARTMENT

	1982	1983	1984
OBJECTIVE: To process 80% of invoices on a Net 30 basis unless a prompt payment discount is offered. Take 80% of all prompt payment discounts offered.	55%	60%	80%
	% Invoices Paid Net 30		
	10%	25%	80%
	% Offered Discounts Taken		
OBJECTIVE: To maintain record of processing every weekly, bi-weekly, and monthly pension payroll on time.	100%	100%	100%
	% Payrolls processed on time		
OBJECTIVE: To process every service order and purchase order received in valid form by 12:00 noon on Wednesday for payment on the following Friday.	100%	100%	100%
	% Service Orders/Purchase Orders Processed on Time		

STRATEGY

1. Begin development of computerized purchasing system with computerized link with accounts payable system.
2. Develop training program for using departments on proper procedures for processing vendor invoices, and proper purchasing procedures. Conduct quarterly seminars for update training and training of new personnel.

GOAL: TO MAXIMIZE INVESTMENT EARNINGS THROUGH MANAGEMENT OF SHORT TERM CASH BALANCES, AND MINIMIZE INTEREST EXPENSE FOR CITY BOND ISSUES.

	1982	1983	1984
OBJECTIVE: To maintain total average daily uninvested cash balances (including uncollected funds) in City accounts at not more than $150,000.	$1,375,000	$462,000	$150,000
	Average daily uninvested balance (Including uncollected funds)		

STRATEGY

1. Develop computer assisted model for timing the clearing of City checks in order to more accurately forecast daily cash needs.
2. Develop "cash flow" budget to allow longer term projection of cash requirements.
3. Develop and implement system for monitoring and reporting total cash position of the City on a routine monthly basis.

FINANCE DEPARTMENT

GOAL: TO PROVIDE FINANCIAL CONTROLS NECESSARY TO SAFEGUARD CITY ASSETS FROM LOSS OR MISAPPROPRIATION, AND NECESSARY TO MAINTAIN THE FINANCIAL HEALTH AND AA CREDIT RATING OF THE CITY.

	1982	1983	1984
OBJECTIVE: To reduce the monthly average number of capital projects and total value of capital projects in an over-obligated status to zero. (In cooperaton with Engineering Department.)	44 Average monthly number of CIP expenses in excess of Budgets	30	0
	$1,069,000 Average monthly value of CIP Expenses in excess of Budgets	$147,000	0

STRATEGY

1. Establish monthly report of projects in over-run status to permit resolution by Engineering Department.
2. Refuse payment of invoices which would cause projects to go into overdrawn status.
3. Establish improved controls for monitoring contract modifications and new contracts approved by council.

GOAL: TO PROCESS CITY FINANCIAL TRANSACTIONS EFFICIENTLY, ACCURATELY AND IN A TIMELY MANNER.

	1982	1983	1984
OBJECTIVE: To reduce the average number of special checks required per week to not more than 20.	90 Average number of weekly special checks	100	20

STRATEGY

1. Insist on 2% prompt payment discounts on invoices with current dates "walked" through for payment.
2. Prepare travel checks on weekly computer runs as they are approved.
3. Prepare regular P/R and pension P/R withholding, and pension refund checks on weekly computer check runs.
4. Prepare Housing Loan drawdowns on weekly computer check runs.

FINANCE DEPARTMENT

GOAL: TO PROVIDE ACCURATE AND TIMELY FINANCIAL INFORMATION REQUIRED BY POLICY MAKERS, HIGHER MANAGEMENT, AND PROGRAM MANAGERS.

	1982	1983	1984
OBJECTIVE: To reduce the number of correcting journal entries to no more than 15 per month by December, 1984.	55(E)	40(E)	15
	Average number of correcting journal entries required per month		

STRATEGY

1. Implement incentive program which provides positive incentives to department staff to double and triple check work before posting to financial records.
2. Develop and implement computerized edits of manually entered information in order to detect obvious errors in account numbers, purchase order numbers, overall fund and batch balancing, before posting to financial records.
3. Develop and implement computerized generation of required entries, where possible, in order to eliminate chance of human error for cash disbursement batches, cash receipt batches, travel batches, etc.
4. Implement a bi-weekly in-service training program conducted by members of the accounting staff.

OBJECTIVE: To provide monthly expenditure ledger to management and operating departments within 6 work days of month-end, and monthly financial statements to Management within 7 work days of month-end.	7.5	6.5	5
	Average number of work days required to prepare Expenditure Ledger Statements		
	14	11	7
	Average number of work days required to prepare Monthly Financial Statements		

STRATEGY

1. Develop and implement MAPPER based financial reporting system for preparing monthly balance sheets and operating statements for each operating fund.
2. Develop and implement speedier methods for calculating and reporting interfund charges for DPC, central warehouse, postage, xerox, stationery stores, vehicle maintenance, and Civic Center production account activity. Delays in receiving these charges from other departments contribute to delays in providing monthly statements.

REVENUE

PURPOSE: COLLECT ALL MUNICIPAL REVENUES ON TIME AND ACCORDING TO LEGAL RULES.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	253331	291386	312397
CONTRACTUAL SERVICES	13944*	11093	21453
COMMODITIES	33225*	34054*	34182*
REVOLVING FUNDS	161418*	233184*	249538*
CAPITAL OUTLAY	1486	1035	750
INTERFUND TRANSFERS	2439	7704	3225
TOTAL	$ 465843*	$ 578456*	$ 621545*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
PARKING LOT ATTENDANT	1.00	1.00	37	8601
PARKING METER COIN COLLECTOR	1.00	1.00	38	11553
INTERMEDIATE CLERK	1.00	1.00	40	9276
CASHIER	2.00	2.00	43	19960
SENIOR CLERK	3.00	3.00	44	37164
ACCOUNT CLERK	2.00	2.00	44	26748
SENIOR CLERK TYPIST	2.00	2.00	45	27410
REVENUE INVESTIGATOR	3.00	3.00	53	37612
REVENUE SUPERVISOR	1.00	1.00	59	15110
ASST REVENUE DIRECTOR	1.00	1.00	74	24018
REVENUE DIRECTOR	1.00	1.00	88	33796
TOTAL	18.00	18.00		

REVENUE

Budget: $621,545

Personnel: 18

To collect municipal revenues, provide parking and docking services to the public, and enforce regulatory ordinances.

1 Revenue Director
1 Senior Clerk Typist
1 Sedan

PROPERTY TAX COLLECTION $84,143

$1.08/billing

.50 Senior Clerk
.50 Account Clerk
.50 Cashier
.25 Revenue Supervisor

OTHER TAX COLLECTION $19,595

$13 /tax return

.25 Account Clerk
.25 Cashier
.10 Revenue Sup.

BUSINESS LICENSE & ST. DECAL COLLECTION $71,464

$6/transaction

1 Revenue Investigator
.25 Account Clerk
.25 Cashier
.10 Revenue Supervisor
1 Sedan

MISC. REVENUE COLLECTION $27,664

$5 /payment

.50 Senior Clerk
.25 Cashier
.05 Revenue Supervisor

PAYMENT PROCESSING $99,100

$ .20/payment transaction

1 Senior Clerk
1 Account Clerk
1 Intermed. Clerk
.50 Revenue Super.

DELINQUENT TAX COLLECTION $113.190

$10/delinquent account

1 Revenue Invest.
.50 Senior Clerk
.25 Cashier
1 Sedan

PARKING METER COIN COLLECTION $20,741

$9/Parking meter in service

1 Coin Collector

PARKING CITATION COLLECTION $109,467

$1.21/citation collected

1 Revenue Invest.
1 Sr.Clerk Typist
.50 Senior Clerk
.50 Cashier

MUNICIPAL PARKING LOT $18,436

$136 /parking space

1 Attendant

ROUSAKIS PLAZA DOCK $9,218

$18/vessel per day

.10 Asst. Rev. Dir.

LIABILITY INSURANCE REGULATIONS $11,522

$77/insurance policy monitored

.10 Asst. Revenue Dir.

REVENUE PROJECTING, INVESTIGATIONS, ETC. $37,005

.80 Asst. Rev. Dir.

DEPARTMENT OF REVENUE

REVENUE DIVISION

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Bill and collect property tax revenues.	77,456	77,500	77,500	$69	$78	$84	$1.08 per billing
	Billings and returns						
Collect other tax revenues (beer, liquor, wine tax, insurance premium tax, hotel/motel tax, sales tax).	1,538	1,540	1,550	$17	$17	$20	$13 per tax return
	Tax returns						
Levy and collect business license and street maintenance decal revenues.	10,994	11,000	11,100	$59	$67	$72	$6 per transaction
	Transactions						
Collect miscellaneous revenues.	6,006	5,300	5,500	$22	$24	$28	$5 per collection
	Payments						
Process payments for all General Fund and Water & Sewer Fund Revenues.	482,014	485,000	489,000	$80	$91	$100	$.20 per transaction
	Payment transactions						
Collect delinquent taxes and assessments.	10,985	11,000	11,000	$92	$110	$113	$10 per delinquent account
	Accounts becoming delinquent						
Collect and deposit parking meter coins.	2,201	2,250	2,275	$17	$18	$21	$ 9 per parking meter
	Parking meters in service						
Collect parking citation fees and and conduct enforcement program.	73,518	88,000	90,000	$71	$104	$109	$1.21 per citation collected
	Citations collected						
Operate the Municipal Parking Lot.	136	136	136	$15	$16	$18	$136 per parking space
	Parking spaces						
Administer Rousakis Plaza Dock.	467	475	500	7	8	9	$ 18 per vessel per day
	Vessel - Days of Use						
Administer Regulatory Ordinance requirements for liability insurance on taxi-cabs, sightseeing and tour vehicles, buses, and wreckers.	151	145	150	9	10	11	$ 77 per insurance policy monitored
	Insurance policy renewals						
Project revenues, issue revenue reports, conduct miscellaneous other investigations and prepare reports.	N/A	N/A	N/A	24	35	37	N/A

DEPARTMENT OF REVENUE

REVENUE DIVISION

GOAL: TO COLLECT ALL MUNICIPAL REVENUES ON TIME AND ACCORDING TO LAW.

	1982	1983	1984	
OBJECTIVE: To increase the percentage of the property tax levy collected during the current year by .2% in 1984.	92.9%	93.0%	93.2%	STRATEGY 1. Bill taxes promptly upon availability of assessment data. 2. Use upgraded computer systems to expedite billing adjustments & to handle payment transactions. 3. Execute delinquent account before year's end to generate payments during current year.
	% Tax Levy Collected During Current Year			
OBJECTIVE: To increase collection of other tax revenues (beer, liquor, wine tax, insurance premium tax, hotel/motel tax) by 1% of the receivable amounts during 1984.	98.0%(E)	98.0%	99.0%	STRATEGY 1. Develop and make use of a new computer system to age accounts and produce past-due notices. 2. Implement transfer of insurance premium tax collection function to State as provided by 1983 State Law.
	Collected in current year			
OBJECTIVE: To maintain a 99% rate for collecting or resolving business licenses, utility franchise fees, and street maintenance decals during 1984.	99%	99%	99%	STRATEGY 1. Bill licenses under restructured license ordinance. 2. Develop and make use of upgraded computer system for business licenses. 3. Develop and make use of upgraded computer system for producing street maintenance decal notices. 4. Execute delinquent licenses promptly. 5. Conduct field collection program for unpaid licenses and decals.
	Collected or resolved in Current Year			

REVENUE DIVISION

	1982	1983	1984	
OBJECTIVE: To increase the collection of miscellaneous revenues by 1% during 1984.	94%	95%	96%	STRATEGY 1. Develop and make use of a new computer system to age miscellaneous accounts receivable and produce past-due notices. 2. Call bonds and use other available tools to effect collection.
	Collected or resolved in current year			
OBJECTIVE: To process payments for all General Fund and Water & Sewer Fund revenues so that 3-day processing standard will be met 5% more days during 1984.	90%	90%	95%	STRATEGY 1. Use computerized tax systems, upgraded in 1983, to apply payments more promptly. 2. Use budgeted overtime and temporary labor to strengthen staff during peak workload periods.
	Standard Met			
OBJECTIVE: To maintain the ratio of total property tax collections to tax levy at 99% or higher by conducting a forceful and equitable delinquent tax collection program.	99.3%	99%	99%	STRATEGY 1. Promptly execute delinquent accounts and provide notice, adding delinquency penalty fee ($5 or 5%). 2. Produce and deliver final notices before levy, to include penalty interest at 1% per month. 3. Levy on properties and send levy notices. 4. Advertise levy in newspaper. 5. Conduct annual tax sale. 6. Transfer selected properties to Mayor and Aldermen by tax deed.
	Ratio of Total Current & Delinquent Tax Collections to Total Tax Levy			
OBJECTIVE: To collect parking meter coins from meters an average of once each week, so that no meters malfunction as result of overfilling.	No malfunctions resulting from overfull parking meters			STRATEGY 1. Collect coins from parking meters weekly, with some variation in frequency for routes with varying fill-rates. 2. Develop backup coin collecting plan as 1984 special project.
OBJECTIVE: To reduce the parking citation system balance by an additional 10% during 1984, from 62% of the system base in 1983 to 53% of the system base by Dec. 31, 1984.	$960,000	$605,000	$508,000	STRATEGY 1. Complete development and implementation of new data-base parking citation system for improved management information and program administration. 2. Continue to investigate cases, collect citation accumulations, and issue subpoena using staff resources added in 1983.
	System Balance			
	15(E)	40	60	
	Cases per week resolved			

REVENUE DIVISION

GOAL: TO PROVIDE SERVICES TO THE PUBLIC, AND OTHER FUNCTIONS NOT PRIMARILY FOR THE PURPOSE OF PRODUCING REVENUES.

	1982	1983	1984	
OBJECTIVE: To operate the Municipal Parking Lot so as to maintain a 100%+ occupancy rate, thereby maximizing service to the public as well as maximizing revenues.	100%+ Occupancy Rate Maintained			STRATEGY 1. Continue operation of the Parking Lot as an attending parking service. 2. Rent unused monthly paid spaces on a daily basis to maximize use of the lot and to insure 100% paid occupancy.
OBJECTIVE: To administer Rousakis Plaza Dock by reserving docking space and collecting docking fees so as to maximize orderly and appropriate use of the facility.	Docking Service Provided upon Request as Available			STRATEGY 1. Reserve dock space and collect monthly docking fees from one cruise line which has contracted with the City for use of dock. 2. Reserve space and collect daily docking fees from others using the facility.
OBJECTIVE: To ensure that appropriate liability insurance is carried on all taxicabs, sightseeing tour vehicles, bus service vehicles, and wrecker service vehicles which operate in the City during 1984.	No operations without Proper Liability Insurance			STRATEGY 1. Under ordinance provisions, require copies of insurance policies, certificates of insurance, or binders for all such vehicles before operation on streets. 2. Withhold issuing street maintenance decal pending compliance with insurance requirements. 3. Coordinate with Taxicab Inspector to ensure removal of any violators from streets.
OBJECTIVE: To project revenue, issue revenue reports, conduct miscellaneous other investigations and prepare reports in support of overall City goals and objectives.	All projections, investigations, and reports performed on timely basis as required.			STRATEGY 1. Constantly monitor revenues, make monthly projections, in cooperation with Budget Department and Assistant City Manager, Management and Financial Services, to advance budgetary objectives. 2. Conduct special investigations and projects preparing reports as needed.

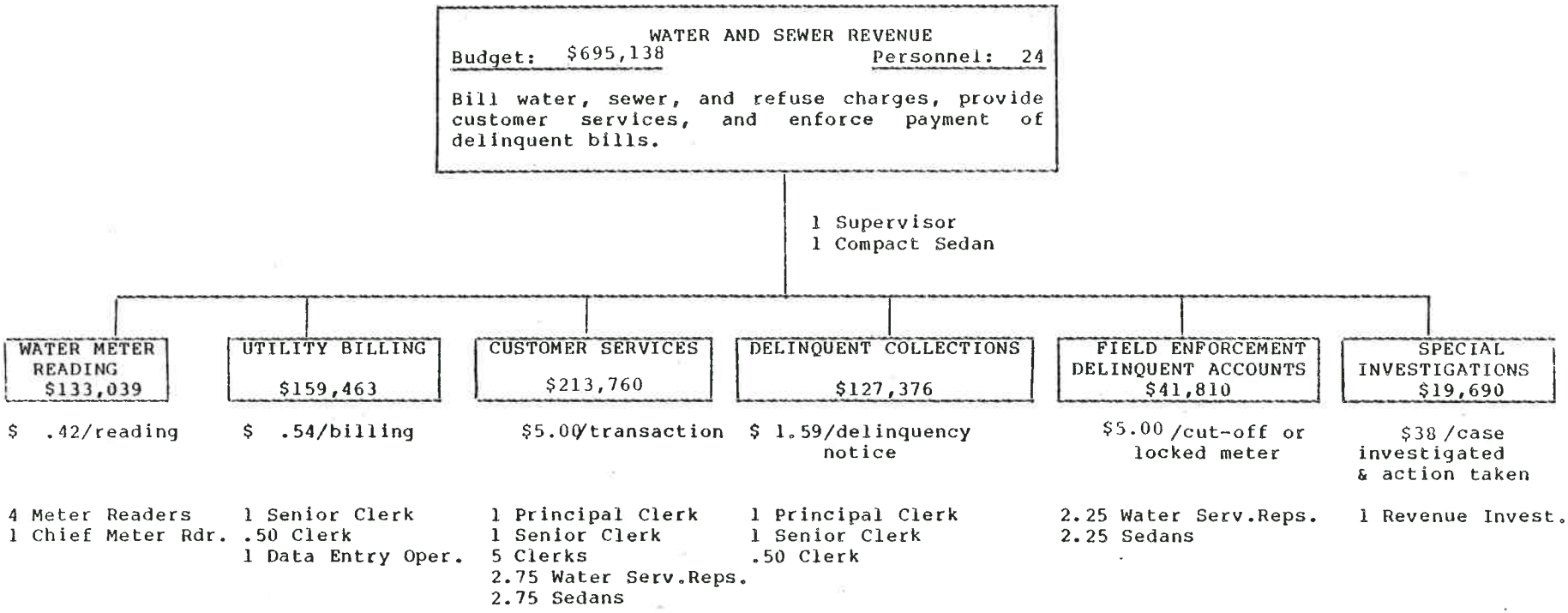
WATER & SEWER REVENUE

PURPOSE: PROVIDE ACCURATE AND TIMELY BILLING FOR WATER AND SEWER SERVICES AND TIMELY RESPONSE TO CUSTOMER SERVICE REQUESTS.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	322585	351212	375962
CONTRACTUAL SERVICES	6247*	7020*	17090*
COMMODITIES	63233*	53836*	54885*
REVOLVING FUNDS	312127*	226090*	240385*
CAPITAL OUTLAY	743*	275*	450*
INTERFUND TRANSFERS	4814*	5536*	6366*
TOTAL	$ 709749*	$ 643969*	$ 695138*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
INTERMEDIATE CLERK	6.00	6.00	40	62801
DATA ENTRY OPERATOR	1.00	1.00	42	9740
SENIOR CLERK	3.00	3.00	44	35410
WATER METER READER	4.00	4.00	45	45142
WATER SERVICE REPRESENTATIVE	5.00	5.00	45	59371
CHIEF METER READER	1.00	1.00	49	15110
PRINCIPAL CLERK	2.00	2.00	51	28433
REVENUE INVESTIGATOR	1.00	1.00	53	12738
W+S REVENUE SUPERVISOR	1.00	1.00	65	19760
TOTAL	24.00	24.00		


WATER AND SEWER REVENUE
Budget: $695,138
Personnel: 24
Bill water, sewer, and refuse charges, provide customer services, and enforce payment of delinquent bills.
1 Supervisor
1 Compact Sedan
WATER METER READING
$133,039
$ .42/reading
4 Meter Readers
1 Chief Meter Rdr.
UTILITY BILLING
$159,463
$ .54/billing
1 Senior Clerk
.50 Clerk
1 Data Entry Oper.
CUSTOMER SERVICES
$213,760
$5.00/transaction
1 Principal Clerk
1 Senior Clerk
5 Clerks
2.75 Water Serv.Reps.
2.75 Sedans
DELINQUENT COLLECTIONS
$127,376
$ 1.59/delinquency notice
1 Principal Clerk
1 Senior Clerk
.50 Clerk
FIELD ENFORCEMENT DELINQUENT ACCOUNTS
$41,810
$5.00 /cut-off or locked meter
2.25 Water Serv.Reps.
2.25 Sedans
SPECIAL INVESTIGATIONS
$19,690
$38 /case investigated & action taken
1 Revenue Invest.

DEPARTMENT OF REVENUE

WATER & SEWER REVENUE DIVISION

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Read Water Meters	51,017	51,900	52,500	$121	$124	$133	$ .42 per reading
	Meters Read Bi-Monthly						
Produce & Mail Utility Bills	290,359	294,000	297,000	143	150	159	$ .54 per billing
	Billings Annually						
Provide customer services, process new accounts, close accounts, field inspections, duplicate bills, deposits received and refunded	38,286	42,000	43,000	192	195	214	$5 per transaction
	Transactions processed						
Coordinate delinquency program, provide notice of delinquent accounts	79,380	79,500	80,000	113	121	127	$1.59 per delinquency notice
	Delinquency notices issued						
Cut-off delinquent accounts and lock meters	6,880	7,500	7,900	36	38	42	$5 per meter cut off or locked
	Delinquent accounts cut-off						
	763	775	900				
	Meters locked						
Conduct special revenue investigations related to water thefts and problem accounts, remove meters & straight lines, and take other enforcement action	400 (E)	429	525	13	16	20	$38 per case or action
	Cases investigated, action taken						

DEPARTMENT OF REVENUE

WATER & SEWER REVENUE DIVISION

GOAL: TO BILL ALL WATER, SEWER, AND REFUSE CHARGES CORRECTLY AND ON TIME.

	1982	1983	1984	
OBJECTIVE: To read all water meters within 1 week of fixed schedule by Cycle, Eight Cycles, six times per year each.	100%	100%	100%	STRATEGY 1. Use new Utilicorder meter reading system. 2. Develop and implement back-up meter reading system. 3. Use overtime and assign Water Service Reps. as needed to maintain reading schedule at all times.
	% Meters Read Within 1 Week of Billing Schedule			
OBJECTIVE: To produce utility bills, make all needed billing corrections, and mail bills within 1 week of scheduled date.	100%	100%	100%	STRATEGY 1. Start billing runs on schedule. 2. Process billings and mail on weekly schedule. 3. Use overtime as needed to maintain billing schedule consistently throughout year.
	% Billings Mailed Within 1 Week of Scheduled Date			
	N/A	2,200	2,200	
	N/A	0.75%	.074%	
	Maximum annual number and % of bills requiring correction			

GOAL: TO PROVIDE CUSTOMER SERVICES CORRECTLY AS REQUESTED AND WHEN REQUESTED.

OBJECTIVE: To increase turn-ons for new service, cut-off for discontinued service, field inspections, and other customer services within 1 day of request by 0.5% during 1984.	N/A	99.0%	99.5%	STRATEGY 1. Customer Service Clerks will receive requests and write up for field action on same-day basis. 2. Water Service Reps. will schedule and perform field services within 1 day of receipt.
	% Requests Completed Within 1 Day of Request			
OBJECTIVE: To increase the percentage of customer service transactions completed within 15 days of date of request to 100% during 1984, up by 0.1%.	99.8%(E)	99.9%	100%	STRATEGY 1. Customer Service Clerks organize transactions in suspense file for follow-up and completion of transactions within time limit. 2. Final data are entered into computer system within 15 days for billing purposes.
	% Transactions completed Within 15 Days for Billing Purposes			

WATER AND SEWER REVENUE DIVISION

GOAL: TO ENSURE PAYMENT OF UTILITY CHARGES THROUGH FORCEFUL AND EQUITABLE DELINQUENCY PROGRAM.

OBJECTIVE: To secure payment of delinquent utility charges by producing and mailing delinquency notices on all past-due billings during 1984.

1982	1983	1984
100%	100%	100%

% Delinquent Accounts issued Delinquency Notices within 15 days of Delinquency

STRATEGY
1. Start computer runs to produce delinquency notices on schedule.
2. Process and mail delinquency notices by cycle schedule.

OBJECTIVE: To enforce payment of past-due utility charges by collecting or cutting off water service on accounts remaining delinquent after notice, increasing the number of delinquent cut-offs by 5.3% during 1984.

16.2%	18.0%	19.0%

% Accounts becoming delinquent Cut-off for non-payment

STRATEGY
1. By cycle schedule, produce cut-off lists for accounts remaining delinquent after notice.
2. Assign by geographical territory to 5 Water Reps. for terminating service.
3. Collect or cut-off water service; leave door-knob notice.
4. Restore service upon payment.

OBJECTIVE: To enforce payment of problem delinquencies by increasing the number of meters locked during 1984 by 16%.

11.1%	12.0%	14.0%

% of Meters Cut-Off for Non-payment which are then locked.

STRATEGY
1. Continue to enforce delinquent cut-offs by locking meters on problem accounts using existing and replacement meter locks.
2. Increase level of cut-off activity by adding 30 locking devices and assigning them for use to 5 Water Service Reps.

OBJECTIVE: To reduce lost revenues by detecting theft of utility services and taking enforcement action on all detected theft cases during 1984, increasing recovered revenues by 20% over 1983.

$36,412	$25,000	$30,000

Additional revenues produced

STRATEGY
1. Revenue Investigator will investigate theft cases and other hard-core delinquency cases referred by other employees and detected through own actions.
2. Cases will be resolved by either correcting the problem or taking to Recorder's Court.

NOTE: Higher collections in 1982 resulted from the availability of large-amount cases which have been resolved.

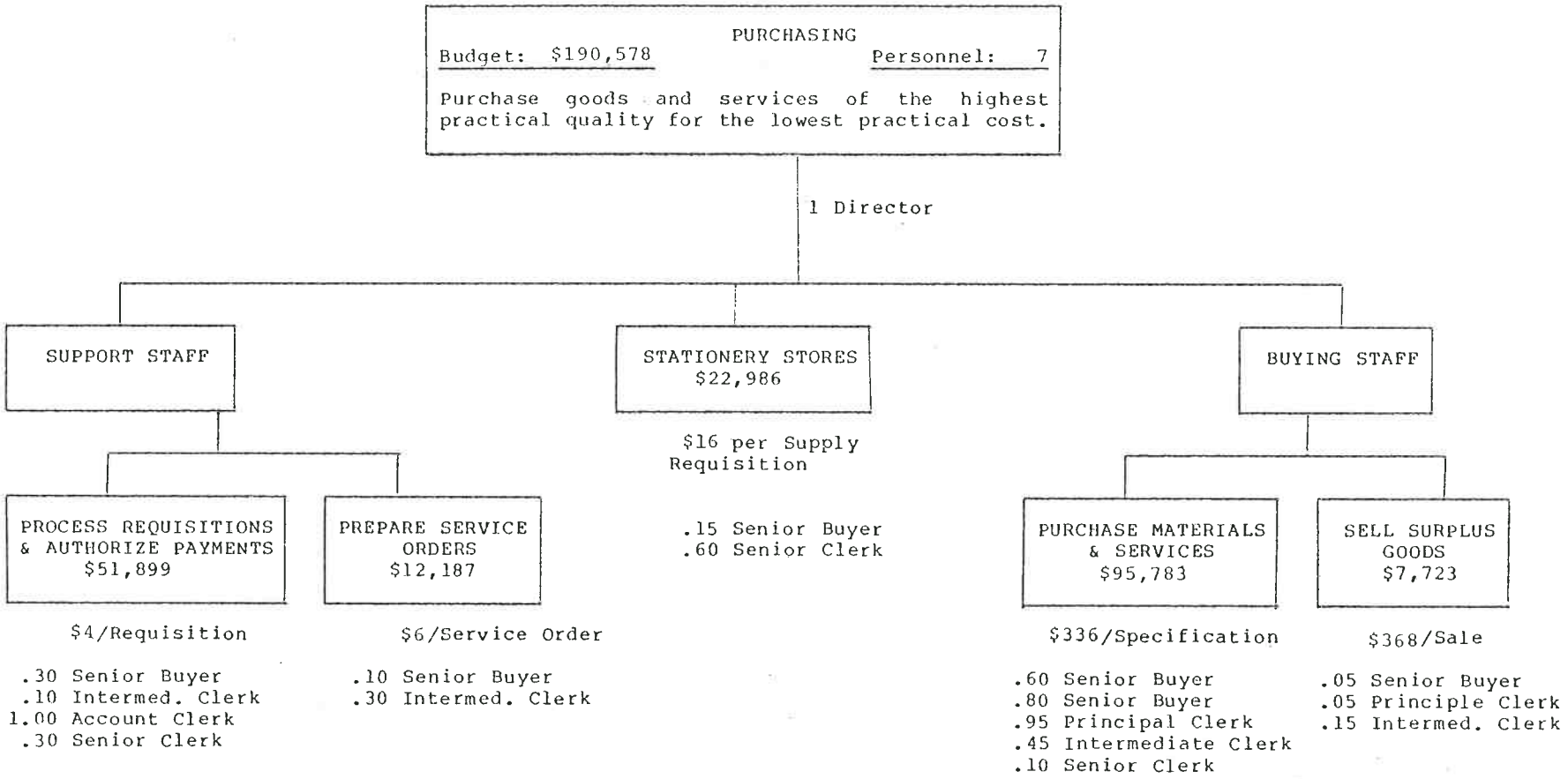
PURCHASING

PURPOSE: PURCHASE GOODS AND SERVICES OF THE HIGHEST PRACTICAL QUALITY FOR THE LOWEST PRACTICAL COST.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	131220	133117	140041
CONTRACTUAL SERVICES	11962*	16895*	15916*
COMMODITIES	9365*	6190*	6285*
REVOLVING FUNDS	22276*	26929*	28336*
CAPITAL OUTLAY	1511	600	0
TOTAL	$ 176334*	$ 183731*	$ 190578*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
SENIOR CLERK	1.00	1.00	44	10738
ACCOUNT CLERK	1.00	1.00	44	10227
CLERK-STENO	1.00	1.00	45	10319
PRINCIPAL CLERK	1.00	1.00	51	11839
SENIOR BUYER	2.00	2.00	70	39044
PURCHASING DIRECTOR	1.00	1.00	82	30552
TOTAL	7.00	7.00		


PURCHASING
Budget: $190,578
Personnel: 7
Purchase goods and services of the highest practical quality for the lowest practical cost.
1 Director
SUPPORT STAFF
STATIONERY STORES
$22,986
BUYING STAFF
$16 per Supply Requisition
.15 Senior Buyer
.60 Senior Clerk
PROCESS REQUISITIONS & AUTHORIZE PAYMENTS
$51,899
PREPARE SERVICE ORDERS
$12,187
PURCHASE MATERIALS & SERVICES
$95,783
SELL SURPLUS GOODS
$7,723
$4/Requisition
.30 Senior Buyer
.10 Intermed. Clerk
1.00 Account Clerk
.30 Senior Clerk
$6/Service Order
.10 Senior Buyer
.30 Intermed. Clerk
$336/Specification
.60 Senior Buyer
.80 Senior Buyer
.95 Principal Clerk
.45 Intermediate Clerk
.10 Senior Clerk
$368/Sale
.05 Senior Buyer
.05 Principle Clerk
.15 Intermed. Clerk

PURCHASING DEPARTMENT

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Process requisitions and authorize payments	11,506	12,111 Requisitions	12,000	$ 63	$ 55	$ 52	$4 per requisition
Prepare specifications and solicit competitive bids	220	240 Specifications	285	$ 85	$ 91	$ 96	$336 per specification
Prepare service orders for electricity, gas, advertising and other services	1,875	1,880 Service orders	1,910	$ 12	$ 12	$ 12	$6 per service order
Solicit bids for the sale of surplus goods	15	5 Sales	21	$ 3	$ 3	$ 8	$368 per sale
Operate Office Supply Storeroom	1,003	1,300 Supply Requisitions	1,475	$ 15	$ 23	$ 23	$16 per supply requisition

PURCHASING DEPARTMENT

GOAL: TO MAINTAIN FAIR, PROFESSIONAL AND LAWFUL RELATIONS WITH CITY VENDORS.

	1982	1983	1984	
OBJECTIVE: To maintain vendor relations that are free from conflicts of interest or the appearance of conflicts of interest.	0	0	0	STRATEGY 1. Develop a conflict of interest policy for all City Departments. 2. Require all vendors to supply pertinent ownership, stockholder, and employee information to the City. 3. Include the City conflict of interest policy in the vendor information packet.
	Incidents of Conflict of Interest			
OBJECTIVE: To insure that all City Purchases are effected in a lawful manner.	N/A	N/A	0	STRATEGY 1. Establish new dollar approval limits. 2. Inform vendors of dollar limits and the purchasing authority limits of City personnel. 3. Establish a procedure for non-payment of invoices and return of materials involved in purchase violations. 4. Provide for discipline policy for City personnel who knowingly effect unlawful purchases.
	Purchase violations			
OBJECTIIVE: Insure that minority vendors receive fair and equal consideration in purchase of City goods and services through regular affirmative action from City Purchasing.	48	72	100	STRATEGY 1. Maintain up-to-date vendor lists which include all minority vendors. 2. Maintain policies of sending all bid solicitations to minority business clearing houses. 3. Develop outreach program using summer intern to make positive contacts with potential vendors and encourage their participation in the City bidding process. 4. Meet regularly with contractors to provide information and assistance in City Purchasing policy. 5. Design simplified bid solicitation documents.
	# Minority Vendor Solicitations			

PURCHASING DEPARTMENT

GOAL: TO MAINTAIN STATIONERY STORES IN AN EFFICIENT MANNER.

	1982	1983	1984	
OBJECTIVE: To increase the inventory turnover to a rate of 2.7 to conform with minimum industry standards.	1.5	2.2	2.7	STRATEGY 1. Establish lower economic order quantities. 2. Adjust order levels (minimum/maximum) to allow for higher turnover. 3. Implement a computerized inventory control system.
	Inventory turnover # of times per year			
OBJECTIVE: Insure that the year-end inventory variance does not exceed the one-half of one percent (0.5%) industry standard.	0.9%	0.0002%	0.5% or better	STRATEGY 1. Instruct using departments in proper return procedures and implement a system to monitor all returns. 2. Identify quantity discounts on the purchase order before goods are received. 3. Implement monthly reconciliation to the General Ledger.
	Inventory variance (Average of shortage divided by the total inventory valuation)			

GOAL: TO INSURE THAT THE SPECIFIC PERFORMANCE OF VENDORS AWARDED ANNUAL CONTRACTS FOR MATERIALS AND/OR SERVICES BE IN ACCORDANCE WITH BOTH THE CONTRACT AND CITY PURCHASING POLICY AND PROCEDURES.

	1982	1983	1984	
OBJECTIVE: To insure that 100% of vendor invoices comply with the terms of the annual contract.	N/A	N/A	100%	STRATEGY 1. Insist on vendor supplied current price lists when issuing an annual order. 2. Provide copies of lists to the consignees of materials and establish a procedure for their routine verification. 3. Establish a program of regular spot checks of contract compliance by Purchasing using Mapper.
	% of invoices complying with Purchase Contract			
OBJECTIVE: Provide all current and potential vendors education and information on City Purchasing policies and procedures.	N/A	N/A	100%	STRATEGY 1. Publish an updated Purchasing Manual. 2. Distribute a vendor information packet to all current and potential vendors. 3. Implement a procedure for regular discussion of of policy at pre-bid conferences.
	% of vendors educated on City Purchasing Policy			

PURCHASING DEPARTMENT

	1982	1983	1984
OBJECTIVE: To process 80% of invoices on a net 30 basis unless a prompt payment discount is offered. Take 80% of all prompt payment discounts offered.	55%	60%	80%
	% invoices paid net 30		
	10%	25%	80%
	% offered discounts taken		

STRATEGY
1. Begin development of computerized purchasing system with computerized link with accounts payable system.
2. Develop training program for using departments on proper procedures for processing vendor invoices, and proper purchasing procedures. Conduct quarterly seminars for update training and training of new personnel.

GOAL: TO PROVIDE GOODS AND SERVICES REQUIRED BY CITY DEPARTMENTS IN A COST EFFECTIVE MANNER.

	1982	1983	1984
OBJECTIVE: To decrease the cost to process a purchase requisition within the Purchasing Department.	$7.77	$6.83	$6.05
	Unit Cost per Requisition		

STRATEGY
1. Utilize word processing for routine typing and bid list retrieval.
2. Begin development of a computerized purchasing system.
3. Develop a training program for purchasing personnel and other departmental personnel with limited purchasing functions.

OBJECTIVE: To identify Commodity Groups of warehouse stock items that can be included in Gang or Annual Purchases	0	4	8
	# Commodity Groups Processed		

STRATEGY
1. Insure that all non-stock items purchased on a repetitive basis be assigned a computer identification number.
2. Begin development of a computerized purchasing system.
3. Develop a commodity cataloging system in Purchasing.
4. Develop a procedure for department heads to regularly review "or equal" products offered to the City.

Facilities Maintenance

FACILITIES MAINTENANCE

Budget Proposals: The Bureau of Facilities Maintenance is comprised of the following General Fund activities: Facilities Maintenance Director; Park and Tree; Cemeteries; Traffic Engineering; Drainage; and Street Maintenance. The 1984 Basic Program Budget recommended for the Bureau is $7,109,857. This budget is an increase of $200,893 or 2.9% over the 1983 projected expenditures of $6,908,964. The budget is itemized below by expenditure area:

Expenditure Areas	1983 Projected Expenditures	1984 Proposed Budget	Difference
Personal Services	$3,171,548	$3,277,919	$106,371
Contractual Services	1,409,677	1,489,624	79,947
Commodities	691,768	734,750	42,982
Revolving Fund	956,398	990,804	34,406
Capital Outlay	94,437	100,997	6,560
Interfund Transfers	585,136	515,763	-69,373
Grand Total	$6,908,964	$7,109,857	$200,893

The narratives on the following pages provide the details of the major budget components and the significant budget changes in each activity in the Bureau.

FACILITIES MAINTENANCE

ACTIVITY	1982 ACTUAL EXPENDITURE	1983 PROJECTED EXPENDITURE	1984 TOTAL BASE
Facilities Maintenance Director	$ 112,532	$ 221,239	$ 107,580
Park and Tree	1,012,949	1,116,991	1,163,377
Cemeteries	657,986	719,332	753,876
Traffic Engineering	1,730,873	2,089,696	2,193,074
Drainage	979,409	1,347,669	1,379,014
Streets Maintenance	1,351,575	1,414,037	1,512,936
TOTAL	$5,845,324	$6,908,964	$7,109,857
Personnel	203	207	204

FACILITIES MAINTENANCE

POSITION TITLE	RANGE	STAFF YEARS
FACIL MAINT DIRECTOR	96	1.00
DIRECTOR TRAFFIC ENGINEERING	86	1.00
STREETS&DRAINAGE DIR	82	1.00
CEMETERY ADMINISTRATOR	82	1.00
PARK & TREE DIRECTOR	82	1.00
TRAFFIC ENGINEERING ADMIN	78	1.00
ASST PARK&TREE DIRECTOR	74	1.00
STREET MAINT SUPERINTENDENT	70	1.00
TRAFFIC SIGNAL SUPERINTENDENT	66	1.00
HORTICULTURIST	66	1.00
PKS MAINT SUPERVISOR	63	3.00
CEMETERY SUPERVISOR II	63	1.00
FIELD MAINTENANCE SUPERVISOR	63	6.00
SENIOR TRAFFIC PLANNER	62	1.00
TRAFFIC CONTROL SYSTEM TECH	62	5.00
TRAFFIC MAINT SUPERVISOR	61	1.00
CONSTRUCTION INSPECTOR	60	1.00
CEMETERY SUPERVISOR I	60	2.00
TREE MAINT CREW CHIEF	59	1.00
TRAFFIC PLANNER	58	1.00
TRAFFIC SIGNAL ELECTRICIAN	57	1.00
TRAFFIC SIGNAL TECHNICIAN	57	1.00
CEMETERY MNT CREW CHIEF	56	1.00
STS MAINT CREW CHIEF	56	1.00
HEAVY CONST EQUIP OPERATOR	54	5.00
ADMINISTRATIVE ASSISTANT	53	1.00
ADMINISTRATIVE SECRETARY	53	1.00
SR TREE TRIMMER	53	3.00
SR GRNDS MAINT WORKER	53	3.00
LANDSCAPE GARDENER	53	1.00
HEAVY EQUIPMENT OPERATOR	52	8.00
ENGINEERING AIDE	51	1.00
TREE TRIMMER	50	7.00
TRAFFIC MAINTENANCE SPECIALIST	50	1.00
SUPV MAINTENANCE SERV WORKER	50	6.00
PKS MAINT CREW CHIEF	49	4.00
SENIOR CLERK-STENO	48	1.00
SENIOR CLERK TYPIST	45	1.00
SR MNT SERVICE WORKER	45	16.00
MEDIUM EQUIPMENT OPERATOR	45	25.00
SENIOR CLERK	44	1.00
INT MNT SERVICE WORKER	43	14.00
SR TRAFFIC MAINT WORKER	43	3.00
LIGHT EQUIPMENT OPERATOR	43	5.00
GRNDS MAINT WORKER	40	13.00
MAINTENANCE SERVICE WORKER	40	44.00
TRAFFIC MAINTENANCE WORKER	40	2.00
	30	1.00
	30	1.00
		204.00

FACILITIES MAINTENANCE DIRECTOR

Budget Proposals: The 1984 Basic Program budget recommended for the office of the Facilities Maintenance Director is $107,580. This budget is a decrease of $113,659. This decrease is due to the fact that the expenses for Water and Sewer Administration which had been included in the Facilities Maintenance Director's office have been transferred to the Water and Sewer Funds in 1984.

Expenditure Areas	1983 Projected Expenditures	1984 Proposed Budget	Difference
Personal Services	$ 156,388	$ 66,933	$-89,455
Contractual Services	6,008	4,945	-1,063
Commodities	650	250	-400
Revolving Fund	55,318	34,223	-21,095
Capital Outlay	738	0	-738
Interfund Transfers	2,137	1,229	-908
Grand Total	$ 221,239	$ 107,580	$-113,659

Basic Program Costs:

(1) Personal Services: Expenses for Personal Services are $66,933 in 1984. The allocation for Salaries and Wages is $55,105. Other major budget components in this group are: Pension Contribution, $4,203; Social Security, $3,857; and Group Medical Insurance, $2,234.

Major changes are:

Wages	down	$76,964 due to the transfer of the following 3 positions to the Water and Sewer Funds: Assistant Water & Sewer Director, Water & Sewer Engineer, and Senior Management Analyst.
Social Security	down	$4,992 due to the position transfers.
Pension	down	$6,697 due to the position transfers.

(2) Contractual Services: Contractual Services cost $4,945 in 1984. The major items in this series are $2,500 for Transportation, $520 for Dues and Memberships, and $716 for Communications.

There are no major changes in this series.

(3) Commodities: The allocation for Commodities is $250 in 1984. The $250 is for Office Supplies. The 1984 amount is a decrease of $400 from 1983 costs.

The major change is:

Operating Supplies	down	$350 to $0 due to the transfer of Water and Sewer administrative costs.

(4) Revolving Fund: The 1984 chargebacks for services provided by the Revolving Fund decrease $21,095 to a total of $34,223. The chargebacks are: Service Desk, $27,494; Central Services, $5,334, and Vehicle Maintenance, $1,395.

The major changes are:

Service Desk	down	$3,346 due to the transfer of Water and Sewer costs.
Central Services	down	$16,155 due to an adjustment in the chargeback to reflect actual services.

(5) Capital Outlay: There are no capital outlay purchases planned in 1984.

(6) Interfund Transfers: The contribution for Vehicle Depreciation is budgeted at $1,229.

FACILITIES MAINT DIRECTOR

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	81943	156388*	66933*
CONTRACTUAL SERVICES	3621*	6008*	4945*
COMMODITIES	410*	650*	250*
REVOLVING FUNDS	24699*	55318*	34223*
CAPITAL OUTLAY	0*	738*	0*
INTERFUND TRANSFERS	1859	2137	1229
TOTAL	$ 112532*	$ 221239*	$ 107580*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
W&S ENGINEER	1.00	0.00		0*
ASST WATER&SEWER DR	1.00	0.00		0*
SENIOR MANAGEMENT ANALYST	1.00	0.00		0*
ADMINISTRATIVE SECRETARY	1.00	1.00	53	15110
FACIL MAINT DIRECTOR	1.00	1.00	98	43134
TOTAL	5.00	2.00		

PARK AND TREE AND CEMETERIES

Budget Proposals: The 1984 Basic Program budgets recommended for the Park and Tree and Cemeteries activities are listed in a combined form in the following table. Compared with 1983 projected expenditures, the 1984 budgets total $1,917,253, for an increase of $80,930, or 4.4%.

Expenditure Areas	1983 Projected Expenditures	1984 Proposed Budget	Difference
Personal Services	$1,266,618	$1,332,058	$65,440
Contractual Services	75,263	79,744	4,481
Commodities	113,799	118,189	4,390
Revolving Fund	241,810	248,813	7,003
Capital Outlay	22,788	22,247	-541
Interfund Transfers	116,045	116,202	157
Grand Total	$1,836,323	$1,917,253	$ 80,930

Basic Program Costs:

(1) Personal Services: Expenses for Personal Services are $1,332,058 in 1984. A $1,018,380 allocation for Salaries and Wages is provided. Other major budget components in this group are: Group Medical Insurance, $99,134; Pension Contribution, $77,682; Social Security, $71,337; and Overtime for emergency tree service and weekend, evening, and holiday funerals, $26,183.

Major changes are:

Wages	up	$47,506 due to the general wage increase.
Pension	up	$5,304 for the contribution to the Pension Fund.
Social Security	up	$6,288 due to a rate increase and the general wage increase.
Overtime	up	$3,905 due to the general wage increase and for 202 additional hours of emergency tree service.
Group Medical Insurance	up	$1,658 to cover rising medical costs.

(2) Contractual Services: Contractual Services cost $79,744 in 1984. Professional Service fees are budgeted at $17,388. Of this amount, $11,053 is for irrigation repair services in Park and Tree. Other Professional Service fees are janitorial services, pest control, and cemetery security services. At $14,015, Rentals include emergency and special equipment rental items such as pumps, backhoes, and port-o-lets. Building Repair funds total $12,811, most of which is for Park and Tree monument and fountain cleaning, kiosk and bench repairs, and Colonial Cemetery gravestone repairs. The final major Contractual Services category is Equipment Maintenance. Budgeted at $8,081, this account includes repairs to such items as small engines, chain saws, mowers, blowers, and shears.

Major changes are:

Other Contractual Services	down	$1,489. In 1983, the Greenwich Cemetery gates were repaired at a cost of $3,489. Repairs in 1984 will be made to fences at a cost of $2,000.
Insurance	up	$1,375 to reflect actual loss record.
Building Repair	up	$1,680 to cover price increases ($480) and the installation of a new heating/air conditioning unit in cemeteries ($1,200).
Professional Service Fees	up	$828 in anticipation of a 5% increase in costs.
Rentals	up	$667 to provide for 5% price increases.

(3) Commodities: The 1984 Commodities budget totals $118,189. The major category in this series is $50,855 for Operating Supplies and Materials; these include 900 trees, 1,262 shrubs, 200 trash containers, 300 rakes, and other items such as flowers, hoes, litter bags, and shovels. Equipment Repair Parts are budgeted at $16,208 and include carburetors, engines, mower blades, brake assemblies, bearings, and other similar items. At $15,335, Chemicals includes fertilizers and herbicides. Construction Supplies and Materials is budgeted at $12,295 for trash receptacles, bench slats, grave boards, and gravesite markers.

Major changes are:

Construction Supplies	up	$2,760 to allow for a 5% price increase ($501) and the addition of 3,070 trash baskets and receptacles in Park and Tree, as well as 1,000 additional grave markers for the Greenwich Cemetery expansion ($2,259).
Gasoline	up	$723 to provide for an increase in price to $1.21 per gallon.
Chemicals	up	$730 to allow for a 5% price increase.

(4) Revolving Funds: The 1984 chargebacks for services provided by Revolving Fund activities increase $7,003, or 2.9%, for a budget of $248,813. The individual chargebacks are bugeted as follows: Service Desk, $16,890; Data Processing, $5,500; Vehicle Maintenance, $191,612, and Central Services, $34,811.

Major changes are:

Vehicle Maintenance	up	$2,928 to provide for increased garage charges.

(5) Capital Outlay: Expenses for equipment and other capital outlay cost $22,247 in 1984. A list of approved Capital Outlays is located in the Appendix. The 1984 budget is a decrease of $541 from 1983 expenses.

(6) Interfund Transfers: In 1984, $116,202 is budgeted for Vehicle Depreciation.

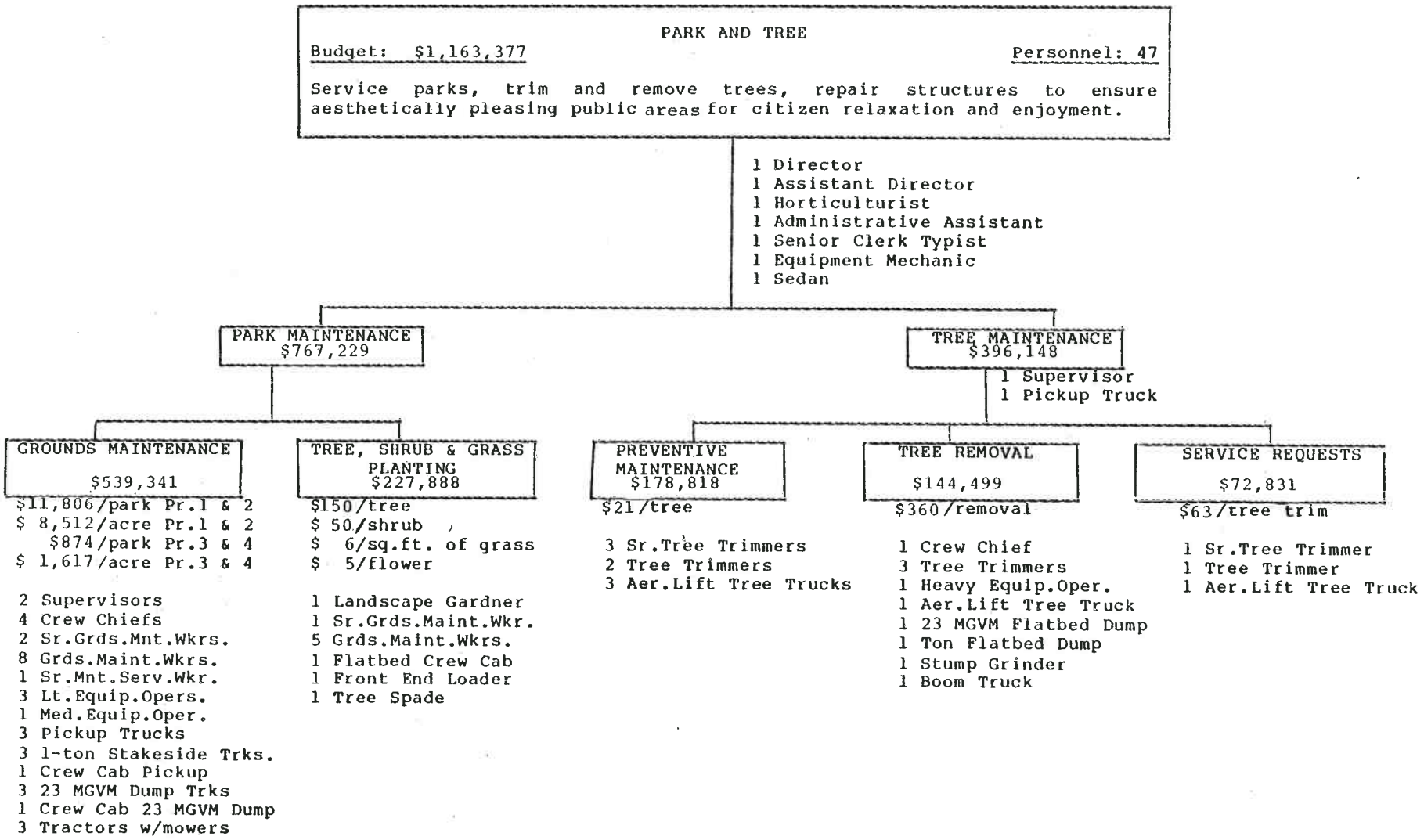
PARK AND TREE

PURPOSE: SERVICE PARKS, TRIM AND REMOVE TREES, AND REPAIR STRUCTURES TO ENSURE AESTHETICALLY PLEASING PUBLIC AREAS FOR CITIZEN RELAXATION AND ENJOYMENT.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	643197	702243	736273
CONTRACTUAL SERVICES	33463*	49150*	53795*
COMMODITIES	70841*	72680*	75167*
REVOLVING FUNDS	167101*	176232*	181999*
CAPITAL OUTLAY	10446	13320	14522
INTERFUND TRANSFERS	87901	103366*	101621*
TOTAL	$ 1012949*	$ 1116991*	$ 1163377*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
GROUNDS MAINT. EQUIPM SPEC.	1.00	1.00	30	16173
GRNDS MAINT WORKER	13.00	13.00	40	118402
LIGHT EQUIPMENT OPERATOR	3.00	3.00	43	29379
SENIOR CLERK TYPIST	1.00	1.00	45	11839
SR MNT SERVICE WORKER	1.00	1.00	45	11003
MEDIUM EQUIPMENT OPERATOR	1.00	1.00	45	13705
PKS MAINT CREW CHIEF	4.00	4.00	49	44997
TREE TRIMMER	7.00	7.00	50	80453
HEAVY EQUIPMENT OPERATOR	1.00	1.00	52	14745
SR GRNDS MAINT WORKER	3.00	3.00	53	38221
LANDSCAPE GARDENER	1.00	1.00	53	12431
ADMINISTRATIVE ASSISTANT	1.00	1.00	53	12738
SR TREE TRIMMER	3.00	3.00	53	35143
TREE MAINT CREW CHIEF	1.00	1.00	59	14745
PKS MAINT SUPERVISOR	3.00	3.00	63	48771
HORTICULTURIST	1.00	1.00	66	17491
ASST PARK&TREE DIRECTOR	1.00	1.00	74	24018
PARK & TREE DIRECTOR	1.00	1.00	82	33284
TOTAL	47.00	47.00		


PARK AND TREE
Budget: $1,163,377
Personnel: 47
Service parks, trim and remove trees, repair structures to ensure aesthetically pleasing public areas for citizen relaxation and enjoyment.
1 Director
1 Assistant Director
1 Horticulturist
1 Administrative Assistant
1 Senior Clerk Typist
1 Equipment Mechanic
1 Sedan
PARK MAINTENANCE
$767,229
TREE MAINTENANCE
$396,148
1 Supervisor
1 Pickup Truck
GROUNDS MAINTENANCE
$539,341
$11,806/park Pr.1 & 2
$ 8,512/acre Pr.1 & 2
$874/park Pr.3 & 4
$ 1,617/acre Pr.3 & 4
2 Supervisors
4 Crew Chiefs
2 Sr.Grds.Mnt.Wkrs.
8 Grds.Maint.Wkrs.
1 Sr.Mnt.Serv.Wkr.
3 Lt.Equip.Opers.
1 Med.Equip.Oper.
3 Pickup Trucks
3 1-ton Stakeside Trks.
1 Crew Cab Pickup
3 23 MGVM Dump Trks
1 Crew Cab 23 MGVM Dump
3 Tractors w/mowers
TREE, SHRUB & GRASS PLANTING
$227,888
$150/tree
$ 50/shrub
$ 6/sq.ft. of grass
$ 5/flower
1 Landscape Gardner
1 Sr.Grds.Maint.Wkr.
5 Grds.Maint.Wkrs.
1 Flatbed Crew Cab
1 Front End Loader
1 Tree Spade
PREVENTIVE MAINTENANCE
$178,818
$21/tree
3 Sr.Tree Trimmers
2 Tree Trimmers
3 Aer.Lift Tree Trucks
TREE REMOVAL
$144,499
$360/removal
1 Crew Chief
3 Tree Trimmers
1 Heavy Equip.Oper.
1 Aer.Lift Tree Truck
1 23 MGVM Flatbed Dump
1 Ton Flatbed Dump
1 Stump Grinder
1 Boom Truck
SERVICE REQUESTS
$72,831
$63/tree trim
1 Sr.Tree Trimmer
1 Tree Trimmer
1 Aer.Lift Tree Truck

PARK & TREE

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	1983 PROJECTED	1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	1983 PROJECTED	1984 PLANNED	UNIT COST 1984
Mow, trim, prune, edge and fertilize lawns and plants; control pests and weeds; remove litter; maintain structures and manual irrigation systems.	31	31	31	$365	$404	$366	$ 11,806 per park
		Priority I and II Parks					
	43	43	43				8,512 per acre
		Acres maintained					
	198	198	198	240	274	173	874 per park
		Priority III and IV Parks					
	107	107	107				1,617 per acre
		Acres maintained					
Plant trees	520	1,000	900	50	54	135	150 per tree
		Trees planted					
Plant shrubs	2,000	1,000	1,262	65	70	63	50 per shrub
		Shrubs planted					
Plant grass	8,700	6,000	2,000	12	13	11	6 per sq. ft.
		Square feet planted					
Plant flowers	3,000	4,000	4,000	5	7	19	5 per flower
		Flowers planted					
Inspect and trim trees per preventive maintenance program	3,176	7,200	8,500	102	112	179	21 per tree inspected
		Trees inspected					
	1,053	3,000	3,300				
		Trees trimmed					
Remove dead and dangerous trees	578	408	400	85	92	144	360 per removal
		Trees removed					
Trim trees per service request	1,318	1,279	1,150	89	91	73	63 per trim
		Trees trimmed					

PARK AND TREE

GOAL: TO MAINTAIN PRIORITY I AND II PARKS IN EXCELLENT CONDITION AND PRIORITY III AND IV PARKS IN FAIR TO EXCELLENT CONDITION.

OBJECTIVE: To increase to 90% the number of mowing schedules completed each month for special projects and Priority 2, 3, and 4 projects.

1982	1983[1]	1984
Completion percentage		
N/A	76	90
Special projects		
N/A	85	90
Priority 2		
N/A	77	90
Priority 3		
N/A	59	90
Priority 4		

STRATEGY
1. Insure that mowing schedules are met, by reassigning equipment resources as appropriate to meet shortfalls in higher priority areas.
2. Maintain a minimum of 75% of mowing equipment operational at all times by:
   a. expediting the receipt of equipment parts;
   b. expediting repairs of mowing equipment;
   c. using contract repair when necessary; and
   d. renting equipment when other options fail.

GOAL: TO PROVIDE AN AESTHETICALLY PLEASING APPEARANCE IN ALL CITY PARKS AND SQUARES.

OBJECTIVE: To increase by at least 100% the number of areas in the Historic District where dead or damaged shrubs, flowers and turf are replaced.

1982	1983	1984
N/A	3	5
Priority I projects where shrubs are replaced[2]		
N/A	2	5
Priority I projects where turf is restored		
N/A	5	10
Historic District locations where flowers are planted		

STRATEGY
1. Implement a monthly inspection and evaluation program for Priority I and Historic District Projects.
2. Identify deficiencies and problem areas.

[1] Projected monthly average at the end of the growing season.
[2] Priority I projects: Visitors Center, Civic Center, City Hall, River Street, and Johnson Square.

PARK AND TREE

GOAL: TO MAINTAIN THE CITY'S TREE POPULATION IN A SAFE STRUCTURAL CONDITION.

	1982	1983	1984	
OBJECTIVE: To increase by 10% the number of trees receiving preventive maintenance	N/A	3,000	3,300	STRATEGY 1. Involve the Tree Maintenance Supervisor in scheduling of preventive maintenance. inspections. 2. Monitor and revise as necessary the PM schedules.
	Trees-Preventive maintenance			
OBJECTIVE: To reduce by 15% the number of valid service requests received for tree trimming or dead limb removal during the 6 months following PM tree trimming.	N/A	130	110	STRATEGY: 1. Implement a spot-check quality control system. 2. Identify deficiencies in current trimming techniques. 3. Take corrective action where possible.
	Valid service requests			

CEMETERIES

PURPOSE: ASSIST WITH INTERMENTS, AND MAINTAIN GRAVESITES AND SURROUNDING AREAS IN ORDER TO PROVIDE AN ATTRACTIVE ENVIRONMENT FOR ALL BURIALS IN CITY-OPERATED CEMETERIES.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	518713*	564375*	595785*
CONTRACTUAL SERVICES	21317*	26113*	25949*
COMMODITIES	32376*	41119*	43022*
REVOLVING FUNDS	62878*	65578*	66814*
CAPITAL OUTLAY	4676*	9468*	7725*
INTERFUND TRANSFERS	18026	12679*	14581*
TOTAL	$ 657986*	$ 719332*	$ 753876*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
MAINTENANCE SERVICE WORKER	20.00	20.00	40	181926
LIGHT EQUIPMENT OPERATOR	2.00	2.00	43	19761
INT MNT SERVICE WORKER	4.00	4.00	43	42026
SENIOR CLERK	1.00	1.00	44	10738
SR MNT SERVICE WORKER	4.00	4.00	45	48167
MEDIUM EQUIPMENT OPERATOR	2.00	2.00	45	20958
SUPV MAINTENANCE SERV WORKER	3.00	3.00	50	43880
CEMETERY MNT CREW CHIEF	1.00	1.00	56	14390
CEMETERY SUPERVISOR I	2.00	2.00	60	30592
CEMETERY SUPERVISOR II	1.00	1.00	63	16257
CEMETERY ADMINISTRATOR	1.00	1.00	82	29195
TOTAL	41.00	41.00		

CEMETERY DEPARTMENT

Budget: $753,876 Personnel: 41

Provide aesthetically pleasing cemetery plots in (4) active City operated cemeteries for interments.

1 Cemetery Administrator
1 Senior Clerk
1 Pickup Truck

INTERMENTS
$82,610

$156 per interment

BONAVENTURE/GREENWICH
$66,914

1 Sup.Maint.Serv.Wkr
1.5 Maint.Serv.Wkr
2 Medium Equip. Oper.
1 Backhoe
1 Dump Truck

LAUREL GROVE NORTH/SOUTH
$15,696

1.5 Maint.Serv.Wkrs
1 Flatbed

LOT SALES
$8,396

$67 per sale

.5 Sup.Mnt.Serv.Wkr
1 Pickup Truck

PERPETUAL CARE LOT MAINTENANCE
$412,186

$44 per lot

BONAVENTURE/GREENWICH
$366,846

1 Cem. Supv. II
1.5 Sup.Mnt.Serv.Wkr
3 Sr.Mnt.Serv.Wkrs
4 Maint.Serv.Wkrs
2 Equipment Opers.
1 Pickup Truck
1 Flatbed Truck

LAUREL GROVE NORTH/SOUTH
$45,340

2 Cem. Supvs.
2 Intermed.Mnt.Serv.Wkr
3 Mnt.Serv.Wkrs
1 Tractor mower

NON-CARE LOT MAINTENANCE
$250,684

$31 per lot

BONAVENTURE/GREENWICH
$70,097

1 Sr.Mnt.Serv.Wkr
2 Intermed.Mnt.Serv.Wkr
4.5 Mnt.Serv.Wkrs
1 Tractor Mower
1 Leaf Machine

LAUREL GROVE NORTH/SOUTH
$180,587

1 Cem.Crew Chief
5.5 Mnt.Serv.Wkrs
1 Dump Truck

CEMETERY DEPARTMENT

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Prepare and repair gravesites, Assist with burials	495	525 Burials performed	525	$ 72	$ 80	$ 83	$156 per burial
Provide attractive cemetery plots for sale	105	115 Lots sold	125	N/A	8	8	$67 per lot sale
Provide maintenance to perpetual care lots and general care areas	9,368	9,418 Lots maintained	9,448	367	393	412	$44 per lot
Provide maintenance to non-perpetual care lots	8,168	8,118 Lots maintained	8,088	219	238	251	$31 per lot

CEMETERY DEPARTMENT

GOAL: TO ENSURE THAT NO COMPLAINTS ARE RECEIVED CONCERNING BURIAL SITE PREPARATION.

	1982	1983	1984	STRATEGY
OBJECTIVE: To reduce the complaint rate by 50%.	7/mo.	3/mo.	1.5/mo	1. Improve the evaluation process for burials. 2. Improve burial crew appearance. 3. Develop and implement a training program for burial crews. 4. Enter all burials on computer within 48 hours. 5. Have Director evaluate all burials on a monthly basis.
		Complaint rate		

GOAL: TO ENSURE THAT ALL LOTS SOLD ARE FREE FROM DUPLICATIONS.

	1982	1983	1984	STRATEGY
OBJECTIVE: To reduce lot sale duplications by 100%.	2	1	NONE	1. Enter all lot sales on computer within 48 hours. 2. Train all personnel who sell lots how to retrieve lot sale information from computer before sale is made. 3. Improve office record systems. 4. Evaluate quarterly for record accuracy.
		Duplications		

GOAL: TO MAINTAIN THE AESTHETIC APPEARANCE RATING OF 4 FOR ALL CITY OPERATED CEMETERIES. *

	1982	1983	1984	STRATEGY
OBJECTIVE: To increase the accomplishment of planned lot maintenance versus lots maintained from 92% to 96%.	92	92	96	1. Review all work elements to determine what improvements can be made. 2. Review supervisors reporting systems to assure accuracy of what is being reported. 3. Increase employee awareness of personnel policies and procedures. 4. Improve the evaluation process for lot maintenance to assure that the appearance rating is being met.
	% Maintenance production			

* Rate Scale: 0 - Well groomed; 4 - General appearance of care; 8 - Slightly irregular appearance; 12 - Ragged appearance

TRAFFIC ENGINEERING

Budget Proposals: Traffic Engineering is an activity within the Bureau of Facilities Maintenance. It is responsible for regulating and maintaining traffic systems, signs, markings, and street lights. The 1984 Basic Program budget for Traffic is listed below. Compared with 1983 projected expenditures, the 1984 budget increases 4.9% to a total of $2,193,074. The major changes are itemized below:

Expenditure Areas	1983 Projected Expenditures	1984 Proposed Budget	Difference
Personal Services	$ 439,364	$ 467,829	$ 28,465
Contractual Services	1,261,498	1,338,789	77,291
Commodities	154,222	161,943	7,721
Revolving Fund	112,415	102,496	-9,919
Capital Outlay	49,050	42,650	-6,400
Interfund Transfers	73,147	79,367	6,220
Grand Total	$2,089,696	$2,193,074	$103,378

Basic Program Costs:

(1) Personal Services: Expenses for Personal Services are $467,829 in 1984. A $367,928 allocation for Salaries and Wages is provided. Other major budget components in this group are Pension Contribution, $28,066; Social Security, $25,755; and Group Medical Insurance, $24,574.

Major changes are:

Wages	up	$23,310 due to the general wage increase.
Pension	up	$2,375 due to an increase in the City Pension Fund contribution.

(2) Contractual Services: Contractual Services cost $1,338,789 in 1984. The major item in this series is Electricity. The 1984 electricity budget of $1,310,334 includes $1,011,765 for street lights, $233,484 for traffic signals, and $51,885 for park and square lighting plus an additional 200 new street lights at a cost of $13,200. The following smaller budgets are also in this series: Equipment Maintenance, $10,500; Natural Gas, $6,360; and Transportation, $3,567.

Major changes are:

Electricity	up	$74,968 due to a projected rate increase of 5%. Also included is $13,200 for 200 additional street lights.
Rentals	up	$1,070 to provide for rental of a hole auger to be used to excavate for traffic signal pole foundations.

(3) Commodities: Expenses for Commodities are $161,943 in 1984. The Construction Materials account is budgeted at $65,100 and includes traffic signal cables and wires, and supplies for making traffic signs. Equipment Repair Parts is budgeted at $56,307 for traffic signal parts, parking meter parts, lighting fixtures, and miscellaneous sign shop equipment. The other major commodity account is Operating Supplies and Materials, which, at $36,750, includes 2,000 gallons of traffic paint, 6,000 square feet of cold plastic, and other supplies.

Major changes are:

Construction Materials	up	$3,100 in anticipation of a 5% price increase.
Equipment Repair Parts	up	$2,680 to allow for price increases of 5%.

(4) Revolving Fund: The 1984 chargebacks for services provided by the Revolving Fund decrease $9,919 or 8.8% for a budget of $102,496. The major chargebacks are: Vehicle Maintenance, $53,150; and Central Services, $32,676.

Major changes are:

Central Services	down	$12,836 to adjust for actual services received, particularly reduced use of the warehouse.
Service Desk	up	$635 to allow for a 4.2% increase in costs.

(5) Capital Outlay: Expenses for equipment and other capital outlays cost $42,650 in 1984. A list of approved capital outlays is located in the Appendix. Overall, capital outlays decrease $6,400 from 1983.

(6) Interfund Transfers: A contribution to Public Development for the Parking Management Program is budgeted at $49,896. In addition, $29,471 is budgeted for Vehicle Depreciation.

TRAFFIC

PURPOSE: REGULATE TRAFFIC SIGNAL TIMING DEVICES, AND MAINTAIN STREET MARKINGS, TRAFFIC SIGNS, AND STREET LIGHTS TO ASSURE THE SAFE, CONVENIENT, AND EXPEDITIOUS MOVEMENT OF VEHICLES AND PEDESTRIANS.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	398177	439364	467829
CONTRACTUAL SERVICES	1003051*	1261498*	1338789*
COMMODITIES	132591*	154222*	161943*
REVOLVING FUNDS	92998*	112415*	102496*
CAPITAL OUTLAY	49833*	49050*	42650*
INTERFUND TRANSFERS	54223*	73147	79367
TOTAL	$ 1730873*	$ 2089696*	$ 2193074*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
PARKING METER TECHNICIAN	1.00	1.00	30	14316
TRAFFIC MAINTENANCE WORKER	2.00	2.00	40	22626
SR TRAFFIC MAINT WORKER	3.00	3.00	43	29084
SENIOR CLERK-STENO	1.00	1.00	48	14745
TRAFFIC MAINTENANCE SPECIALIST	1.00	1.00	50	11712
ENGINEERING AIDE	1.00	1.00	51	12131
TRAFFIC SIGNAL ELECTRICIAN	1.00	1.00	57	14043
TRAFFIC SIGNAL TECHNICIAN	1.00	1.00	57	16257
TRAFFIC PLANNER	1.00	1.00	58	14390
TRAFFIC MAINT SUPERVISOR	1.00	1.00	61	18819
TRAFFIC CONTROL SYSTEM TECH	5.00	5.00	62	100264
SENIOR TRAFFIC PLANNER	1.00	1.00	62	18819
TRAFFIC SIGNAL SUPERINTENDENT	1.00	1.00	68	22375
TRAFFIC ENGINEERING ADMIN	1.00	1.00	78	26480
DIRECTOR TRAFFIC ENGINEERING	1.00	1.00	86	33796
TOTAL	22.00	22.00		

TRAFFIC ENGINEERING

Budget: $2,193,074

Personnel: 22

To regulate traffic signal devices, street markings, and street lights to insure safe, convenient, and expeditious movement of vehicles and pedestrians.

1 Director
1 Asst. Traffic Engineer
1 Senior Clerk Steno
2 Sedans

TRAFFIC SIGNAL & LIGHTING MAINTENANCE & OPERATION
$1,644,808

1 Traffic Signal Superintendent
4 Traffic Control System Techs.
2 Traffic Signal Technicians
1 Traffic Signal Electrician
1 Sedan
4 Aerial Bucket Trucks

INSTALL NEW SIGNALS & MODIFY EXISTING
$26,584
$2,167/modification

OPERATE & MAINTAIN HIGHWAY LIGHTING
$58,435
$117/light $220/job

OPERATE & MAINTAIN PUMPS & FOUNTAINS
$17,489
$379/pump $175/job

OPERATE & MAINTAIN STREET LIGHTS
$1,147,024
$61/light com. $39/repair
$125 light SEPCO OM

OPERATE & MAINTAIN TRAFFIC SIGNALS & MASTER CONTROL
$395,326
$599/signal $74/repair

SERVICES BY OTHER FUNDS
$49,588

ENGINEERING & PLANNING
$167,152

1 Sr. Traffic Planner
1 Traffic Planner
1 Engineering Aide
1 Sedan

INVESTIGATE & CORRECT HIGH ACCIDENT LOCATIONS
$21,167
$1,050/location

DESIGN/AUTHORIZE STREET LIGHTS
$26,931
$65/light

OPERATE SIGNAL SYSTEM & REVIEW TIMING
$16,497
$291/location

INVESTIGATE/STUDY COMPLAINTS/SUGGESTIONS CONDUCT TRAFFIC COUNTS
$102,557
$19/complaint
$ 9/traffic count

SIGNS & MARKINGS
$293,963

1 Traffic Maint. Supt.
1 Traffic Maint. Spec.
3 Sr. Traf. Maint. Wkrs.
2 Traffic Maint. Wkrs.
1 Pickup
4 Stakebodies
1 Striper

PAINT CENTER, EDGE, LANE LINES, STOP BARS, ETC.
$73,043
$ .06/lin. ft.
$ 83 /intersection
$ .30/lin ft. curb
$ 2 /parking stall
$200 /marking

LAY PLASTIC PAVEMENT MARKINGS AT INTERSECTIONS
$54,957
$540/intersection

PLACE/REMOVE BARRICADES
$13,913
$31/trip

MAINTAIN TRAFFIC SIGNS
$152,050
$28/repair

PARKING METER MAINTENANCE
$37,563

1 Sr. Traffic Maint. Worker
1 Van

REPAIR PARKING METERS
$24,048
$10/repair

RELOCATE/REPLACE PARKING METERS
$13,515
$33/meter relocated

TRAFFIC ENGINEERING

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Paint center, edge and lane lines, crosswalks, stop bars, curbing, parking stalls and misc. parkings	672,672	657,000	675,000	$ 34	$ 37	$39	.06 per lin.ft.
	Lin. Ft. - Lines painted						
	206	206	206	6	17	17	83 per intersection
	Intersections painted						
	18,273	10,000	10,000	3	2	3	.30 per lin.ft.
	Lin. Ft. - Curbing painted						
	1,430	1,000	1,000	2	2	2	2 per stall
	Parking Stalls painted						
	50	50	50	9	9	10	200 per marking
	Misc. markings painted						
Lay plastic pavement markings at intersections	121	100	100	47	52	54	540 per marking
	Intersections marked						
Design and authorize street light installation	300	400	400	21	22	26	65 per light
	Lights installed						
Operate and maintain street lights	980	980	980	45	55	60	61 per light
	City-owned lights operated						
	777	800	800	23	28	31	39 per repair
	Repairs performed						
	7,767	8,167	8,567	787	1,011	1,074	125 per light
	SEPCO lights						

TRAFFIC ENGINEERING

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Operate and maintain highway lighting (I-16, Loop 21, 37th Connector)	393	393	393	$35	$42	$46	$117 per light
		Lights operated					
	49	50	50	9	10	11	220 per repair
		Repairs performed					
Operate and maintain pumps and fountains	28	29	29	6	7	11	379 per pump
		Pumps operated					
	33	40	40	4	5	7	175 per repair
		Repairs performed					
Maintain traffic signs	5,369	5,400	5,400	147	165	155	29 per repair
		Repairs performed					
Place and remove barricades for special events	460	450	450	18	19	14	31 per trip
		Trips					
Repair parking meters	4,180	4,000	2,500	33	36	24	10 per repair
		Repairs performed					
Relocate/replace meters	421	380	400	16	17	13	33 per meter
		Meters relocated/repaired					
Investigate/study complaints, suggestions and conduct traffic counts	4,200	4,500	4,800	72	81	89	19 per complaint
		Complaints investigated					
	997	1,000	1,200	9	9	11	9 per count
		Counts conducted					

TRAFFIC ENGINEERING

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Investigate and correct high accident locations where the City exercises control over accident causing factors	20	20	20	$17	$19	$21	$1,050 per location
	Locations investigated:						
	Gwinnett/Harmon						
	Drayton/Liberty						
	Hopkins/Victory						
	Anderson/East Broad						
	Barnard/Liberty						
	East Broad/Gwinnett						
	Broughton/Drayton						
	52nd/Montgomery						
	37th/West Broad						
	37th/Drayton						
	Liberty/Montgomery						
	Price/Victory						
	Gwinnett/Pennsylvania						
	Fahm/Oglethorpe						
	37th/Waters						
	52nd/Hopkins						
	Abercorn/Montgomery Xroads						
	Montgomery Xroads/Waters						
	Abercorn/Anderson						
	Bull/Oglethorpe						
Install new signals and modify existing signals	12	12	12	21	24	26	2,167 per modification
	Installations/modificatons performed						
Monitor signal system and review timings	42	50	55	$16	$15	$16	$291 per location
	Locations reviewed						
Operate and maintain traffic signals and master controllers	205	205	207	101	115	124	599 per signal
		Signals operated					
	3,441	3,500	3,550	218	243	261	74 per repair
		Repairs performed					
Services by other funds (Parking Manager)				32	48	48	

TRAFFIC ENGINEERING

GOAL: TO MAINTAIN THE ACCIDENT FREE TRAFFIC CAPACITY[1] OF THE STREETS FOR THE DESIGN LIFE OF EACH STREET

OBJECTIVE: To reduce the base year average rate of accidents[2] at 20 high hazard locations by 5%.

	1982	1983	1984
Reduction in Average Accident Rate at High Hazard Locations:			
Base year average	3.33	2.61	3.29
Reduction	2.26	2.48	3.13

STRATEGY

1. Determine the top 20 accident-prone locations.
2. Review the accident records for type of accident.
3. Review each location in the field to determine:
   a. sight distance limitations
   b. signal clearance intervals
   c. visibility of signs and markings
4. Take corrective actions as deemed necessary.

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1 Accident Free Traffic Capacity - Street capacity that most closely adheres to the design capacity of the street without creating a traffic hazard.

2 Base year average rate of accidents is defined as the average rate of accidents per million vehicle miles at the top twenty high hazard locations for that year. Due to the need for identifying, analyzing, taking action and analyzing results, the base year data is three years prior to the current budget year.

TRAFFIC ENGINEERING

	1982	1983	1984	
OBJECTIVE: To insure that a minimum street light illumination of .25 foot candles is obtained for the streets in the high crime area bounded by Bay Street to 36th St.; East Broad to West Broad St.	N/A	250	300	STRATEGY 1. Continue to determine deficient areas in the high crime area boundary for street light installation. 2. Determine areas where relocation of existing lights will improve illumination. 3. Determine areas where tree trimming will improve light distribution. 4. Install 300 new lights in 1984 based on these criteria. Install 150 new street lights in low crime areas based on citizen requests. 5. Evaluate areas where new lights have been installed. 6. Determine need for extending high crime area boundaries.
	Lights installed			
	300	150	150	
	Lights installed by request			
OBJECTIVE: To establish a data base for the 30 major traffic corridors concerning changes in street volume, capacity, and delay characteristics and to provide an indepth analysis of these corridors annually.	N/A	27	27	STRATEGY: 1. Conduct extensive analysis of 3 roadway corridors in 1984. These corridors are: a. Victory Drive b. DeRenne Avenue c. Bay Street 2. Conduct traffic volume, speed and delay observation and capacity analysis of each of the remaining 30 traffic corridors. 3. Note any significant changes either positive or negative along each corridor.
	Corridors Base Data Collected			
	N/A	3	3	
	Corridors Indepth Analysis			
OBJECTIVE: To provide all necessary street name signs in Planning Units 25, 19, 11, 6, 5, 18 to insure that no planning unit is deficient in street name signs.	168	150	150	STRATEGY: 1. Determine missing signs in each planning unit bugeted in 1984. 2. Fabricate and install signs. 3. Determine deficiencies in next priority planning units for 1985.
	Street name signs installed			

DRAINAGE AND STREET MAINTENANCE

Budget Proposals: Drainage and Street Maintenance are activities within the Bureau of Facilities Maintenance. Drainage is responsible for the cleaning and repairing of the drainage systems for the prompt removal of storm water from streets and the minimization of flooding. Street Maintenance repairs streets and sidewalks, grades unpaved streets, and mows grass in order to facilitate safe traffic movement. The 1984 Basic Program budget for these activities is listed below. Compared with 1983 projected expenditures, the 1984 budget increases 4.7% to a total of $2,891,950. The major changes are itemized below.

Expenditure Areas	1983 Projected Expenditures	1984 Proposed Budget	Difference
Personal Services	$1,309,178	$1,411,099	$101,921
Contractual Services	66,908	66,146	-762
Commodities	423,097	454,368	31,271
Revolving Fund	546,855	605,272	58,417
Capital Outlay	21,861	36,100	14,239
Interfund Transfers	393,807	318,965	-74,842
Grand Total	$2,761,706	$2,891,950	$130,244

Basic Program Costs:

(1) Personal Services: Expenses for Personal Services are $1,411,099 in 1984. A $1,064,422 allocation for Salaries and Wages is provided. Other major budget components in this group are: Group Medical Insurance, $102,764; Pension Contribution, $81,194; Social Security, $73,930; and Worker's Compensation, $47,039.

Major changes are:

Wages	up	$52,787 due to the general wage increase.
Worker's Compensation	up	$28,391 to reflect actual claims in these activities.
Pension	up	$5,777 due to an increase in the City Pension Fund contribution.
Group Medical Insurance	up	$5,204 due to rising medical costs.

(2) Contractual Services: Contractual Services cost $66,146 in 1984. The major items in this series are Other Contractual Services and Rentals. At $43,156, Other Contractual Services includes $20,000 for hydroseeding and $5,000 for erosion repair in Drainage and $12,482 for reimbursable sidewalk repair in Streets Maintenance. In Rentals, $13,739 is budgeted for emergency, specialty or limited use equipment such as an air compressor/dump truck, front-end loader, low-boy trailer, and a vibra-plate compactor.

Rentals	down	$3,612 due to purchase in 1984 of an air compressor which had previously been rented.
Other Contractual Services	up	$7,356 to allow for price increases ($790) and for 800 barricades in Streets Maintenance ($1,566) and for erosion repair mattressing ($5,000).
Insurance	down	$2,269 to reflect the actual loss record of these activities.

(3) Commodities: Expenses for Commodities are $454,368 in 1984. The largest account in this series is $334,372 for Construction Materials. The major items are 8,860 tons of crusher run ($95,612), 2,600 tons of asphalt ($76,850), 27,000 yards of fill dirt ($51,360), 190 drainage castings ($20,330) and 4,600 bags of cement ($19,320). Operating Supplies and Materials, budgeted at $50,052, includes 1,200 flashers ($21,420), 3,168 batteries ($6,653), 29,677 burlap bags ($14,023) and other similar items. Chemicals are budgeted at $50,017 for herbicides and truck washing compound.

Major changes are:

Construction Supplies	up	$31,187 to provide for 5% price increases ($15,922). Also, $10,140 is transferred from Sewer Construction Supplies for drainage pipe.

Operating Supplies	up	$5,264 to provide for 5% price increases ($2,229) and for additional barricades and flashers in Streets Maintenance. This quantity increase is due to sites being left open longer in order to perform better backfillng and compacting.
Equipment Repair Parts	up	$6,808 for parts and hose which were formerly budgeted under Equipment Maintenance.

(4) Revolving Funds: The 1984 chargebacks for services provided by the Revolving Fund increase $58,417 or 10.7% for a budget of $605,272. The major chargebacks are: Vehicle Maintenance, $522,697; Service Desk, $50,173; and Central Services, $29,402.

Major changes are:

Vehicle Maintenance	up	$41,103 to cover increased garage costs.
Service Desk	up	$9,687 to cover the share of Service Desk costs attributable to these activities.
Central Services	up	$7,608 to cover the costs of the services provided to these activities.

(5) Capital Outlay: Expenses for equipment and other capital outlays cost $36,100 in 1984. A list of approved Capital Outlays is included in the Appendix. Overall, Capital Outlays increase $14,239.

(6) Interfund Transfers: A $95,711 contribution to the Water Fund is planned to cover costs related to the maintenance of three storm water pumping stations by Water Distribution. The Vehicle Depreciation contribution is budgeted at $223,254. Costs in this series decrease $74,842 due to high charges in 1983 attributable to a one-time contribution of $110,000 to the Vehicle Replacement Fund to cover the cost of a Jet-Vacuum truck.

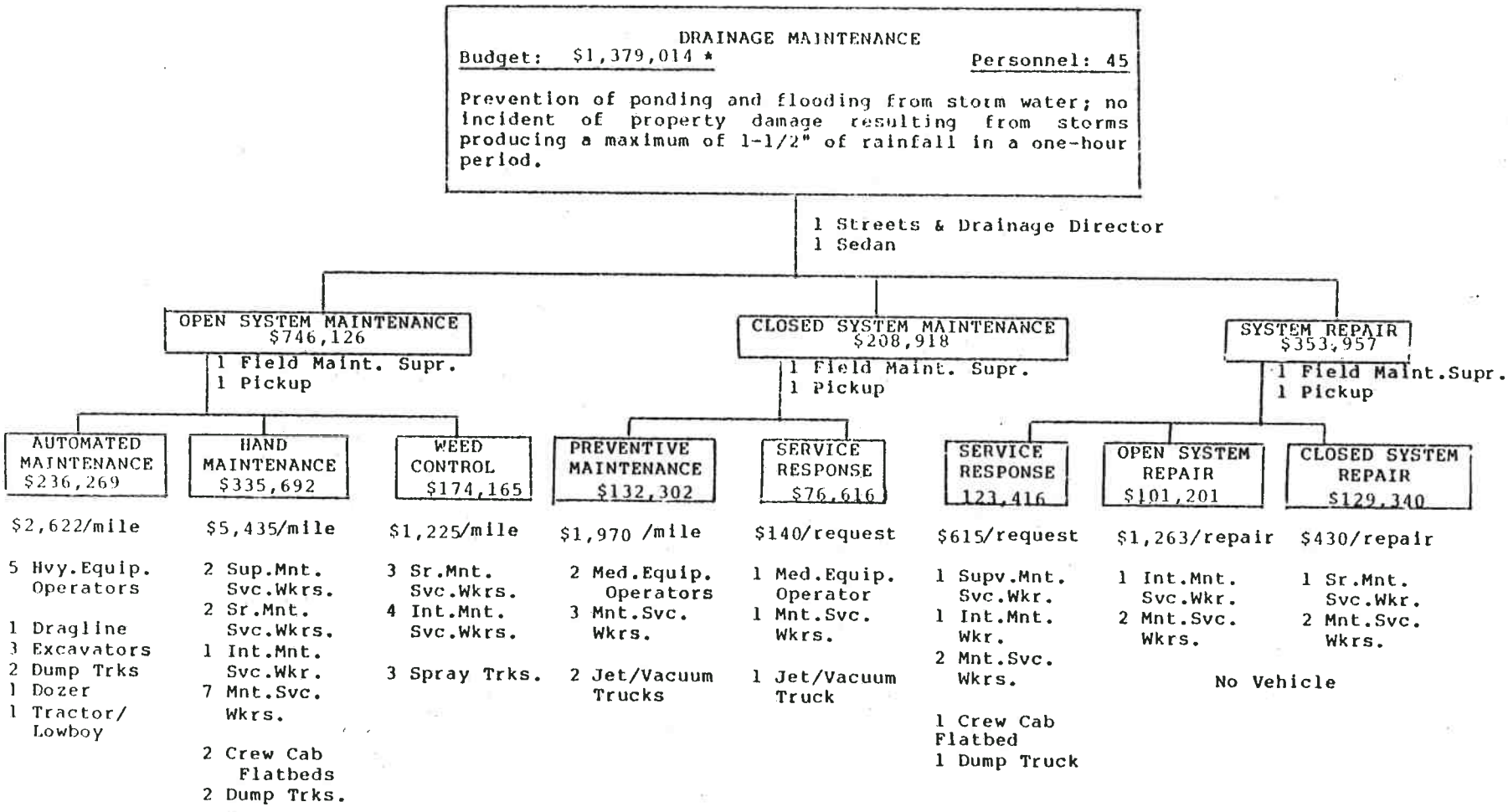
DRAINAGE

PURPOSE: CLEAN AND REPAIR THE OPEN AND CLOSED DRAINAGE SYSTEMS IN ORDER TO PROMPTLY REMOVE STORM WATER FROM STREETS AND MINIMIZE FLOODING OF PROPERTY.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	514663	613569	679260
CONTRACTUAL SERVICES	7315*	45908*	42151*
COMMODITIES	113569*	123117*	136066*
REVOLVING FUNDS	205661*	247636*	277988*
CAPITAL OUTLAY	172*	12298*	26550*
INTERFUND TRANSFERS	138089*	305141	216999
TOTAL	$ 979409*	$ 1347669*	$ 1379014*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
MAINTENANCE SERVICE WORKER	17.00	17.00	40	150337
INT MNT SERVICE WORKER	7.00	7.00	43	69455
SR MNT SERVICE WORKER	6.00	6.00	45	61052
MEDIUM EQUIPMENT OPERATOR	3.00	3.00	45	34463
SUPV MAINTENANCE SERV WORKER	3.00	3.00	50	38967
HEAVY CONST EQUIP OPERATOR	5.00	5.00	54	66580
FIELD MAINTENANCE SUPERVISOR	3.00	3.00	63	48379
STREETS&DRAINAGE DIR	1.00	1.00	82	29916
TOTAL	45.00	45.00		



* $70,013 Contribution to Water & Sewer Fund for Maintenance of 3 Storm Pump Stations

DRAINAGE

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Inspect/clean closed storm drainage lines and inlets	24	24	67	$130	$197	$132	$ 1,970 per mile
	Miles cleaned annually on a scheduled basis [1]						
	2,000	2,000	4,200				
	Inlets cleaned annually on a scheduled basis						
Respond to closed system service requests	1,016	600	550	N/A	N/A	77	$140 per request
	Service responses						
Clean open storm drain system by automated means	90	90	90	163	230	236	$2,622 per mile
	Miles cleaned annually [2]						
Clean open storm drain system by hand	79	63	62	271	391	337	$5,435 per mile
	Miles/small ditch cleaned annually						
Apply herbicides to open system	111	142	142	160	185	174	$1,225 per mile
	Miles sprayed twice annually (April - September)						
Respond to open system service requests	312	250	200	119	165	123	$615 per request
	Service responses						
Perform system repairs	300	300	300	65	95	129	$430 per repair
	Closed system repairs performed						
	N/A	80	80	N/A	N/A	101	$1,263 per repair
	Open system repairs performed						

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1 Total system includes 201 miles storm line and 11,850 inlets.
2 Total system includes 41 miles/small ditch, 27 miles/large ditch, and 22 miles/canal.
3 Budgeted contribution to Water & Sewer for maintenance provided.

DRAINAGE

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Inspect/maintain tidegates	26	26	[4]	$13	$ 21	-0-	N/A
	Tidegates maintained annually						
Kayton Box, Fell St. and Gwinnett St. Storm Pump Stations	3	3	3	58	64	70[5]	23,333 per station
	Pump Stations						

[4] Absorbed into other work programs.

[5] Represents contribution from Water and Sewer Fund.

DRAINAGE

GOAL: TO MAINTAIN THE CLOSED DRAINAGE SYSTEM SUCH THAT NO SERVICE REQUESTS RESULT FOLLOWING STORMS PRODUCING A MAXIMUM OF 1-1/2" OF RAINFALL IN ONE HOUR.

	1982	1983[1]	1984
OBJECTIVE: To reduce the average number of service requests received following a 1-1/2" rainfall in one hour by 10%.	N/A	38	34
	Average number received		

STRATEGY
1. Conduct a preventive maintenance program.
2. Conduct an in-the-line inspection for all major outfall systems.
3. Update and revise the Closed Drainage system inventory and maintenance schedules.

GOAL: TO MAINTAIN ALL THE OPEN STORM DRAINAGE SYSTEM AT A CONDITION OF LEVEL 1. [1]

	1982	1983[1]	1984
OBJECTIVE: To increase the amount of Open Storm Drainage system maintained at a condition level of 1 by 10% in the growing season and 2% in the non-growing season.	N/A	60	70
	% Maintained - Growing Season		
	N/A	78	80
	% Maintained - Non-growing Season		

STRATEGY
1. Conduct an Open System inventory to identify high maintenance areas and needed repairs.
2. Experiment with new herbicides.
3. Update and revise maintenance schedules.
4. Conduct quarterly evaluations of an average 10% of the Open System.

[1] Condition Level 1 = Good
1" of sand or noticeable debris with minor restriction in flow and no ponding in excess of 2".
Grass height 6-12" with sparse growth in bottom but no restriction.

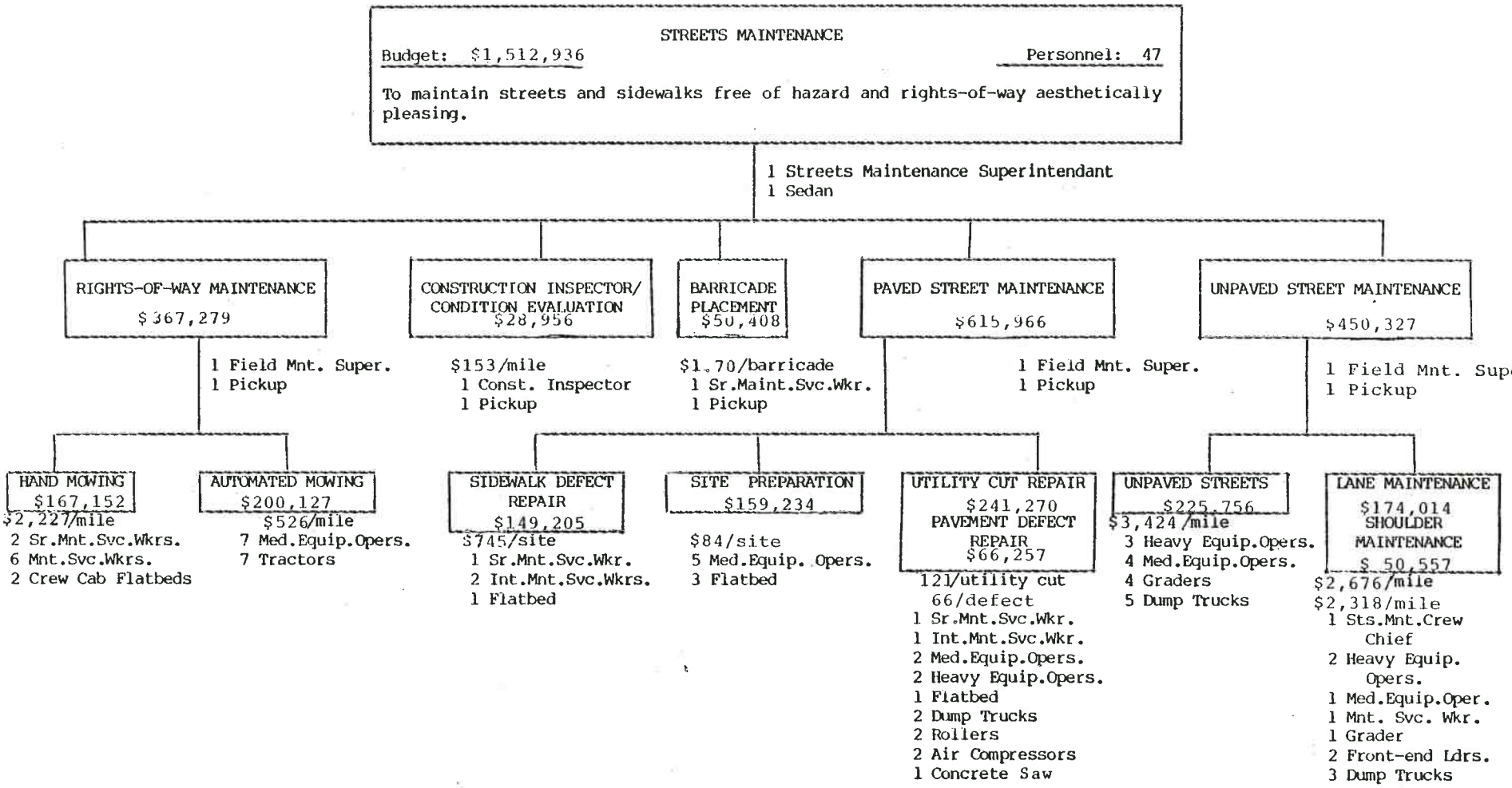
STREETS MAINTENANCE

PURPOSE: REPAIR STREETS AND SIDEWALKS, GRADE UNPAVED STREETS, AND MOW GRASS TO FACILITATE THE SAFE MOVEMENT OF TRAFFIC.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	655109*	695609*	731839*
CONTRACTUAL SERVICES	28819*	21000*	23995*
COMMODITIES	287414*	299980*	318302*
REVOLVING FUNDS	299225*	299219*	327284*
CAPITAL OUTLAY	7591*	9563*	9550*
INTERFUND TRANSFERS	99417	88666*	101966*
TOTAL	$ 1351575*	$ 1414037*	$ 1512936*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
MAINTENANCE SERVICE WORKER	7.00	7.00	40	62456
INT MNT SERVICE WORKER	3.00	3.00	43	29720
SR MNT SERVICE WORKER	5.00	5.00	45	53933
MEDIUM EQUIPMENT OPERATOR	19.00	19.00	45	224052
HEAVY EQUIPMENT OPERATOR	7.00	7.00	52	91649
STS MAINT CREW CHIEF	1.00	1.00	56	14745
CONSTRUCTION INSPECTOR	1.00	1.00	60	15110
FIELD MAINTENANCE SUPERVISOR	3.00	3.00	63	52274
STREET MAINT SUPERINTENDENT	1.00	1.00	70	20248
TOTAL	47.00	47.00		


STREETS MAINTENANCE
Budget: $1,512,936
Personnel: 47
To maintain streets and sidewalks free of hazard and rights-of-way aesthetically pleasing.
1 Streets Maintenance Superintendant
1 Sedan
RIGHTS-OF-WAY MAINTENANCE
$367,279
1 Field Mnt. Super.
1 Pickup
HAND MOWING
$167,152
$2,227/mile
2 Sr.Mnt.Svc.Wkrs.
6 Mnt.Svc.Wkrs.
2 Crew Cab Flatbeds
AUTOMATED MOWING
$200,127
$526/mile
7 Med.Equip.Opers.
7 Tractors
CONSTRUCTION INSPECTOR/ CONDITION EVALUATION
$28,956
$153/mile
1 Const. Inspector
1 Pickup
BARRICADE PLACEMENT
$50,408
$1.70/barricade
1 Sr.Maint.Svc.Wkr.
1 Pickup
PAVED STREET MAINTENANCE
$615,966
1 Field Mnt. Super.
1 Pickup
SIDEWALK DEFECT REPAIR
$149,205
$745/site
1 Sr.Mnt.Svc.Wkr.
2 Int.Mnt.Svc.Wkrs.
1 Flatbed
SITE PREPARATION
$159,234
$84/site
5 Med.Equip. Opers.
3 Flatbed
UTILITY CUT REPAIR
$241,270
PAVEMENT DEFECT REPAIR
$66,257
121/utility cut
66/defect
1 Sr.Mnt.Svc.Wkr.
1 Int.Mnt.Svc.Wkr.
2 Med.Equip.Opers.
2 Heavy Equip.Opers.
1 Flatbed
2 Dump Trucks
2 Rollers
2 Air Compressors
1 Concrete Saw
UNPAVED STREET MAINTENANCE
$450,327
1 Field Mnt. Supe
1 Pickup
UNPAVED STREETS
$225,756
$3,424/mile
3 Heavy Equip.Opers.
4 Med.Equip.Opers.
4 Graders
5 Dump Trucks
LANE MAINTENANCE
$174,014
SHOULDER MAINTENANCE
$ 50,557
$2,676/mile
$2,318/mile
1 Sts.Mnt.Crew Chief
2 Heavy Equip. Opers.
1 Med.Equip.Oper.
1 Mnt. Svc. Wkr.
1 Grader
2 Front-end Ldrs.
3 Dump Trucks

STREETS MAINTENANCE

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Prepare sites for patching	1,500	1,900	1,900	$211	$205	$159	$ 84 per site
		Sites prepared					
Patch utility cuts	3,000	2,000	2,000	261.1	258.6	241	$121 per cut
		Cuts patched					
Repair pavement defects (low patches, potholes, etc.)	N/A	N/A	1,000	N/A	N/A	66	$ 66 per defect
		Defects repaired					
Repair sidewalk defects	400	200	200	83.4	101.8	149	$745 per defect
		Defects repaired					
Place warning devices at hazardous locations	30,000	30,000	30,000	42.7	45.6	51	$1.70 per location
		Hazardous locations					
Hand-mow city rights-of-way 9 times (April - September)	75	75	75	98.8	105.4	167	$2,227 per mile
		Miles mowed					
Tractor mow city Street rights-of-way 9 times (Apr. - Sept.)	107	262	262				
		Miles mowed					
Tractor mow city right-of-way lanes 7 times (Apr. - Sept.)	74	80	80				
		Lane miles mowed					
Tractor mow canal banks once/year	38.5	38.5	38.5	213.7	232.8	200	$526 per mile
		Miles mowed					
Maintain unpaved streets	112	80	66	239	247	226	$3,424 per mile
		Miles graded monthly*					

* Increased service frequency from 7 times per year (1983) to 12 times per year.

STREETS MAINTENANCE

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Maintain lanes	56	74	65	$ 78.8	$ 84	$174	$2,676 per mile
	Miles graded annually						
Maintain road shoulders	22	22	22	18.7	39.9	51	$2,318 per mile
	Miles graded annually						
Inspect streets and sidewalks	477	190	190	24	25.6	29	$153 per mile
	Miles inspected						
Perform special project work	185	200	N/A	64.1	68.3	N/A	N/A
	Projects performed						

STREETS MAINTENANCE

GOAL: TO MAINTAIN LANES IN EXCELLENT CONDITION. *

		1982	1983	1984
OBJECTIVE: To maintain 80% of 80 miles of lane in Adequate Condition **	Condition 1	N/A	N/A	N/A
	Condition 2	10%	10%	10%
	Condition 3	80%	80%	80%
	Condition 4	10%	10%	10%

STRATEGY

1. Institute a route maintenance program for lanes - grading 65 miles per year.
2. Conduct quarterly evaluations to determine conditions and to report deficiencies.
3. Rewrite specifications for fill dirt to assure proper composition for adequate growth.
4. Mow 80 miles of lanes seven times (Apr. - Sept.)

GOAL: TO MAINTAIN ALL CITY RIGHTS-OF-WAY IN EXCELLENT CONDITION. *

		1982	1983	1984
OBJECTIVE: To maintain 80% of the 262 miles of rights-of-way in Adequate Condition during the period April through September. **	Condition 1	N/A	N/A	N/A
	Condition 2	10%	10%	10%
	Condition 3	80%	80%	80%
	Condition 4	10%	10%	10%

STRATEGY

1. Revise mowing routes where necessary.
2. Rent tractor mowers to compensate for downtime.
3. Instruct operators on maintenance and care of equipment to reduce downtime.
4. Establish equipment availability requirements for Vehicle Maintenance.
5. Work with Vehicle Maintenance and Purchasing to assure timely delivery of replacement mowing equipment.
6. Provide spare tractor mowers to compensate for downtime.
7. Mow 75 miles of rights-of-way by hand 9 times between April and September.
8. Mow 262 miles of rights-of-way by automated means 9 times between April and September.
9. Achieve 80% of mowing frequency.
10. Conduct two quarterly evaluations to determine condition.
11. Experiment with growth retardants.

* EXCELLENT CONDITION: Grass and weeds, for 80% of segment do not exceed 4". No uncontrolled growth of woody plants.
** ADEQUATE CONDITION: Grass and weeds, for 80% of segment measure between 6" - 12". Uncontrolled woody plants exist.

STREETS MAINTENANCE

GOAL: TO ELIMINATE ALL HAZARDS FROM CITY STREETS AND RIGHTS-OF-WAY.

	1982	1983	1984
OBJECTIVE: To reduce repair completion time from 7 days to 5 days for 80% of utility repair sites.	N/A	2,000	2,000
		Number of sites	
	N/A	80	80
		% repaired within 5 days	

STRATEGY

1. Reduce failed patches by improved backfill and compaction procedures.
2. Repair 90% of utility repair sites within 5 days of notification.
3. Maintain 22 miles of shoulders on an annual basis.
4. Provide warning devices at hazardous locations within 4 hours of notification.
5. Repair 3,500 sq. yds. of sidewalks.
6. Perform a quarterly inspection of streets and sidewalks.
7. Pursue purchase of front-end loaders for use by site preparation crews.

GOAL: TO MAINTAIN PAVED STREETS IN EXCELLENT CONDITION. *

		1982	1983	1984
OBJECTIVE: To maintain 80% of 453 miles of paved street in Good Condition. **	Condition 1	N/A	10%	10%
	Condition 2	N/A	80%	80%
	Condition 3	N/A	10%	10%

STRATEGY

1. Repair 90% of pavement defects within seven days of notification.
2. Reduce failed patches by improved backfill and compaction procedures.
3. Perform a quarterly evaluation of 10% of the paved streets.
4. Reduce ponding sites.
5. Conduct an inventory of City Streets, to include condition, riding surface, age, history of repair, etc. Develop a program for rehabilitation from this data.

* EXCELLENT CONDITION: One or two minor defects such as a small open crack, minor bump, small hole less than 2" across; or cracked surface with no perceived bumpiness.

** GOOD CONDITION: Slightly bumpy. Several minor defects or small potholes, but none severe; does not need resurfacing.

STREETS MAINTENANCE

GOAL: TO MAINTAIN UNPAVED STREETS IN EXCELLENT CONDITION. *

		1982	1983	1984
OBJECTIVE: To maintain 80% of 66 miles of unpaved street in Good Condition. **	Condition 1	N/A	10%	10%
	Condition 2	N/A	80%	80%
	Condition 3	N/A	10%	10%

STRATEGY

1. Grade unpaved streets 12 times per year.
2. Increase the amount of crushed stone used by 1,140 tons.
3. Rewrite specifications for fill dirt.
4. Conduct quarterly evaluations to determine condition and to report deficiencies.
5. Stockpile fill material on the south side to reduce travel time which should provide for placement of more materials.
6. Restore crowns on unpaved streets as feasible.
7. Conduct an inventory of City streets, to include condition, riding surface, age, history of repair, etc. Develop a program of rehabilitation from this data.

* EXCELLENT CONDITION: Ride comparable to that of a paved street. Free of boggy areas. Needs no maintenance.
** GOOD CONDITION: Minor bogs; needs minimum maintenance. Slightly bumpy.

Sanitation

SANITATION BUREAU

Budget Proposals: The Sanitation Bureau consists of the Sanitation Director's Office, Residential Refuse Collection, Refuse Disposal, Street Cleaning, Commercial Refuse Collection, and Clean Environment. The Sanitation Director's Office will be a separate activity for the first time in 1984; previously it had been budgeted within the Residential Refuse Collection activity. The 1984 Basic Program budget recommended for Sanitation is listed below. Compared with 1983 projected expenditures, the 1984 Sanitation Budget decreases $71,508 or 1.1% to a total of $6,203,565. The major changes are itemized in the following section.

Expenditure Areas	1983 Projected Expenditures	1984 Proposed Budget	Difference
Personal Services	$3,428,245	$3,511,908	$ 83,663
Contractual Services	443,884	284,480	-159,404
Commodities	164,761	181,990	17,229
Revolving Fund	1,529,374	1,502,112	-27,262
Capital Outlay	32,356	9,654	-22,702
Debt Service	0	0	0
Interfund Transfers	676,453	713,421	36,968
Grand Total	$6,275,073	$6,203,565	$-71,508

Basic Program Costs:

(1) Personal Services: Expenses for Personal Services are $3,511,908 in 1984. A $2,657,014 allocation for Salaries and Wages is provided. Other major budget components in this group are: Group Medical Insurance, $272,828; Pension Contribution, $202,678; Social Security, $187,576; and Worker's Compensation, $82,234.

Major changes are:

Wages up $74,985. The general wage increase accounts for a $185,795 price increase. This is offset by a $110,810 decrease due to the deletion of 5 positions in Commercial Refuse Collection, 1 position in Refuse Disposal and 1 position in Residential Refuse. The success of the 4-day work week combined with a decrease in commercial volume

		has made possible the deletion of 2 supervisors, 2 truck operators, and 1 sanitation worker in Commercial Refuse and 1 sanitation worker in Residential Refuse. In Refuse Disposal the 4-day week being utilized by other Sanitation activities has permitted the closing of the Roberd's Dairy dry trash site which had served City vehicles. Therefore, the sanitation worker position assigned to this site was deleted as well.
Worker's Comp.	down	$30,703 to reflect actual use.
Social Security	up	$14,580 as a result of the rate increase as well as the Salaries and Wages increase.
Group Medical Insurance	up	$9,851 to cover rising medical costs.

(2) Contractual Services: Contractual Services cost $284,480 in 1984. This is a decrease of $159,404 or 36% from 1983 costs. The major item in this series is Other Contractual Services for Refuse Disposal. This account totals $170,758 and includes 20,000 cubic yards of cover material for the landfill at $1.43 per cubic yard, 15 acres of erosion control grassing, and 5,000 feet of rim ditch cleaning and funds for trench excavation. Also in Other Contractual Services is $17,655 in Clean Environment for building condemnation contracts. The Contractual Services group also includes $34,108 in Professional Services Fees, of which $32,708 is for Clean Environment lot clearing. Other major Contractual Services are Insurance, $21,628, and Transportation, $10,329.

Major changes are:

Other Contractual Services	down	$158,918 due to a reduction in landfill cover material requirements from 155,000 cubic yards to 20,000 cubic yards. This decrease is because material generated by excavation at the new landfill site is suitable for use as cover material, thus less will be purchased from outside sources.

(3) Commodities: Expenses for Commodities are $181,990 in 1984. This is an increase of $17,229 or 10.5% over 1983 costs. There are four major commodity accounts. The first major commodity account is Diesel Fuel which, at $90,264, covers 82,811 gallons at $1.09 per gallon for Refuse Disposal and Residential Refuse. The second is Operating Supplies which, at $57,848, includes cleaning supplies, brooms, tote barrels, trash bags, and medical supplies for Residential Refuse; steel, paint, primer, casters and other supplies for Commercial Refuse container repairs; and film, cameras, mops and towels for Clean Environment. The third major account is Clothing and Personal Supplies at $17,222; it includes rainsuits, boots, workgloves, and safety vests. The fourth account is Chemicals at $12,190; it is mainly used for truck washing chemicals and disinfectants.

Major changes are:

Diesel Fuel	up	$11,500 in anticipation of a price increase to $1.09 per gallon
Operating Supplies	up	$4,002 in anticipation of a 7% price increase.

(4) Revolving Fund: Revolving Fund charges are $1,502,112 in 1984. This is a decrease of $27,262 or 1.8% below 1983 costs. The major chargebacks are Vehicle Maintenance Charges at $1,356,228 and the Service Desk at $84,287. The budget decrease is attributable to reduced Vehicle Maintenance costs resulting from cost savings of the Street Cleaning, Residential Refuse and Commercial Refuse 4-day work week as well as a scaling down of the Commercial Refuse operation in response to reduced volume.

(5) Capital Outlay: Expenses for equipment and other capital outlays cost $9,654 in 1984. A list of approved capital outlays is located in the Appendix.

Major changes are:

Operating Equipment	down	$23,302 since there are no commercial refuse container purchases planned for 1984.

(6) Interfund Transfers: The contribution to the Vehicle Depreciation account is budgeted at $713,421. This amount represents an increase of $36,968 or 5.5%.

SANITATION BUREAU

ACTIVITY	1982 ACTUAL EXPENDITURE	1983 PROJECTED EXPENDITURE	1984 TOTAL BASE
Sanitation Director	$ 0	$ 0	$ 110,790
Residential Refuse Collection	3,644,615	3,665,148	3,827,990
Refuse Disposal	596,394	688,104	587,449
Street Cleaning	792,001	824,788	875,166
Commercial Refuse Collection	802,036	809,565	501,223
Clean Environment	241,001	287,468	300,947
TOTAL	$6,076,047	$6,275,073	$6,203,565
Personnel	259.25	244.25	237.25

SANITATION

POSITION TITLE	RANGE	STAFF YEARS
SANITATION DIRECTOR	94	1.00
RES REFUSE COLLECTION ADM	82	1.00
CLEAN ENVIRONMENT ADM	76	1.00
COMMERCIAL REFUSE COLL ADM	76	1.00
STREET CLEANING ADMINISTRATOR	76	1.00
RESOURCE MANAGEMENT ADMIN	76	1.00
LANDFILL SUPERINTENDENT	73	1.00
MANAGEMENT ANALYST	69	1.00
CLEAN COMM PROGRAM COORDINATOR	67	1.00
SANITATION SUPERINTENDENT	66	1.00
REFUSE COLLECTION SUPT	63	10.00
STREET CLEANING SUPERVISOR	63	2.00
PROPERTIES INSPECTOR	61	1.00
WELDER	58	1.00
HEAVY CONST EQUIP OPERATOR	54	4.00
SWEEPER OPERATOR	52	12.00
COMM REFUSE TRUCK OPERATOR	52	7.00
SENIOR CLERK-STENO	48	1.00
RES REFUSE TRUCK OPERATOR	46	52.00
VEHICLE MAINTENANCE COORD	47	1.00
SENIOR CLERK TYPIST	45	2.00
SANITATION CODE INSPECTOR	45	4.00
MEDIUM EQUIPMENT OPERATOR	45	4.00
LIGHT EQUIPMENT OPERATOR	43	3.00
SANITATION WORKER	42	119.25
CITATION WRITER	41	3.00
INTERMEDIATE CLERK	40	1.00
		237.25

SANITATION DIRECTOR

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	0*	0	30756
CONTRACTUAL SERVICES	0*	0	3996
COMMODITIES	0*	0	538
REVOLVING FUNDS	0*	0*	23143*
CAPITAL OUTLAY	0*	0	900
INTERFUND TRANSFERS	0*	0	1457
TOTAL	$ 0*	$ 0*	$ 110790*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
SENIOR CLERK-STENO	0.00	1.00	48	11144
MANAGEMENT ANALYST	0.00	1.00	69	18819
SANITATION DIRECTOR	0.00	1.00	94	39124
TOTAL	0.00	3.00		

REFUSE COLLECTION

PURPOSE: EFFECTIVELY COLLECT AND REMOVE ALL GARBAGE AND TRASH FROM RESIDENCES, STREETS, LANES AND RIGHTS-OF-WAY.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	2437035	2466342	2557870
CONTRACTUAL SERVICES	30624*	26713*	21256*
COMMODITIES	53418*	92597*	104062*
REVOLVING FUNDS	750094*	720396*	736874*
CAPITAL OUTLAY	2533*	9247*	7054*
INTERFUND TRANSFERS	370911	349853*	400874*
TOTAL	$ 3644615*	$ 3665148*	$ 3827990*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
SENIOR CLERK-STENO	1.00	0.00		0*
MANAGEMENT ANALYST	1.00	0.00		0*
SANITATION WORKER	1.00	0.00		0*
SANITATION DIRECTOR	1.00	0.00		0*
SANITATION WORKER	116.25	116.25	42	1097291
LIGHT EQUIPMENT OPERATOR	2.00	2.00	43	20478
MEDIUM EQUIPMENT OPERATOR	2.00	2.00	45	27408
VEHICLE MAINTENANCE COORD	1.00	1.00	47	11839
RES REFUSE TRUCK OPERATOR	52.00	52.00	48	577675
REFUSE COLLECTION SUPT	8.00	8.00	63	125984
SANITATION SUPERINTENDENT	1.00	1.00	66	17491
RESOURCE MANAGEMENT ADMIN	1.00	1.00	76	25220
RES REFUSE COLLECTION ADM	1.00	1.00	62	29195
TOTAL	188.25	184.25		

RESIDENTIAL REFUSE COLLECTION

Budget: $3,827,990 Personnel: 184.25

Promote the aesthetics of the community and the health and safety of the citizens by providing an environment free from the hazards and unpleasantness of uncollected putrescible refuse or garbage and non-putrescible refuse or trash through regular and timely collection service.

1 Administrator
1 Sedan

TACTICAL SERVICES $176,397

1 Supervisor
1 Pickup Truck

LITTER CONTROL (River Street, Midtown) $84,858

$3 per block

1 Light Truck Operator
3 Sanitation Workers
1 Flatbed

SPECIAL ORDER $91,539

$42 per removal
1 Residential Truck Operator
1 Medium Truck Operator
1 Sanitation Worker
1 Flatbed
1 Front Loader

MOTOR MAINTENANCE COORDINATOR

1 Motor Maintenance Coordinator

NIGHT OPERATION $243,279

1 Superintendent

LITTER CONTROL (Downtown) $64,016

$3 per block
1 Medium Truck Operator
2 Sanitation Workers
3 Flatbeds

SHUTTLE PROGRAM $76,061

$9 per Occurrence
4 Residential Truck Operators

TRUCK WASHING $40,957

$16 per Occurrence
2 Sanitation Workers

LANE & RIGHT-OF-WAY $62,245

$2 per block
1 Residential Truck Operator
2 Sanitation Workers
1 Packer Truck

DAY OPERATION $3,408,314

GARBAGE AND TRASH COLLECTION $2,988,037

$61 per residence

7 Supervisors
40 Residential Truck Operators
1 Medium Truck Operator
1 Light Truck Operator
86.25 Sanitation Workers
8 Pick-ups
46 Residential Packer Trucks
3 Flatbeds

LANE & RIGHT-OF-WAY $420,277

$26/block - problem neighborhoods
$11/block - acceptable neighborhoods

6 Residential Truck Operators
21 Sanitation Workers
7 Flatbeds

SANITATION BUREAU

RESIDENTIAL REFUSE COLLECTION

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Collect Residential Garbage within 4 days	49,130*	49,130** Residences	48,974	$2,410	$2,301	$2,402	$49 per Residence per year
Collect Residential Trash within 7 days	49,130*	49,130** Residences	48,974	$591	$579	$586	$12 per Residence per year
Collect Bulk Item Trash	185	182 Collections per month	182	$62	$73	$92	$42 per Collection
Fuel and Shuttle Trucks	700	700 Fuelings per month	700	$53	$62	$76	$9 per Occurrence
Wash Trucks	216	216 Washings per month	216	$26	$39	$41	$16 per Occurrence
Clear Litter-Day Operation	500	500 Blocks per week	500	$57	$83	$85	$3 per Block
Clear Litter-Night Operation	432	432 Blocks per week	432	$57	$62	$64	$3 per Block
Clear Problem Neighborhoods, i.e. Planning Units 1,2,5,6,17,19,20 (Day)	577	577 Blocks every three weeks	577	$226	$249	$261	$26 per Block
Acceptable Neighborhood (Day)	1,618	1,618 Blocks every six weeks	1,618	$18	$154	$159	$11 per Block
Clean Downtown Lanes Right-of-Ways (Night)	708	708 Blocks per week	708	$51	$62	$62	$2 per Block

* 1983 Projected based on a previous estimate.
** 1984 Planned based on an actual count update.

SANITATION BUREAU

RESIDENTIAL REFUSE COLLECTION

GOAL: TO PROMOTE THE AESTHETICS OF THE COMMUNITY AND THE HEALTH AND SAFETY OF THE CITIZENS BY PROVIDING AN ENVIRONMENT FREE FROM HAZARDS AND UNPLEASANTNESS OF UNCOLLECTED PUTRESCIBLE REFUSE OR GARBAGE AND NON-PUTRESCIBLE TRASH THROUGH TIMELY EFFICIENT COLLECTION SERVICE. [1]

OBJECTIVE	1982	1983	1984	STRATEGY
To reduce the annual missed garbage complaints measured on a monthly standard by 5% per year for those districts that exceed the annual standard of 75.	77	73	69	1. Conduct weekly orientation meetings for operators and sanitation workers. 2. Establish 6-month recognition for districts achieving their objective of controlling missed collections. 3. Reduce absenteeism through policy and management techniques. 4. Conduct follow-up investigations by the supervisor of each missed collection complaint 5. Hold supervisors accountable for missed collections in their districts.
	District VI (Complaints per month)			
To maintain a missed trash collection complaint level of no more than 3 per district per month.	24	21	21	
	(Complaints per month)			
To maintain a 3-day service from date of request for removal of bulk items which are placed properly for pick-up.	3	3	3	STRATEGY 1. Schedule collections in the most efficient manner. 2. Arrange for back-up methods if special equipment is not available. 3. Schedule collections by district crews to augment service by regular crew during seasons of heavy requests for service. 4. Conduct inspection of each bulky item location by supervisor to validate requests before dispatching special crew.
	(Days to remove from date of request)			

[1] Cleanliness standards shall be 3.0 on a scale of 0 - 10, "very clean" to "heavily littered". The cleanliness measure is included in Clean Environment Neighborhood Cleanliness Objective.

RESIDENTIAL REFUSE COLLECTION

GOAL: TO MAINTAIN ACCEPTABLE CLEANLINESS STANDARDS IN TARGETED AREAS INCLUDING DOWNTOWN/HISTORICAL AREA, THE MIDTOWN ARTERIALS, AND RIVER STREET THROUGH SPECIAL LITTER COLLECTION AND IN PROBLEM NEIGHBORHOODS, ACCEPTABLE NEIGHBORHOODS, AND RIGHTS-OF-WAY THROUGH LANE CLEARING EFFORTS.[1]

OBJECTIVE		1982	1983	1984
To increase the cleanliness of substandard neighborhood planning units by reducing the cleanliness rating in each to achieve equal cleanliness levels Citywide no greater than 3.0.	PU 1	N/A	3.8	3.0
	PU 2	N/A	3.7	3.0
	PU 5	N/A	3.4	3.0
	PU 6	N/A	3.4	3.0
	PU17	N/A	3.5	3.0
	PU19	N/A	3.9	3.0
	PU20	N/A	3.2	3.0

STRATEGY

1. Conduct a midpoint rating system for all neighborhood planning units.
2. Rate every lane annually.
3. Change lane cleaning frequency in neighborhoods whose lanes consistently receive a rating of 5.0.

[1] Cleanliness standards shall be 2.5 (on a scale of 0 - 6.0, "very clean" to "heavily littered") more than 50% of the time based on periodic and random surveys at the mid-point of the cleaning frequency.

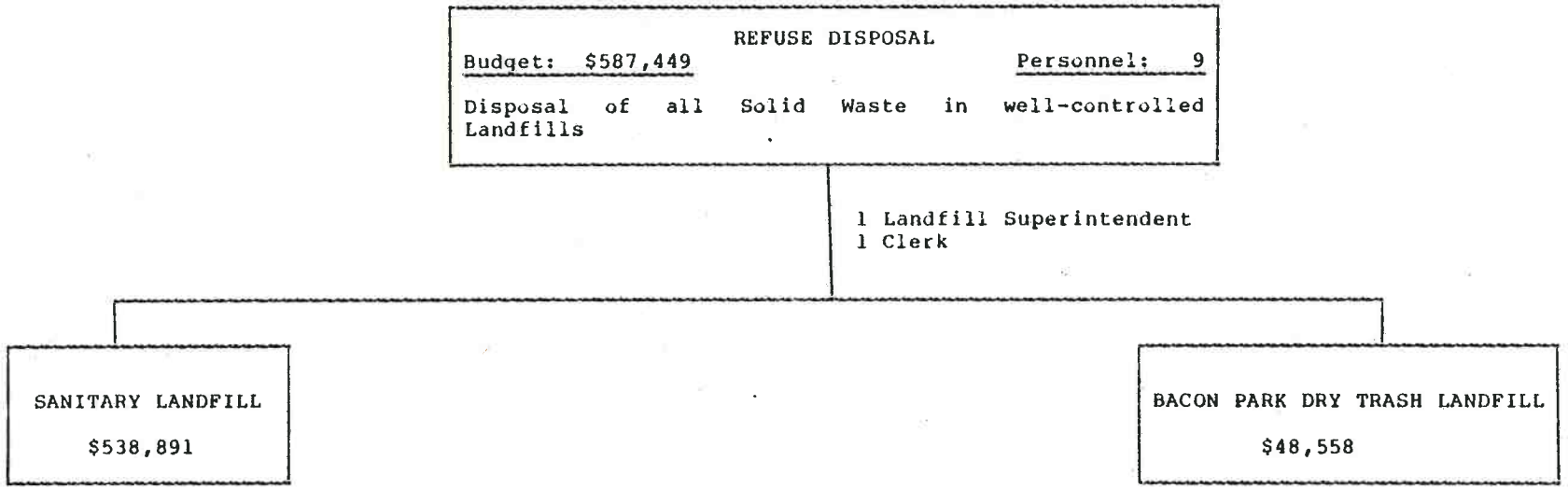
REFUSE DISPOSAL

PURPOSE: ENSURE THAT ALL SOLID WASTES AND DRY TRASH DISPOSAL SITES ARE OPERATED IN COMPLIANCE WITH STATE REGULATIONS.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	161834	180302	169727
CONTRACTUAL SERVICES	195407*	339060	185001
COMMODITIES	38494*	44671*	48740*
REVOLVING FUNDS	91880*	49773*	98527*
CAPITAL OUTLAY	483*	0*	0*
INTERFUND TRANSFERS	108296	74308*	85454*
TOTAL	$ 596394*	$ 688104*	$ 587449*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
SANITATION WORKER	1.00	0.00		0*
INTERMEDIATE CLERK	1.00	1.00	40	9276
SANITATION WORKER	2.00	2.00	42	21718
LIGHT EQUIPMENT OPERATOR	1.00	1.00	43	13052
HEAVY CONST EQUIP OPERATOR	4.00	4.00	54	64584
LANDFILL SUPERINTENDENT	1.00	1.00	73	22324
TOTAL	10.00	9.00		



* Heavy Construction Equipment Operator acts as Relief Clerk on Saturdays.
Refuse Collector at 17 Landfill acts as Relief Attendant on Saturday and Sunday at Bacon Park Dry Trash Landfill.

** Does not include pro-rata development cost per ton.

SANITATION BUREAU

REFUSE DISPOSAL

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Operate acceptable Sanitary Landfill	40,201 Tons - Garbage	38,000	48,307	$528	$ 598	$ 539	$4 * per ton
	11,398 Tons - Trash	11,000	14,193				
	17,268 Tons - Dumpmaster	17,268	14,500				
	62,385 Tons - Private Collectors	64,000	46,500				
	270 Tons - Misc. City	178	178				
	789 Tons - Misc. County	788	788				
	132,311 Tons - Per Year	132,966	124,466				
Operate acceptable Dry Trash Sites	12,000 Bacon Park Tons Per Year	12,000	13,500	$ 54	$ 56	$ 48	$4 Per ton

Note: * Does not Include Pro-Rata Development Cost Per Ton.

SANITATION BUREAU

REFUSE DISPOSAL

GOAL: TO DISPOSE OF ALL SOLID WASTE IN WELL-CONTROLLED LANDFILLS, THUS ELIMINATING NEGATIVE ENVIRONMENTAL EFFECTS, IN A MANNER AESTHETICALLY ACCEPTABLE TO SURROUNDING NEIGHBORHOODS AND IN COMPLIANCE WITH STATE E.P.D. RULES.

	1982	1983	1984	
OBJECTIVE: Sanitary Landfill: To operate a cost-effective sanitary landfill which meets State E.P.D. qualification standards.	85% (Annual Average Rating by E.P.D.) (E.P.D. standard is 85%)	85%	90%	STRATEGY 1. Achieve Daily Cover requirement. 2. Maintain effective litter control. 3. Maintain at least two days Cover Material stockpiled for use. 4. Maintain well-controlled dumping area for effectiveness and safety. 5. Recover 100% costs related to outside users.
OBJECTIVE: Dry Trash Disposal Sites: To maintain an acceptable rating to qualify as a Dry Trash Disposal Site.	85% (Annual Average Rating by E.P.D.) (E.P.D. standard is 85%)	85%	90%	STRATEGY 1. Achieve the required Monthly Cover requirement. 2. Maintain effective Litter Control. 3. Maintain stockpile of Cover Material for Fire Control and Cover Requirements. 4. Maintain well-controlled Disposal area for effectiveness and safety.

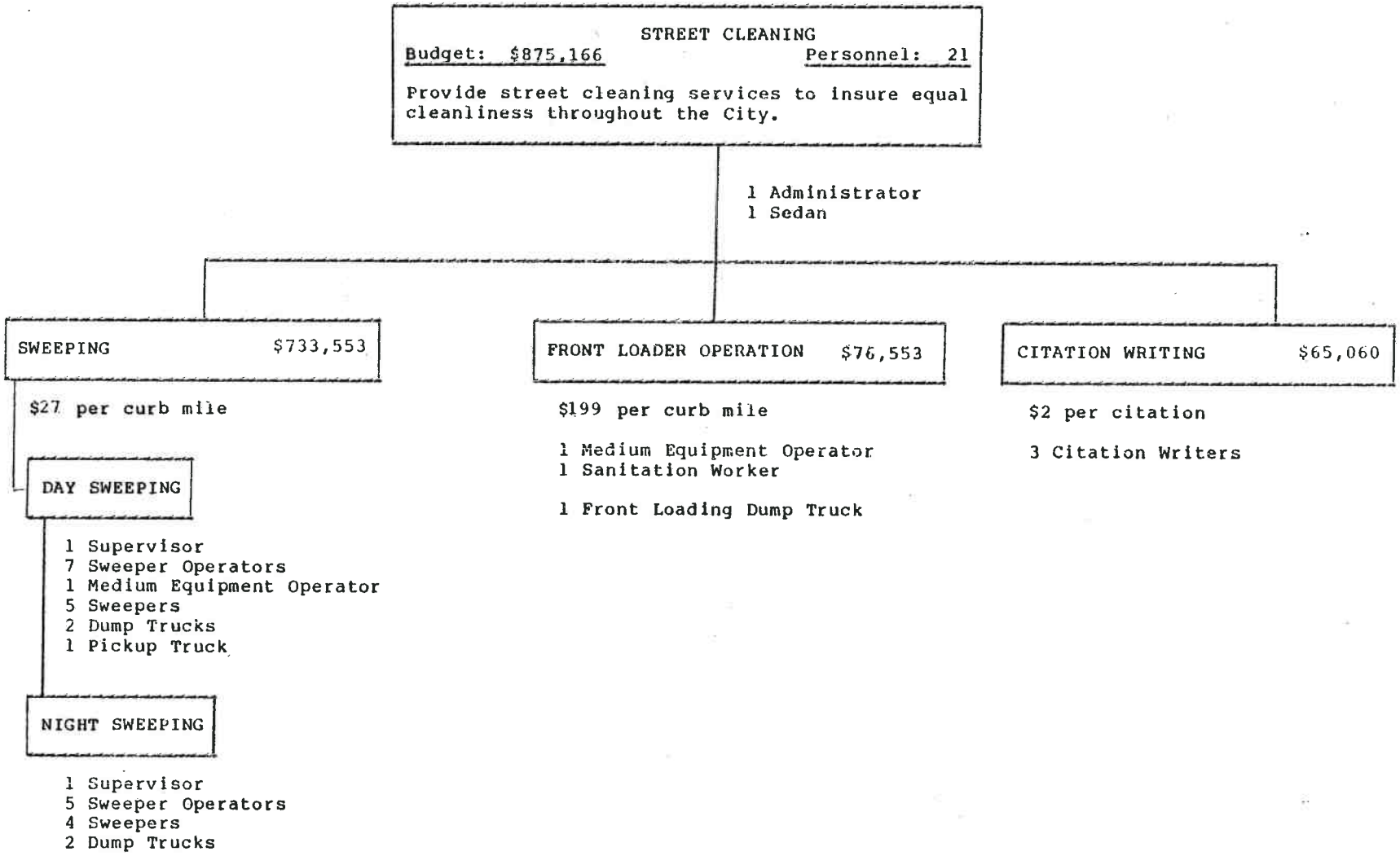
STREET CLEANING

PURPOSE: PROVIDE TIMELY SWEEPING OF CITY STREETS TO CREATE A CLEAN STREET ENVIRONMENT THROUGHOUT THE CITY.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	310920	339233	354006
CONTRACTUAL SERVICES	1362*	11315*	8125*
COMMODITIES	2615*	3341*	3710*
REVOLVING FUNDS	355166*	339356*	358051*
CAPITAL OUTLAY	5992*	0*	0*
INTERFUND TRANSFERS	115746	131543	151274
TOTAL	$ 792001*	$ 824788*	$ 875166*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
CITATION WRITER	3.00	3.00	41	28515
SANITATION WORKER	1.00	1.00	42	10227
MEDIUM EQUIPMENT OPERATOR	2.00	2.00	45	27410
SWEEPER OPERATOR	12.00	12.00	52	152337
STREET CLEANING SUPERVISOR	2.00	2.00	63	34993
STREET CLEANING ADMINISTRATOR	1.00	1.00	76	25220
TOTAL	21.00	21.00		


STREET CLEANING
Budget: $875,166
Personnel: 21
Provide street cleaning services to insure equal cleanliness throughout the City.
1 Administrator
1 Sedan
SWEEPING $733,553
$27 per curb mile
DAY SWEEPING
1 Supervisor
7 Sweeper Operators
1 Medium Equipment Operator
5 Sweepers
2 Dump Trucks
1 Pickup Truck
NIGHT SWEEPING
1 Supervisor
5 Sweeper Operators
4 Sweepers
2 Dump Trucks
FRONT LOADER OPERATION $76,553
$199 per curb mile
1 Medium Equipment Operator
1 Sanitation Worker
1 Front Loading Dump Truck
CITATION WRITING $65,060
$2 per citation
3 Citation Writers

SANITATION BUREAU

STREET CLEANING

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	1983 PROJECTED	1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	1983 PROJECTED	1984 PLANNED	UNIT COST 1984
Sweep Un-zoned Streets:							
*See footnote for costs within categories of sweeping frequencies	1,218 Average curb miles swept per month	1,300	1,350	$ 372	$ 405	$ 433	$27 per curb mile
Sweep zoned streets on a weekly cycle with varying frequency.	920 Average curb miles swept per month	920	920	$ 280	$ 282	$ 301	$27 per curb mile
Cite Code Violators	2,653 Average citations written per month	2,500	2,500	$ 59	$ 63	$ 65	$2 per citation
Clear streets of leaves, sand and debris, clear median ends, catch basins, corners, and spills	17 Average curb miles cleaned per month	29	32	$ 70	$ 74	$ 77	$199 per curb mile

* Frequency of Sweeping	Annual Curb Miles Swept	Annual Average Cost of Cleaning Each Mile of Curb
Weekly	7,550	$117
Twice a Month	5,132	$ 54
Monthly	4,913	$ 27

SANITATION BUREAU

STREET CLEANING

GOAL: TO MAINTAIN ZONED AND UN-ZONED STREETS AT EQUAL CLEANLINESS LEVELS THROUGHOUT THE CITY, AND RAISE THE LEVEL OF CLEANLINESS TO A RATING OF 4.0 ON A SCALE OF 0 TO 4.

OBJECTIVE: To improve the cleanliness of the streets by increasing the quarterly average cleanliness rating by .05 over the same quarter in the previous year.

QUARTER	1982	1983	1984
1st	2.54	2.59	2.64
2nd	3.11	3.16	3.21
3rd	2.68	2.73	2.78
4th	2.58	2.63	2.68
	Average quarterly rating		

NOTE: Streets are rated on a scale of 0 to 4, with 4 being the best and 0 the worst, on a daily basis. The ratings are averaged monthly, yielding a monthly index. The ratings are averaged quarterly and compared with the same quarter from the previous year. The streets are currently being stored in the MAPPER System by RPSP neighborhood planning units. Ratings are evaluated quarterly to determine whether or not equal cleanliness levels are achieved.

STRATEGY

1. Rate streets on a daily basis, insuring that every street is rated annually.
2. Change sweeping frequency in neighborhoods whose streets consistently receive a rating of 0 or 1.
3. Schedule the Front Loader in high sand areas after rains.
4. Sweep every street that is scheduled, during the week it is scheduled.
5. Replace sweepers before 5 years of service, so we can increase availability.
6. Perform a cost analysis on maintaining sweepers over 3 years of age and compare with the cost of a new sweeper.
7. Reschedule streets to be swept when the least number of cars are likely to be parked in violation of the zoning ordinance.
8. Reduce the number of cars parked in violation of the sweeping ordinance that are not issued citations

COMM REFUSE COLLECTION

PURPOSE: COLLECT BULK REFUSE FROM COMMERCIAL AND INSTITUTIONAL ESTABLISHMENTS ON A REGULAR BASIS AND ENSURE CONTAINERS ARE IN GOOD CONDITION.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	260392	293318	183734
CONTRACTUAL SERVICES	1437*	11143*	9743*
COMMODITIES	17967*	14399*	14589*
REVOLVING FUNDS	366426*	361604*	235766*
CAPITAL OUTLAY	6159	23109	0
INTERFUND TRANSFERS	149655	105992*	57391*
TOTAL	$ 802036*	$ 809565*	$ 501223*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
COMM REFUSE TRUCK OPERATOR	2.00	0.00		0*
SANITATION WORKER	1.00	0.00		0*
REFUSE CONTAINER REPAIR SUPR	1.00	0.00		0*
REFUSE COLLECTION SUPT	1.00	0.00		0*
COMM REFUSE TRUCK OPERATOR	7.00	7.00	52	88517
WELDER	1.00	1.00	58	17078
REFUSE COLLECTION SUPT	1.00	1.00	63	16257
COMMERCIAL REFUSE COLL ADM	1.00	1.00	76	25220
TOTAL	15.00	10.00		

COMMERCIAL REFUSE COLLECTION

Budget: $501,223 **Personnel:** 10

Maintain a healthful and aesthetic environment around commercial and institutional establishments by ensuring that bulk refuse is adequately stored by establishing appropriate size and collection frequency of commercial containers.

1 Administrator
1 Sedan

COLLECTION OPERATIONS $ 450,747

$1.01 per cubic yard*

DAY PROGRAM $ 270,448

1 Supervisor
3 Commercial Refuse Truck Operators
5 Commercial Refuse Collection Trucks
1 Pick-up Truck

NIGHT PROGRAM $ 180,299

2 Commercial Refuse Truck Operators

1 Commercial Refuse Collection Trucks

CONTAINER REPAIR $ 50,476

$ .11 per cubic yard

1 Welder
2 Commercial Refuse truck Operators/Spare Refuse Collection Crew
1 3/4 Ton Truck

*Does not include disposal costs.

SANITATION BUREAU

COMMERCIAL REFUSE COLLECTION

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Establish appropriate size and collection frequency of commercial refuse containers, collect commercial refuse on schedule and enforce policies and ordinances to keep areas around containers clean and free of litter	49,543	47,000	37,089	686	714	451	$1.01 per cu. yd.
	Total cu. yds. collected per month						
	13,422	12,800	11,000				
	Total pickups per month						
	823	750	700				
	Total number of Containers						
	815	725	700				
	Total Number of Commercial Establishments						
Container Maintenance							
a. Repair and paint containers	742	700	675	49	64	33	$49 per container
	Containers per year						
b. Paint containers	1,039	850	875	13	15	9	$10 per container
	Containers per year						
c. Place and remove containers	1,048	725	750	13	16	8	$12 per container
	Containers per year						

* Unit Cost per cubic yard based on total cost (does not include disposal costs)

SANITATION BUREAU

COMMERCIAL REFUSE COLLECTION

GOAL: TO MAINTAIN A HEALTHFUL AND AESTHETIC ENVIRONMENT AROUND COMMERCIAL AND INSTITUTIONAL ESTABLISHMENTS

	1982	1983	1984
OBJECTIVE: To operate a cost effective collection service which will ensure that there are no missed collections other than at blocked containers.	0	0	0
	Number of missed daily collections per month		

STRATEGY

1. Optimize an in-house vehicle preventive maintenance program (in conjunction with Vehicle Maintenance Department) so that availability of trucks will be consistent allowing for routes to be completed on time and no missed container left on route.
2. Continue truck replacement schedule.
3. Establish a coordinated program with both the police department and customers regarding removal and discontinuance of parked vehicles that consistently block containers.
4. Instruct all drivers to make every effort to dump blocked containers without wasting time on routes. This would include checking with customer or others as to how long a container will be blocked.
5. Implement a system on route sheets whereby drivers can note time that containers are blocked so that supervisor can determine whether sufficient time was left to return to dump container.
6. Reduce driver absenteeism.
7. Establish and conduct a monthly review of the revenue/cost ratio.

COMMERCIAL REFUSE COLLECTION

	1982	1983	1984
OBJECTIVE: To reduce the number of monthly complaints by 10%.	15	15	13
	Complaints per month		

STRATEGY

1. Develop and implement a reporting system for containers in need of repairs, painting and decals.
2. Evaluate the effectiveness of the reporting system.
3. Establish personal contact with customers concerning quality of service or complaints about condition of containers or level of service.
4. Periodically send out written correspondence to customers about customer responsibilities regarding the use of commercial containers.
5. Follow up and enforce codes for repeated violators who litter the area around the containers.

OBJECTIVE: To reduce the number of blocked containers by 10% per month.	65	60	55
	Blocked containers/month		

STRATEGY

1. Stencil on all containers DO NOT BLOCK.
2. Establish a coordinated program with Police Department so that immediate action can be taken against violators that consistently block containers.
3. Instruct all operators to make every effort to empty blocked containers without wasting time on routes; this would include checking with customers or others as to how long a container will be blocked.
4. Send out written correspondence to customers asking their cooperation in keeping the container from being blocked on pick-up days.

NOTE: Blocked containers are presently picked-up on the same day or no later than the next morning.

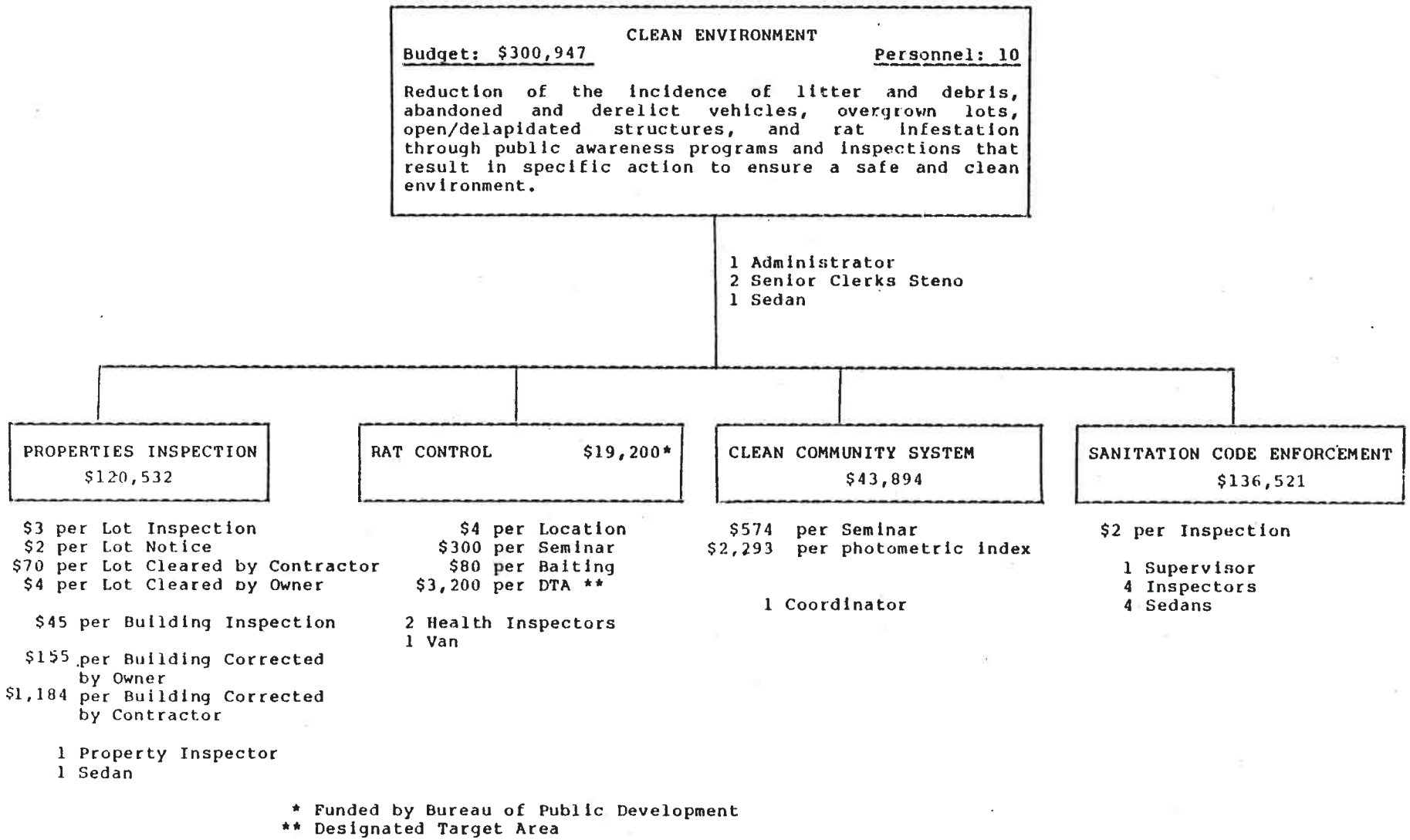
CLEAN ENVIRONMENT

PURPOSE: PROMOTE A SAFE, CLEAN AND HEALTHFUL ENVIRONMENT FREE OF LITTER, DILAPIDATED STRUCTURES, OVERGROWN VACANT LOTS AND RAT INFESTATION.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	147389	149050*	165815*
CONTRACTUAL SERVICES	31920*	55663*	56359*
COMMODITIES	7030*	9753*	10351*
REVOLVING FUNDS	41589*	58245*	49751*
CAPITAL OUTLAY	240*	0*	1700*
INTERFUND TRANSFERS	12833	14757	16971
TOTAL	$ 241001*	$ 287468*	$ 300947*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
SENIOR CLERK TYPIST	2.00	2.00	45	19958
SANITATION CODE INSPECTOR	4.00	4.00	45	40353
PROPERTIES INSPECTOR	1.00	1.00	61	15482
REFUSE COLLECTION SUPT	1.00	1.00	63	16257
CLEAN COMM PROGRAM COORDINATOR	1.00	1.00	67	17923
CLEAN ENVIRONMENT ADM	1.00	1.00	76	25220
TOTAL	10.00	10.00		



* Funded by Bureau of Public Development
** Designated Target Area

SANITATION BUREAU

CLEAN ENVIRONMENT

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Conduct the Sanitation Code Enforcement Program	6,000	6,000	6,000	$104	$131	$137	$2 per inspection
	Chronic and potentially chronic areas inspected monthly						
Conduct a building Condemnation/ Demolition Program to secure or remove dangerous or dilapidated buildings.	30	30	30	$15	$15	$16	$45 per inspection
	Inspections Made per Month						
	4	5	5	$ 3	$ 3	$ 3	$50 per action
	Actions Initiated per Month						
	4	5	5	$15	$35	$34	
	Total Units Corrected/Month						
	1	2	2				$1,184 per unit
	Units corrected by Contractor						
	3	3	3				$155 per unit
	Units Corrected by Owner						
Conduct a Lot Cleaning Program to cut overgrown lots and/or remove litter and debris	490	490	490	$17	$13	$15	$3 per inspection
	Inspections per Month						
	325	325	325	$4	$3	$3	$2 per notice
	Notices Sent per Month						
	325	325	325	$17	$46	$50	
	Total Lots Cleaned/Month						
	40	40	40				$70 per lot
	Lots Cleaned by Contractor						
	285	285	285				$4 per lot
	Lots Cleaned by Owner						

CLEAN ENVIRONMENT

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Conduct the Clean Community Systems Program within the framework of the neighborhood organizations in chronic and potentially chronic areas. Conduct photometric indexes in designated monitoring areas to maintain status as a Clean Community Systems City	36	36	48	$12	$22	$27	$574
	Seminars to advance Community Organizations to the standard of Clean Community Systems						per seminar
	14	32	36	$23	$6	$7	$199
	National State and Local Clean Community Systems Programs						per program
	4	4	4	$4	$10	$9	$2,293
	Indexes conducted yearly						per index
			GENERAL FUND TOTAL	$194	$286	$301	
Conduct a Rat Control Program to reduce rat infestation to the maintenance level in all areas of the City.*	2	4	4	$10**	$13	$13	$3,250***
	Full Rat Control Programs in Designated Target Areas						per program
	70	130	130	$5	$6	$6	$4
	Inspections of City and Private Properties per month						per inspection
	4	12	12	$2	$3	$3	$250
	Community Organization Training Programs per year						per training program
	40	120	120	$5	$10	$10	$83
	Baitings of City Properties yearly						per baiting

* That level of control that must be maintained on a continuous basis to keep rat population at a minimum level.
** Pilot Program started April 1, 1982.
*** Funded by Bureau of Public Development; not to be included in General Budget totals.

SANITATION BUREAU

CLEAN ENVIRONMENT

GOAL: TO REDUCE THE INCIDENCE OF LITTER AND DEBRIS, OVERGROWN LOTS, OPEN AND/OR DILAPIDATED STRUCTURES, ABANDONED AND DERELICT VEHICLES, RAT INFESTATION, AND MAINTAIN EQUAL CLEANLINESS LEVELS IN ALL NEIGHBORHOODS AT A RATING OF 3.0 ON A SCALE OF 0 TO 10. *

OBJECTIVE: To bring chronic and potentially chronic areas to the standard level of cleanliness at a rate of 10% a year to ensure City-wide equal cleanliness levels.

	1982	1983	1984
PU 3	N/A	7.00	6.30
PU 5	N/A	6.00	5.40
PU 6	N/A	6.00	5.40
PU16	N/A	5.00	4.50
PU17	N/A	7.00	6.30
PU18	N/A	6.00	5.40
PU19	N/A	7.00	6.30
PU20	N/A	7.00	6.30
PU21	N/A	7.00	6.30

* Cleanliness level on a scale of 00. to 10.00

STRATEGY

The department will employ the staff to enforce the provisions of the Sanitation Code and participate in the educational development of the general public. The following methods will be used:

a. Improve the methods of Code Enforcement.
b. Have Code Violations corrected within established standards.
c. Train Code Enforcement, Properties Inspector and Rat Control Inspector to influence the community members in their assigned areas for voluntary compliance.
d. Use the entire Code Enforcement staff as a team in a concentrated effort to improve chronic and potentially chronic areas.
e. Presentation of the CCAC Puppet Show on litter in the school system and on television. **
f. Presentation of films, slides and feedback discussions in the classrooms.
g. Cause the removal of old not-in-use motor vehicles from private property on a voluntary basis without cost to owners.

* On a scale of 0 to 10: 0 thru 3 is standard and lightly littered,
4 thru 7 is potentially chronic, and
8 thru 10 is highly littered and chronic.

** Mayor's Clean Community Advisory Council

CLEAN ENVIRONMENT

	1982	1983	1984	
OBJECTIVE: To increase the number of structures brought into compliance through securing or demolition by 20% a year through lawful notice and community participation in order to ensure City-wide equal safety and appearance.	12	60	72	STRATEGY a. Advance the methods of coordination with other City agencies involved in the program. b. Establish a standard for the administration of the program to include billing within 7 working days of completed action. c. Establish a checklist to accompany the procedural file through the City agencies to include suspense dates. d. Develop a study to establish the revenue/cost ratios in condemnation proceedings and to determine a means for improving them. e. Reduce the time period for completing condemnation of structures.
	Rate per year with completed action			
OBJECTIVE: To increase the number of lots brought into compliance for cleanliness and safety by 10% a year through lawful notice and community participation in order to ensure City-wide equal cleanliness.	2,879	3,000	3,300	STRATEGY a. Improve methods of issuing Lawful Notice to expedite the decision to clean the lots by the Contractor. b. Establish a standard for the administrative procedures to include billing. c. Utilization of the alternate Contractor at the lowest bid if a time lapse in excess of 50 days by the primary Contractor is anticipated. d. Establish a study to improve the revenue/cost ratios in the Lot Cleaning Program. e. Reduce the time period for completion of lot cleaning so that all lots meet the 50-day average.
	Rate per year with completed action			

CLEAN ENVIRONMENT

	1982	1983	1984
OBJECTIVE: To increase the number of qualified neighborhood organizations under the Clean Community System Program by 10% per year. *	N/A**	6	10
	Number of organizations meeting CCS standard rate City-wide		

STRATEGY
The department will employ its staff to participate in educational programs to advance the community organizations to the CCS standard. The following methods will be used:

a. Identify potential community organizations.
b. Assist in the growth and development of the groups.
c. Present slide show on litter.
d. Present slide show on rats.
e. Present movie on Neighborhood Clean-ups.
f. Issue the Citizen's Digest on the Sanitation Code and hold discussions.
g. Organize Neighborhood Clean-ups.
h. Participate in National, State, and local Clean Community System Programs.

OBJECTIVE: To reduce rat infestation of private premises by 15% a year to ensure that the maintenance level of 7 to 25% infestation (Green) is reached City-wide. ***	PU 2	Red	Green	Green
	PU 3	Red	Green	Green
	PU 5	Red	Green	Green
	PU 18	Red	Green	Green
	PU 19	Red	Green	Green
	PU 21	Red	Green	Green
	Infestation Rate City-wide			
	*** See Key Below			

STRATEGY
a. Conduct Rat Control Program in designated target areas.
b. Improve the methods of Code Enforcement.
c. Identify rat infested areas.
d. Assist in the growth and development of the community organizations.
e. Issue Rat Brochure to residents.
f. Organize landlords for assistance.
g. Inspect premises upon call.

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* Qualified CCS neighborhood organization is one that has had a CCS workshop, litter survey, and neighborhood clean-up under the Clean Sweep Program.
** Pilot Program implemented March 18, 1983.
*** That level of control that must be maintained on a continuous basis to keep rat population at a minimum level.

KEY:		
	0 to 2% of premises infested	BLUE
	3 to 6% of premises infested	YELLOW
	7 to 25% of premises infested	GREEN
	26 to 100% of premises infested	RED

CLEAN ENVIRONMENT

		1982	1983	1984
OBJECTIVE: To reduce rat infestation of City right of-ways by 15% a year to ensure that the maintenance level infestation (Green) is reached City-wide.*	PU 2	Red	Green	Green
	PU 3	Red	Green	Green
	PU 5	Red	Green	Green
	PU 18	Red	Green	Green
	PU 19	Red	Green	Green
	PU 21	Red	Green	Green
		Infestation rate City-wide		

* See Key Below

STRATEGY
a. Inspect for active harborage.
b. Bait as required.
c. Coordinate with other City agencies to eliminate potential harborage on City property.

That level of control that must be maintained on a continuous basis to keep rat population at a minimum level.

KEY:		
	0 to 2% of premises infested	BLUE
	3 to 6% of premises infested	YELLOW
	7 to 25% of premises infested	GREEN
	26 to 100% of premises infested	RED

Inspections

INSPECTIONS DEPARTMENT

Budget Proposals: The Inspections Department is a part of the Bureau of Public Development. Its recommended basic program budget for 1984 is presented below along with projected 1983 expenditures. An increase of $37,315 or 6.0% over 1983 costs is provided in the 1984 proposal of $662,067.

Expenditure Areas	1983 Projected Expenditures	1984 Proposed Budget	Difference
Personal Services	$ 354,438	$ 372,853	$ 18,415
Contractual Services	16,873	17,628	755
Commodities	6,649	6,869	220
Revolving Fund	51,765	59,481	7,716
Capital Outlay	3,182	1,750	-1,432
Interfund Transfers	191,845	203,486	11,641
Grand Total	$ 624,752	$ 662,067	$ 37,315

Basic Program Cost:

(1) Personal Services: The 1984 allocation of $372,853 for Personal Services contains $304,310 for Salaries and Wages. Other significant budget categories are: Pension, $23,213; Social Security, $21,442: and Medical Insurance, $18,989.

Major changes are:

Salaries and Wages	up	$13,494 due to wage increases.
Pension	up	$1,533 due to higher wages and increased contributions to the Pension Fund.
Social Security	up	$1,957 because of higher salaries and higher social security rate.

(2) Contractual Services: Contractual Services cost $17,628. Three accounts contain most of the allocations in this series: Travel for Training and Educational Courses, $5,490; Photocopying, $3,460; and Advertising of Zoning Notices, $3,040. Printing Expenses ($2,653) have also been transferred to the Contractuals from the Revolving Fund.

Small changes for price increases are:

Advertising	up	$100
Photocopying	up	$170

(3) Commodities: Expected 1984 expenditures for Commodities total $6,869. Major cost items include: Office Supplies, $3,465; Postage, $2,100; and Operating Supplies (film, flash cubes, batteries, etc.), $1,144.

Small changes for price increases are:

Office Supplies	up	$165
Operating Supplies	up	$ 55

(4) Revolving Fund: The recommended 1984 chargebacks for services provided by the Revolving Fund activities total $59,481. The major expenditure areas in this series are: $34,755 for Central Services, primarily heating, air conditioning, and communications; and $18,264 for Maintenance and Operation of a 13-vehicle fleet.

Major changes are:

Central Services	up	$4,549 due to an expected 5% cost increase and an improved cost allocation system.
Data Processing	up	$5,462 due to the full year operation of data processing equipment installed in 1983.
Print Shop	down	$2,612 due to transfer of Printing Expenses to the Contractuals.

(5) Capital Outlay: The proposed Capital Outlay for 1984 is $1,750. A list of the recommended purchases is in the Appendix.

(6) Interfund Transfers: The 1984 proposed allocation of $187,628 for Housing Code Enforcement by the Chatham County Health Department is $9,572 higher than 1983's cost. Also, Vehicle Depreciation goes up $2,069 or 15% to $15,858 because of higher vehicle replacement costs.

INSPECTIONS DEPARTMENT

ACTIVITY	1982 ACTUAL EXPENDITURE	1983 PROJECTED EXPENDITURE	1984 TOTAL BASE
Inspections	$ 571,383	$ 624,752	$ 662,067
Personnel	17	17	17

INSPECTIONS

PURPOSE: TO IMPROVE HUMAN SAFETY AND PREVENT PROPERTY LOSS THROUGH ENFORCED COMPLIANCE WITH CONSTRUCTION CODES, AND TO IMPROVE HEALTH AND SAFETY BY THE ENFORCEMENT OF THE HOUSING CODE AND THE ZONING ORDINANCE.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	334288*	354438*	372853*
CONTRACTUAL SERVICES	8354*	16873*	17628*
COMMODITIES	8532*	6649*	6869*
REVOLVING FUNDS	49480*	51765*	59481*
CAPITAL OUTLAY	999*	3182*	1750*
INTERFUND TRANSFERS	169730*	191845*	203486*
TOTAL	$ 571383*	$ 624752*	$ 662067*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
SENIOR CLERK TYPIST	2.00	2.00	45	20958
SENIOR CLERK-STENO	1.00	1.00	48	11003
ELECTRICAL INSPECTOR	2.00	2.00	61	34140
FIRE PREVENTION INSPECTOR	2.00	2.00	61	30885
PLUMBING/MECHANICAL INSPECTOR	2.00	2.00	61	39509
SR PLUMBING/MECHANICAL INSPECT	1.00	1.00	64	20748
SENIOR ZONING INSPECTOR	1.00	1.00	64	20248
SENIOR ELECTRICAL INSPECTOR	1.00	1.00	64	19760
SENIOR BUILDING INSPECTOR	3.00	3.00	64	57027
ASST INSPECTIONS DR	1.00	1.00	74	24018
INSPECTIONS DIRECTOR	1.00	1.00	88	33796
TOTAL	17.00	17.00		

DEPARTMENT OF INSPECTIONS

Budget: $662,067 Revenue: $610,000 [1] Personnel: 17 + (Housing 9)

Improve human safety and prevent loss through enforced compliance with construction codes, and improve health and safety by the enforcement of the Housing Code and the Zoning Ordinance.

1 Inspections Director
1 Senior Clerk Stenographer
1 Assistant Director
1 Sedan

ZONING
Revenue: $18,000
Cost: $55,825

$23 per Inspection

1 Sr.Zoning Inspector
.25 Sr. Clerk Typists
1 Sedan

BUILDING
Revenue: $240,000
Cost: $123,477

$12 per Inspection

3 Sr.Bldg.Inspectors
.5 Sr. Clerk Typists
3 Sedans

ELECTRICAL
Revenue: $135,000
Cost: $103,851

$ 9 per Inspection

1 Sr.Elec.Inspector
2 Elec. Inspectors
.5 Sr. Clerk Typists
3 Sedans

PLUMBING/MECHANICAL
Revenue: $ 75,000
Cost: $103,851

$15 per Inspection

1 Sr.Plumb/Mech.Inspector
2 Plumb/Mech.Inspectors
.5 Sr. Clerk Typists
3 Sedans

FIRE
Revenue: N/A
Cost: $73,808

$16 per Inspection

2 Fire Prevention Insp.
.25 Sr. Clerk Typists
2 Sedans

HOUSING
Revenue: N/A
Cost: $187,628

$10 per Inspection

1 Supervising Sanitarian
1 Secretary Typist
4 Envir. Tech. III
3 Sr. Envir. Tech.

STATE FIRE CODE
Revenue: $ 7,000
Cost: $ 13,627

$62 per Inspection

[1] Includes $135,000 from Processing of Sewer Permit Applications

PUBLIC DEVELOPMENT BUREAU

INSPECTIONS

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Issue Permits							
Building	1,750	2,213	2,324	$10	$12	$12	$5 per permit
Electrical	3,999	5,199	5,459	10	11	11	$2 per permit
Plumbing	1,484	965	1,014	7	7	6	$6 per permit
Mechanical	777	1,058	1,111	3	3	4	$4 per permit
Sewer	369	422	443	N/A	N/A	N/A	N/A
Fire	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Zoning	N/A	N/A	N/A	N/A	N/A	N/A	N/A
State Fire Marshall	164	172	181	N/A		1	$6 per permit
Housing	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total	8,543	10,029	10,532	30	33	34	$3 per permit

PUBLIC DEVELOPMENT BUREAU

INSPECTIONS

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Conduct Inspections							
Building	8,953	9,187	9,646	$99	$105	$111	$12 per inspection
Electrical	7,464	9,928	10,424	89	88	93	$9 per inspection
Plumbing	3,079	3,689	3,873	59	54	57	$15 per inspection
Mechanical	2,053	2,459	2,582	24	34	36	$14 per inspection
Sewer	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Fire	3,965	2,243	4,500	59	67	74	$16 per inspection
Zoning	2,041	2,306	2,421	48	54	56	$23 per inspection
State Fire Marshall	164	200	210	N/A	12	13	$62 per inspection
Housing	18,161	17,073	18,470	163	178	188	$10 per inspection
Total	45,880	47,085	52,126	541	592	628	$12 per inspection

PUBLIC DEVELOPMENT BUREAU

INSPECTIONS

REVENUE

WORK PROGRAMS	1982 ACTUAL	1983 PROJECTED	1984 PLANNED	REVENUE PER INSPECTION 1984
REVENUES				
Building	$239,913	$240,000	$240,000	$25 per inspection
Electrical	118,881	135,000	135,000	$13 per inspection
Plumbing	78,774	55,000	55,000	$14 per inspection
Mechanical	19,531	20,000	20,000	$8 per inspection
Sewer Connections*	106,822	135,000	135,000	N/A
Fire	N/A	N/A	N/A	N/A
Zoning	12,450	18,000	18,000	$7 per inspection
State Fire Marshall	10,155	7,000	7,000	$33 per inspection
Housing	N/A	N/A	N/A	N/A
Total Revenue	$586,526	$610,000	$610,000	N/A
Total Expenditure			$662,067	N/A
Revenue/Expenditure Ratio			92/100 92%	N/A

*Recorded in Sewer Fund revenues.

PUBLIC DEVELOPMENT BUREAU

INSPECTIONS

BUILDING, ELECTRICAL, PLUMBING & MECHANICAL

GOAL: TO ACHIEVE A BUILDING STOCK CONDITION WHERE 90% OF THE BUILDING STOCK IS STANDARD.

	1982	1983	1984	
OBJECTIVE: To enforce compliance with the building, electrical, mechanical and plumbing codes so that inspected new construction is in full compliance on completion. January 31, 1984.	N/A	90%	95%	STRATEGY 1. Review the assignment of inspectors by area to insure that the areas are structured so that all inspectors carry an equal load. 2. Establish a daily review policy to determine that no inspection area has more work than could be performed that day. Assign overload to neighboring inspectors. 3. Implement inspection check lists so that all inspectors will be checking for the same items on each type of construction. 4. Implement and report monthly on an inspection follow-up conducted by the Assistant Director to insure that the inspectors are actually visiting the jobs and performing the inspections as specified on the checklists.
	Inspected units in compliance			
OBJECTIVE: To conduct inspections so that 90% of the requested inspections are made within one day and 100% within 3 days. January 31, 1984 This time standard to be met 100% of the time.	N/A	90%	90%	STRATEGY 1. Review the assignment of inspectors by area to insure that the areas are structured so that all inspectors carry an equal load. 2. Establish a daily review policy to determine that no inspection area has more work than could be performed that day. Assign overload to neighboring inspectors. 3. Examine inspectors' daily reports each month to determine if time standards are being met.
	Inspections made within 1 day			
	N/A	100%	100%	
	Inspections made within 3 days			

INSPECTIONS

HOUSING

GOAL: TO ACHIEVE A HOUSING STOCK CONDITION WITH NOT MORE THAN 5% OF THE HOUSING STOCK SUBSTANDARD.

	1982	1983	1984
OBJECTIVE: To insure that 65% of units inspected are brought into compliance this year.	N/A	60%	65%
	Inspected	units in	compliance

STRATEGY

1. Inspect 5,588 units under the systematic housing inspection program which has been previously approved. January 2, 1984.
2. Review the results of 1983's inspection program and implement changes or improvements where necessary. April 1, 1984.
3. Implement a more systematic use of the courts by having meetings with the Chief Judge about special court sessions and better fines. Set a goal of a number of court cases of each inspector not working in the concentrated areas.
4. Review inspectors' work reports each month to determine if 65% of inspected units are brought into compliance by year end.

INSPECTIONS

ZONING

GOAL: TO ENCOURAGE THE MOST APPROPRIATE USE OF LAND AND BUILDINGS BY ENFORCING COMPLIANCE WITH THE ZONING ORDINANCE.

	1982	1983	1984	
OBJECTIVE: To enforce compliance with the Zoning Ordinance so that 100% of inspected new construction is in full compliance upon completion.	N/A	90%	90%	STRATEGY 1. Implement inspection checklists so that all jobs will be checked for the same items on each type of inspection. 2. Implement an inspection follow-up by the Assistant Director to insure that the inspections are being performed as specified on the checklists. 3. Review inspectors' work reports each month to determine if 90% of inspected units are in compliance upon completion.
	Inspected Units Brought into Compliance			
OBJECTIVE: To insure that 90% of the complaints are answered within 1 day and 100% within 3 days, and that 90% of violations are corrected within 30 days and 100% corrected within 90 days.	N/A	90%	90%	STRATEGY 1. Establish a daily review policy to insure that complaints are being answered and to assign overload to other inspectors as necessary to reach the goal. 2. Review the inspectors' work reports each month to determine if time standards are being met.
	Complaints answered in 1 day			
	N/A	100%	100%	
	Complaints answered in 3 days			
	N/A	90%	90%	
	Violations corrected in 30 days			
	N/A	95%	95%	
	Violations corrected in 90 days			

INSPECTIONS

FIRE

GOAL: TO ACHIEVE 100% COMPLIANCE WITH THE FIRE CODE IN ALL BUILDINGS.

	1982	1983	1984
OBJECTIVE: To inspect all high occupancy and high risk existing buildings and to bring structures found in violation into compliance as follows:			
90% within 30 days	N/A	90%	90%
	Inspected units in compliance within 30 days		
100% within 90 days	N/A	90%	95%
	Inspected units in compliance within 90 days		

STRATEGY

1. Identify all theaters, body shops, bowling lanes, lumber supplies, warehouses, paper recycle, hotels, motels, apartments, shopping centers, dry cleaners, hospitals, convalescent homes, comprehensive health, big laboratories, recreation buildings, bus and air terminals, large office buildings, lounges, drugstores, day care, city buildings, large churches and supermarkets, and inspect these on a periodic basis once a year. Identify all public and private schools, colleges, restaurants, bakeries, and large department stores and inspect these twice a year. January 31, 1984.
2. Implement inspection checklists so that all inspectors will be checking for the same items on the same type of inspections. January 31, 1984
3. Implement an inspection follow-up by the Assistant Director to insure the inspectors are actually visiting the jobs and performing the inspections as specified on the check lists. January 31, 1984.
4. Review the inspectors' work reports each month to determine that 90% of the violations are brought into compliance within 30 days.

Police

POLICE DEPARTMENT

Budget Proposals: The Police Department encompasses the Police Chief's office, Patrol Division, Investigations, Auxiliary and Technical Services, Management Services, and the Police Academy. The 1984 Basic Program budget recommended for the Police Department, as listed below, is $10,364,598, or $340,841 (3.4%) higher than 1983 projected expenditures. Major changes are explained below:

Expenditure Areas	1983 Projected Expenditures	1984 Proposed Budget	Difference
Personal Services	$7,766,686	$7,996,711	$230,025
Contractual Services	280,303	335,030	54,727
Commodities	220,851	241,697	20,846
Revolving Fund	1,430,530	1,454,662	24,132
Capital Outlay	113,675	93,027	-20,648
Debt Service	0	0	0
Interfund Transfers	211,712	243,471	31,759
Grand Total	$10,023,757	$10,364,598	$340,841

Basic Program Costs:

(1) Personal Services: Expenses for Personal Services are $7,996,711. Wages and Salaries cost $6,276,598. Other major budgets are provided for Pension, $478,779; Group Medical $411,816; Social Security, $338,450; Worker's Compensation $112,659; and Overtime $80,984. The Court Overtime expenses are budgeted at the 1983 level of $109,630, reflecting efforts by the Police Department to control expenditures.

Major changes are:

Salaries and Wages	up	$291,297 due to a $259,473 wage increase; a $35,806 modular adjustment; a $12,422 pay adjustment; and a $18,096 increase to provide full funding for three radio dispatchers added in mid-1983. The 1984 allocation also reflects the deletion of $34,500 for 4 clerical positions resulting from the completion of a special records consolidation project in 1983.

Pension	up	$32,575 due to higher wages plus an increased contribution to the Pension Fund.
Social Security	up	$45,468 due to an increase in the tax rate.
Overtime	down	$69,674 from the $150,658 projected in 1983 due primarily to a decline in the use of Overtime to fill the beats in Patrol. The 1984 budget of $80,984 is 51% or $27,500 higher than the adopted 1983 budget.
Worker's Compensation	down	$43,143 due to an adjustment in the charge method to reflect actual injury rates and expenses.

(2) Contractual Services: Contractual Services cost $335,030. The primary expense is $76,039 for utilities: Electricity, $55,314 and Natural Gas, $20,725. Funds are also included for Printing $46,097; Communications $34,635; Photocopying $30,512; and Travel/Training $21,984. An allocation of $33,528 is provided for Professional Services Fees including janitorial services, polygraph exams, and course instructors.

Major changes are:

Printing	up	$46,097 due to the transfer of funds from the Revolving Fund account. In 1984, all printing will be performed on a contractual basis.
Professional Services Fees	up	$8,825 due, in part, to an increase in the janitorial contract of $4,840 or 59% to provide service five days per week rather than the three days currently provided. The remaining $4,000 is for polygraph and applicant testing services. A $1,269 or 19% increase occurs in the Police Academy budget to cover the increased fees charged by training instructors.

Rentals	up	$4,070 primarily to rent a parking lot at the Police Barracks costing $4,800 in 1984.
Natural Gas	up	$3,518 due to an expected 20% rate hike in 1984.
Communications	up	$3,456 reflecting a price increase of 11% for 1984.
Other Contractual Services	down	$6,386 due primarily to a reduction in funds provided for informant fees ($4,054).
Building Repair	down	$4,425 due to fewer repairs anticipated for 1984.

(3) Commodities: Expenses for Commodities total $241,697 in 1984. The Clothing budget of $109,380 provides $89,090 for uniform replacements and $20,290 for clothing allowances. An allocation of $105,312 for Operating Supplies covers the cost of ammunition, housekeeping materials, photographic supplies, microfilm, flashlights and other small equipment. Smaller budgets are provided for Office Supplies, $19,159, and Gasoline for motorcycles, $3,938.

Major changes are:

Clothing	up	$2,805 due to an anticipated 3% price increase.
Operating Supplies	up	$21,044 due to a 6% or $3,830 price increase plus additional allocations for equipment ($16,214) and training materials ($1,000).
Office Supplies	down	$2,444 due to fewer purchases planned.

(4) Revolving Fund: Charges for services provided by the Revolving Fund activities are $1,454,662 in 1984. The major expense in this area is for the operation of Police vehicles: $733,172 for direct Vehicle Maintenance services and $104,027 for Vehicle Maintenance Overhead. The other large expense is for Data Processing Services budgeted at $451,328. Included also is funding of $166,135 for Central Services.

Major changes are:

Vehicle Maintenance	up	$51,305 or 6.5% due to general price increases.
Data Processing	up	$38,994 reflecting a 9.5% increase.
Central Services	down	$16,725 primarily due to fewer planned projects by the Building and Electrical unit.

(5) Capital Outlay: Expenses for Capital Outlay total $93,027 for: Office Equipment, $8,175, and Operating Equipment, $84,852. A list of approved capital outlays is located in the appendix.

(6) Interfund Transfers: The 1984 budget for Vehicle Depreciation is $243,471, up $31,759 (15%) due to increasing vehicle replacement costs.

POLICE DEPARTMENT

ACTIVITY	1982 ACTUAL EXPENDITURES	1983 PROJECTED EXPENDITURES	1984 TOTAL BASE
Police Chief	$ 156,095	$ 166,843	$ 171,869
Operations/Patrol	5,875,049	6,136,020	6,356,625
Investigations	1,101,131	1,216,980	1,262,210
Auxiliary and Technical Services	1,789,011	2,038,521	2,113,333
Management Division	302,364	325,939	337,015
Police Academy	112,222	139,454	123,546
TOTAL	$9,335,872	$10,023,757	$10,364,598
Personnel	363.48	368.48	364.48

POLICE

POSITION TITLE	RANGE	STAFF YEARS
POLICE CHIEF	96	1.00
MAJOR	84	4.00
CAPTAIN	77	4.00
POLICE PLANNING DIRECTOR	77	1.00
SENIOR SYSTEMS ANALYST	74	1.00
SENIOR MANAGEMENT ANALYST	72	1.00
LIEUTENANT	71	12.00
PERSONNEL COORDINATOR	69	1.00
MANAGEMENT ANALYST	69	3.00
CHIEF FIRE INVESTIGATOR	67	1.00
POL COMMUNITY RELATIONS COORD	67	1.00
POLICE STAFF SPECIALIST	67	1.00
SERGEANT	65	30.00
CORPORAL	61	113.00
FIRE INVESTIGATOR	59	1.00
SENIOR POLICE DISPATCHER	57	1.00
POLICE OFFICER	55	116.00
ADMINISTRATIVE SECRETARY	53	1.00
POLICE DISPATCHER	53	15.00
PRINCIPAL CLERK	51	4.00
SENIOR CLERK-STENO	48	2.00
SENIOR STOREKEEPER	48	1.00
PERSONNEL CLERK	47	1.00
SENIOR CLERK TYPIST	45	3.00
CLERK-STENO	45	7.00
SENIOR CLERK	44	6.00
STOREKEEPER	44	1.00
DATA ENTRY OPERATOR	42	4.00
INTERMEDIATE CLERK TYPIST	41	1.00
PARKING ENFORCEMENT OFFICER	39	3.00
CLERK TYPIST	38	1.00
MICROFILM MACHINE OPERATOR	38	2.00
CUSTODIAN	38	3.00
SCHOOL CROSS GUARD	37	17.48
		364.48

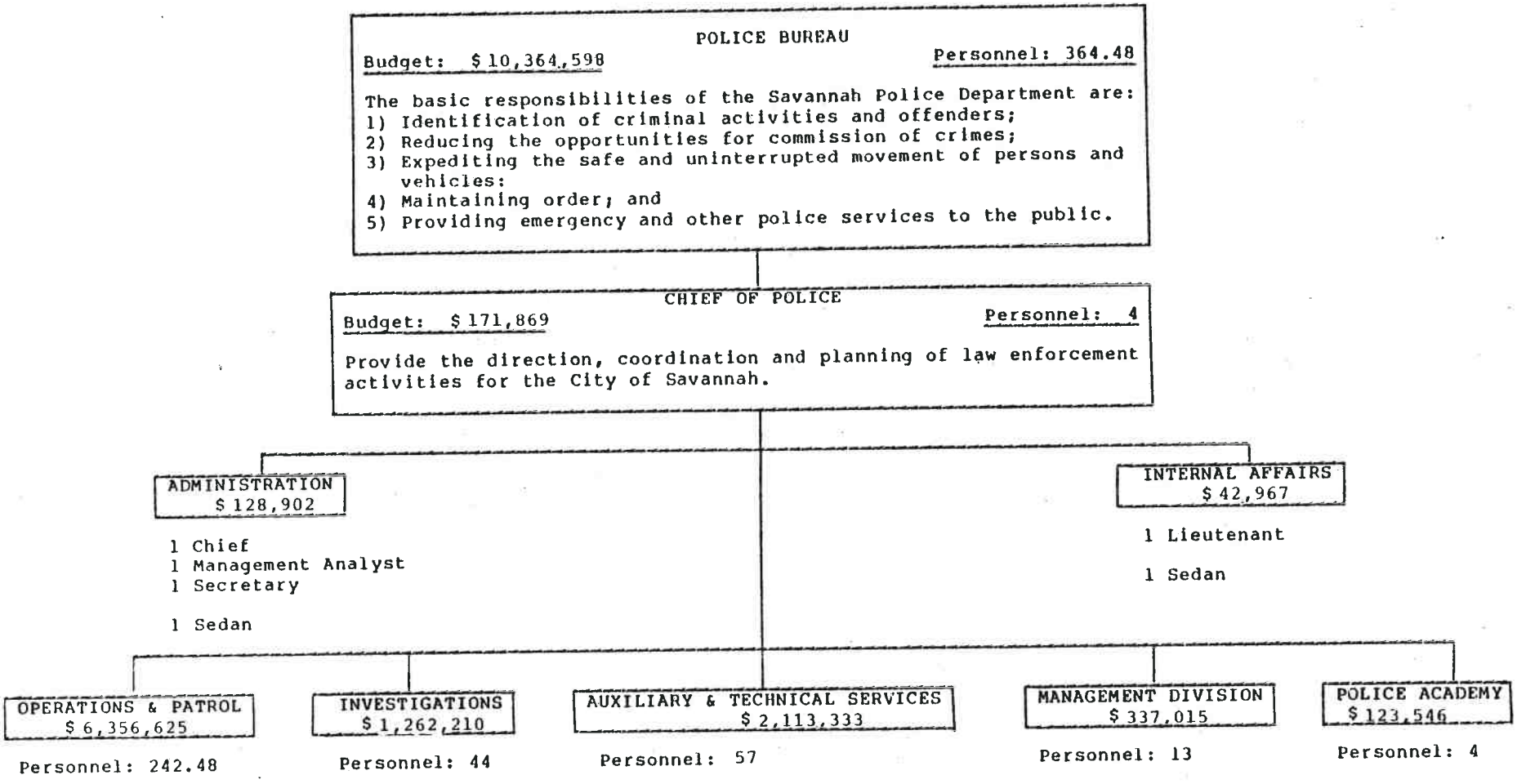
POLICE CHIEF

PURPOSE: DIRECT ALL POLICE OPERATIONS THROUGH THE PLANNING AND COORDINATION OF DEPARTMENTAL ADMINISTRATIVE ACTIVITIES.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	112427*	127550*	124837*
CONTRACTUAL SERVICES	10925*	10822*	18087*
COMMODITIES	4348*	6467*	5503*
REVOLVING FUNDS	23691*	15934*	17363*
CAPITAL OUTLAY	1689*	2542*	2080*
INTERFUND TRANSFERS	3025	3478	3999
TOTAL	$ 156095*	$ 166843*	$ 171869*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
ADMINISTRATIVE SECRETARY	1.00	1.00	53	13052
MANAGEMENT ANALYST	1.00	1.00	69	19760
LIEUTENANT	1.00	1.00	71	25220
POLICE CHIEF	1.00	1.00	96	44199
TOTAL	4.00	4.00		


POLICE BUREAU
Budget: $ 10,364,598
Personnel: 364.48
The basic responsibilities of the Savannah Police Department are:
1) Identification of criminal activities and offenders;
2) Reducing the opportunities for commission of crimes;
3) Expediting the safe and uninterrupted movement of persons and vehicles:
4) Maintaining order; and
5) Providing emergency and other police services to the public.
CHIEF OF POLICE
Budget: $ 171,869
Personnel: 4
Provide the direction, coordination and planning of law enforcement activities for the City of Savannah.
ADMINISTRATION
$ 128,902
1 Chief
1 Management Analyst
1 Secretary
1 Sedan
INTERNAL AFFAIRS
$ 42,967
1 Lieutenant
1 Sedan
OPERATIONS & PATROL
$ 6,356,625
Personnel: 242.48
INVESTIGATIONS
$ 1,262,210
Personnel: 44
AUXILIARY & TECHNICAL SERVICES
$ 2,113,333
Personnel: 57
MANAGEMENT DIVISION
$ 337,015
Personnel: 13
POLICE ACADEMY
$ 123,546
Personnel: 4

POLICE BUREAU

POLICE CHIEF

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Provide planning, direction, control and administrative assistance.	N/A	N/A	N/A	$117	$125	$129	N/A
Investigate internal affairs.	158	160 Cases per year	150	$ 39	$ 42	$ 43	$287

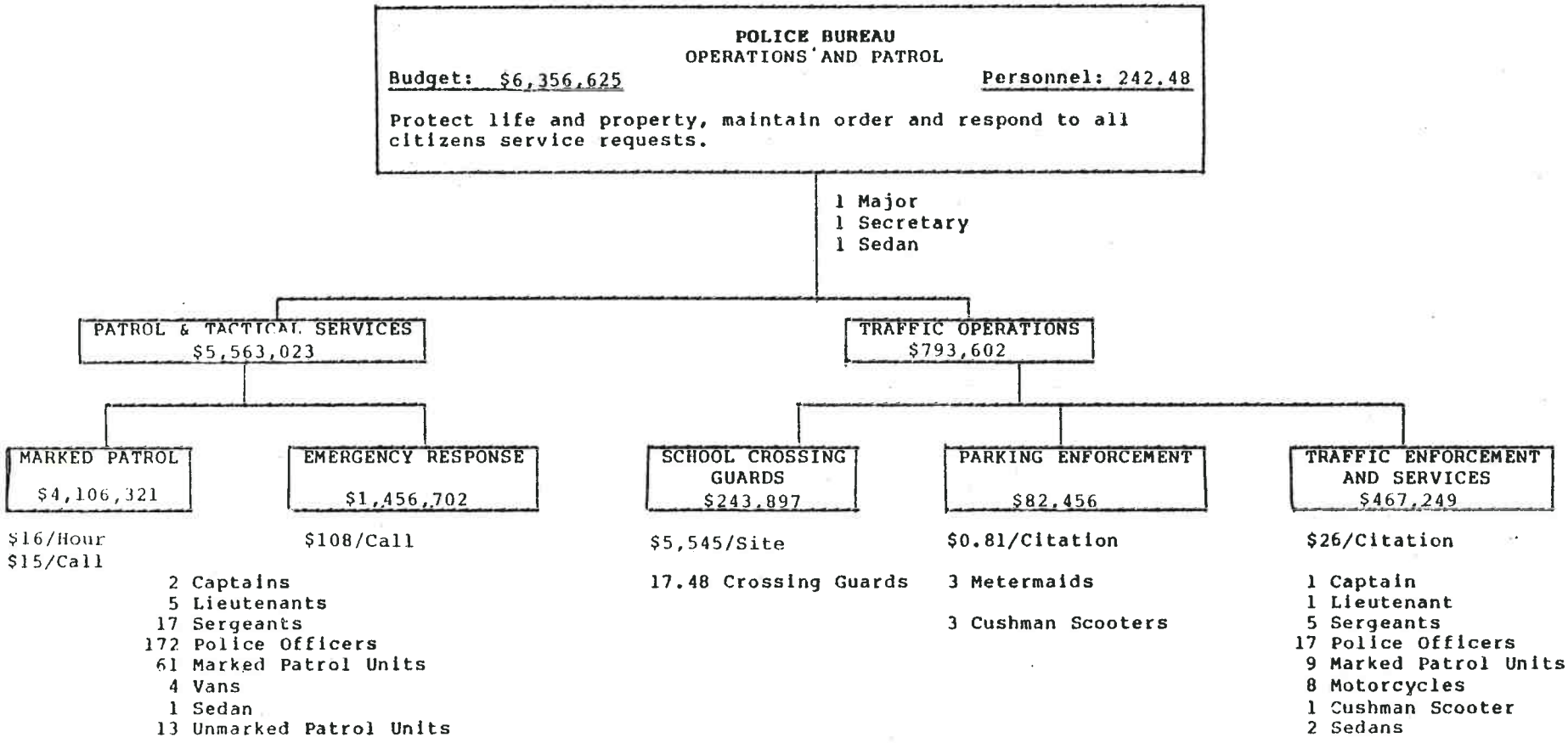
OPERATIONS / PATROL

PURPOSE: PROTECT CITIZENS FROM CRIME THROUGH VARIOUS MARKED AND UN-MARKED PATROL STRATEGIES AND PROVIDE EMERGENCY ASSISTANCE WHEN LIFE OR PROPERTY IS ENDANGERED.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	4646026	5199674	5359955
CONTRACTUAL SERVICES	102157*	40598*	31973*
COMMODITIES	12759*	15553*	11507*
REVOLVING FUNDS	708496*	690077*	736623*
CAPITAL OUTLAY	118878*	1800*	0*
INTERFUND TRANSFERS	286733	188318*	216567*
TOTAL	$ 5875049*	$ 6136020*	$ 6356625*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
SCHOOL CROSS GUARD	17.48	17.48	37	153326
PARKING ENFORCEMENT OFFICER	3.00	3.00	39	34953
CLERK-STENO	3.00	3.00	45	35386
POLICE OFFICER	113.00	113.00	55	1727433
CORPORAL	74.00	74.00	61	1457716
SERGEANT	22.00	22.00	65	483097
LIEUTENANT	6.00	6.00	71	150104
CAPTAIN	3.00	3.00	77	85473
MAJOR	1.00	1.00	84	31412
TOTAL	242.48	242.48		


POLICE BUREAU
OPERATIONS AND PATROL
Budget: $6,356,625
Personnel: 242.48
Protect life and property, maintain order and respond to all citizens service requests.
1 Major
1 Secretary
1 Sedan
PATROL & TACTICAL SERVICES
$5,563,023
TRAFFIC OPERATIONS
$793,602
MARKED PATROL
$4,106,321
EMERGENCY RESPONSE
$1,456,702
SCHOOL CROSSING GUARDS
$243,897
PARKING ENFORCEMENT
$82,456
TRAFFIC ENFORCEMENT AND SERVICES
$467,249
$16/Hour
$15/Call
$108/Call
$5,545/Site
$0.81/Citation
$26/Citation
2 Captains
5 Lieutenants
17 Sergeants
172 Police Officers
61 Marked Patrol Units
4 Vans
1 Sedan
13 Unmarked Patrol Units
17.48 Crossing Guards
3 Metermaids
3 Cushman Scooters
1 Captain
1 Lieutenant
5 Sergeants
17 Police Officers
9 Marked Patrol Units
8 Motorcycles
1 Cushman Scooter
2 Sedans

PATROL DIVISION

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	1983 PROJECTED	1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	1983 PROJECTED	1984 PLANNED	UNIT COST 1984
Provide prompt response for Part I crimes, on a 24-hour basis.	15,592	13,000	13,500	$1,344	$1,408	$1,457	$108 per call
	Calls for assistance						
Provide patrol of City by marked vehicles.	77,340	94,170	94,170	$1,429	$1,498	$1,550	$ 16 per hour
	Hours/preventive marked patrol						
Respond to all service demands.	100,818	97,884	104,000	$1,471	$1,540	$1,594	$ 15 per call
	Service demands						
Provide planned tactical patrol of high crime areas by unmarked units.	27,040	27,040	27,040	$532	$558	$578	$ 21 per hour
	Hours/tactical preventive patrol						
Provide security and control service for Community events, such as St. Patrick's Day.	14,350	14,,350	14,350	$355	$371	$384	$ 27 per hour
	Manhours assigned to cover special events						
Provide traffic movement and safety services.	2,440	2,472	2,546	$191	$199	$206	$ 81 per call
	Calls for service						
Provide radar detection services at top 10 accident locations.	8,086	7,826	8,061	$191	$199	$206	$ 26 per citation
	Radar citations issued for moving violations						
Conduct accident investigations.	7,378	7,992	8,152	$50	$53	$55	$ 7 per investigation
	Accident investigations						
Provide school crossing guards at selected locations.	44	44	44	$237	$230	$244	$5,545 per site
	Sites manned						
Enforce parking meter and other parking laws.	106,480	99,071	102,043	$ 75	$ 80	$ 83	$0.81 per citation
	Citations issued						

PATROL DIVISION

GOAL: TO MAKE EACH NEIGHBORHOOD OF THE CITY EQUALLY SAFE FROM CRIME AGAINST PERSONS AND PROPERTY.*

OBJECTIVE: To reduce the Part I crime rate in the aggregate and by specific crime category by 10% Citywide.

	1982	1983	1984
Homicide	.21	.24	.22
Rape	.93	.90	.81
Robbery	4.35	4.10	3.69
Aggravated Assault	5.15	4.20	3.78
Burglary	23.74	21.00	18.90
Larceny	69.58	65.00	58.50
Auto Theft	3.85	3.80	3.42
Total Part I's	107.81	99.24	89.32

Crime Rate - City-wide

STRATEGY

1. Implement the 1983 component of the IACP Study recommendations.
2. Constantly review and alter assignment of officers by beat structure to insure optimal availability of officers in high-crime areas during high-crime periods.
3. Use crime-specific or directed patrol in those areas, and during those times, identified as high crime areas.
4. Educate the public through use of a variety of media to report all suspect criminal activity to police.
5. Initiate appropriate patrol tactics to address each crime rate which exceeds the monthly target.

* All crime rates computed per 1,000 population (e.g. Savannah at 142,000; Historic District at 2,021; Tatumville at 4,855; and Bull/Waters at 2,776).

1982 data are actual figures; 1983 are projected; 1984 are planned.

Part I crimes are Homicide, Rape, Robbery, Aggravated Assault, Burglary, Larceny, and Auto Theft.

PATROL DIVISION

OBJECTIVE: To reduce by 10% the incidence of both commercial and residential burglary, in the five highest risk neighborhoods.

	1982	1983	1984
North Bay	69.80	61.02	54.92
Historic	57.47	48.73	43.86
Victorian	54.41	44.40	39.96
Tatumville	40.37	31.00	27.90
Bull St./Waters Ave.	39.27	30.00	27.00

Incidence - Burglary

STRATEGY

1. Conduct crime pattern and vulnerability analysis for the above selected neighborhoods on terms of frequency distribution, method of operation, site characteristics, suspect characteristics, etc.
2. Continue community educational efforts with public speaking engagements, distribution of materials and exhibitions through the existing Crime Prevention Program.
3. Expand number of block watches in these neighborhoods.
4. Advertise and conduct, upon request, premises security surveys for improved residential and commercial security.
5. Continue property marking program by increasing engravure services to selected neighborhoods.
6. Conduct anti-fencing efforts via expanded use of existing pawn shop program.
7. Initiate burglary-specific patrol and saturation patrol in the above-mentioned neighborhoods.
8. Upgrade training of patrol officers to include conducting on-site preliminary investigations.

OBJECTIVE: To reduce by 10% the number of street robberies in the three highest risk areas to this offense.

Historic	20.26	18.60	16.74
Victorian	12.21	12.68	11.41
North Bay	10.40	9.90	8.91

Number of Street Robberies

STRATEGY

1. Expand existing "Robbery Reduction Through Directed Patrol Program" to include the specified areas.
2. Conduct descriptive analysis of street robberies to determine type, frequency, location, time, suspect characteristics, etc.
3. Target directed patrol effort to those areas during those times when the frequency of occurrence is highest.
4. Review and recommend for correction, if needed, environment factors conducive to a higher incidence of street robbery (e.g. poor or no street lighting, overgrown shrubbery and hedges, abandoned buildings).
5. Implement community educational efforts through the existing Crime Prevention Program targeted at reducing citizen vulnerability to robbery and other personal crimes.

PATROL DIVISION

OBJECTIVE: To reduce the incidence of Part I offenses in the aggregate and by specific category by 10% in the city's two highest reported crime areas

		1982	1983	1984
HISTORIC:	Homicide	.50	.50	.45
	Rape	2.33	2.10	1.89
	Robbery	26.91	23.05	20.75
	Aggravated Assault	15.78	13.00	11.70
	Burglary	57.47	48.73	43.86
	Larceny	300.45	265.42	238.88
	Auto Theft	17.25	14.83	13.35
	Total	420.69	367.63	330.88
VICTORIAN:	Homicide	.47	.93	.84
	Rape	2.01	2.47	2.22
	Robbery	16.39	14.84	13.36
	Aggravated Assault	17.93	14.20	12.80
	Burglary	54.41	44.40	39.96
	Larceny	118.26	121.19	109.07
	Auto Theft	7.11	5.55	5.01
	Total	216.58	203.58	183.26

Incidence - Part I Offenses

STRATEGY

1. Implement portions of IACP Study recommendations suggesting additional patrol visibility and smaller patrol beats in the Historic and Victorian areas.
2. Review and recommend environmental changes where needed to reduce citizen vulnerability to crimes against persons and property.
3. Initiate use of police-community service aids and telephone complaint takers to manage minor calls for service by telephone and non-sworn personnel, thereby relieving sworn officers to handle more serious incidents.
4. Intensify efforts to reduce the opportunity of criminal activity through the Crime Prevention Program and its neighborhood watch program by developing new watch programs in the Historic and Victorian Districts.

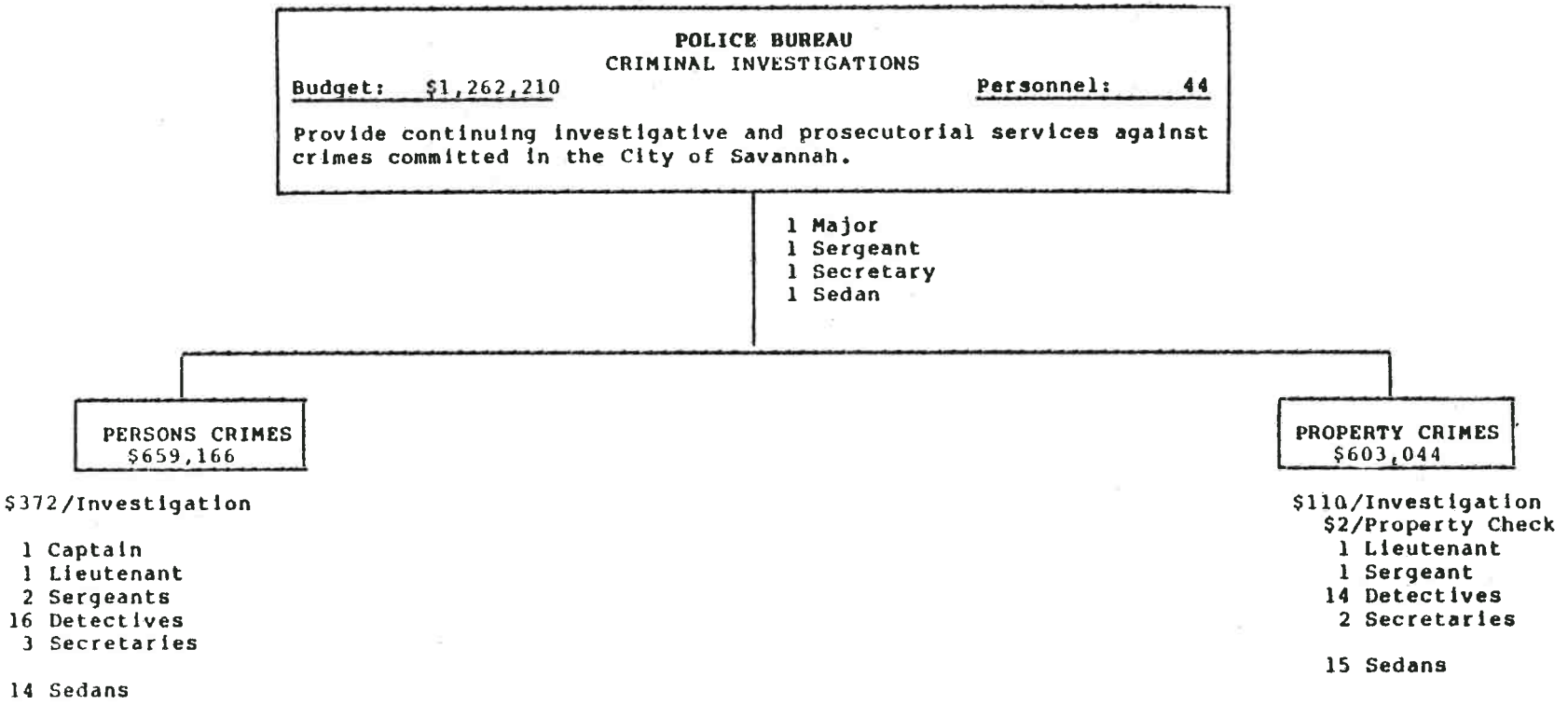
INVESTIGATION

PURPOSE: PROVIDE INVESTIGATIONS FOR THE IDENTIFICATION, APPREHENSION, AND PROSECUTION OF CRIMINAL OFFENDERS AND ASSIST DISTRICT ATTORNEY'S OFFICE IN CASE PREPARATION FOR PROSECUTION.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	968834	1015966	1049841
CONTRACTUAL SERVICES	38555*	40064*	39698*
COMMODITIES	18175*	20811*	21056*
REVOLVING FUNDS	67665*	127401*	139024*
CAPITAL OUTLAY	0*	3651*	2140*
INTERFUND TRANSFERS	7902	9087	10451
TOTAL	$ 1101131*	$ 1216980*	$ 1262210*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
INTERMEDIATE CLERK TYPIST	1.00	1.00	41	12431
CLERK-STENO	3.00	3.00	45	31331
SENIOR CLERK-STENO	2.00	2.00	48	26020
POLICE OFFICER	1.00	1.00	55	14224
FIRE INVESTIGATOR	1.00	1.00	59	17491
CORPORAL	27.00	27.00	61	538587
SERGEANT	4.00	4.00	65	89296
CHIEF FIRE INVESTIGATOR	1.00	1.00	67	20748
LIEUTENANT	2.00	2.00	71	50440
CAPTAIN	1.00	1.00	77	28491
MAJOR	1.00	1.00	84	31412
TOTAL	44.00	44.00		


POLICE BUREAU
CRIMINAL INVESTIGATIONS
Budget: $1,262,210
Personnel: 44
Provide continuing investigative and prosecutorial services against crimes committed in the City of Savannah.
1 Major
1 Sergeant
1 Secretary
1 Sedan
PERSONS CRIMES
$659,166
$372/Investigation
1 Captain
1 Lieutenant
2 Sergeants
16 Detectives
3 Secretaries
14 Sedans
PROPERTY CRIMES
$603,044
$110/Investigation
$2/Property Check
1 Lieutenant
1 Sergeant
14 Detectives
2 Secretaries
15 Sedans

INVESTIGATIONS

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	1983 PROJECTED	1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	1983 PROJECTED	1984 PLANNED	UNIT COST 1984
Investigate crimes involving major risk of injury.	1,238 Total cases assigned	1,321	1,359	$441	$487	$505	$372 per case
Homicide	33	33	38				
Rape	180	203	216				
Robbery	569	669	644				
Aggravated Assault	456	416	461				
Investigate crimes involving risk of property loss.	4,390 Total cases assigned	4,436	4,580	$441	$487	$505	$110 per case
Burglary	987	1,021	1,100				
Larceny	598	481	700				
Auto Theft	727	648	650				
Checks	1,787	1,795	1,780				
Other	291	491	350				
Assist District Attorney in prosecution of cases.	2,392 Cases referred to Courts	2,272	2,312	$ 72	$81	$ 84	$36 per case
Conduct stolen property checks (pawn shops, junk yards, etc.).	21,000 Number of items checked	32,000	35,000	$49	$54	$ 57	$2 per dollar value recovered
Investigate crimes of vice.	504 Arrests for vice activities	515	530	$98	$108	$111	$209 per arrest

INVESTIGATIONS

GOAL: TO CLEAR BY ARREST ALL ASSIGNED PART I CRIMES.

	1982	1983	1984
OBJECTIVE: To increase the number of assigned homicide cases cleared by arrest to 90%.	33	33	29
	No. Homicide Cases Assigned		
	26	24	26
	No. Homicide Cases Cleared by Arrest		
	79%	73%	90%
	% Cleared by Arrest		

STRATEGY
1. Review and revise training for all Crimes-Against-Persons Investigators to include functions of witness interrogations, evidence collection, witness searches, development of information sources.
2. Establish a "Major Crime Unit" consisting of four investigators and a supervisor.
3. Activate the unit on all occasions of homicides and rapes in which no witnesses to the crimes are known to exist.
4. Additional assistance from qualified patrol officers as unit members will be obtained on an as-needed basis.
5. This unit will function 24 hours per day until the investigation leads to an arrest surviving the first judicial screening (preliminary hearing) is made.

OBJECTIVE: To increase the number of assigned burglary cases cleared by arrest by 2% over 1983.	987	1,054	949
	No. Burglary Cases Assigned		
	339	392	370
	No. Burlary Cases Cleared by Arrest		
	34%	37%	39%
	% Cleared by Arrest		

STRATEGY
1. Expand and intensify use of zone fingerprinting system in cooperation with Auxiliary-Technical Bureau I.D. police officers.
2. Initiate periodic training of patrol officers by investigators in preliminary investigations and crime scene protection.
3. Expand pawn-shop computerized program to include indoctrination of crimes-against-property investigators.
4. Evaluate and improve existing training regime for all property investigators to improve evidence collection and preservation and maintenance of evidence custody.

OBJECTIVE: To increase the clearance rate of auto theft by 10% and the arrest clearance rate by 3.5% over 1983.	727	648	650
	No. Auto Theft Cases Assigned		
	380	402	442
	No. Auto Theft Cases Cleared		
	52%	62%	68%
	% Clearance		
	87	66	88
	No. Auto Theft Cases Cleared By Arrest		
	12%	10%	13.5%
	% Arrest Clearance		

STRATEGY
1. Institute use of solvability factor in assignment of auto theft cases.
2. Improve training of auto theft investigators.
3. Initiate and expand use of computer program on Mapper indicating theft patterns, modus operandi of suspects, etc. for use by patrol as well as detectives.
4. Expand academy and in-service training to include additional blocks of instruction in auto theft prevention, detection investigaton, recovery, and suspect apprehension to recruits.
5. Initiate citizen educational program directed at the objectives of both prevention and apprehension of auto thieves.

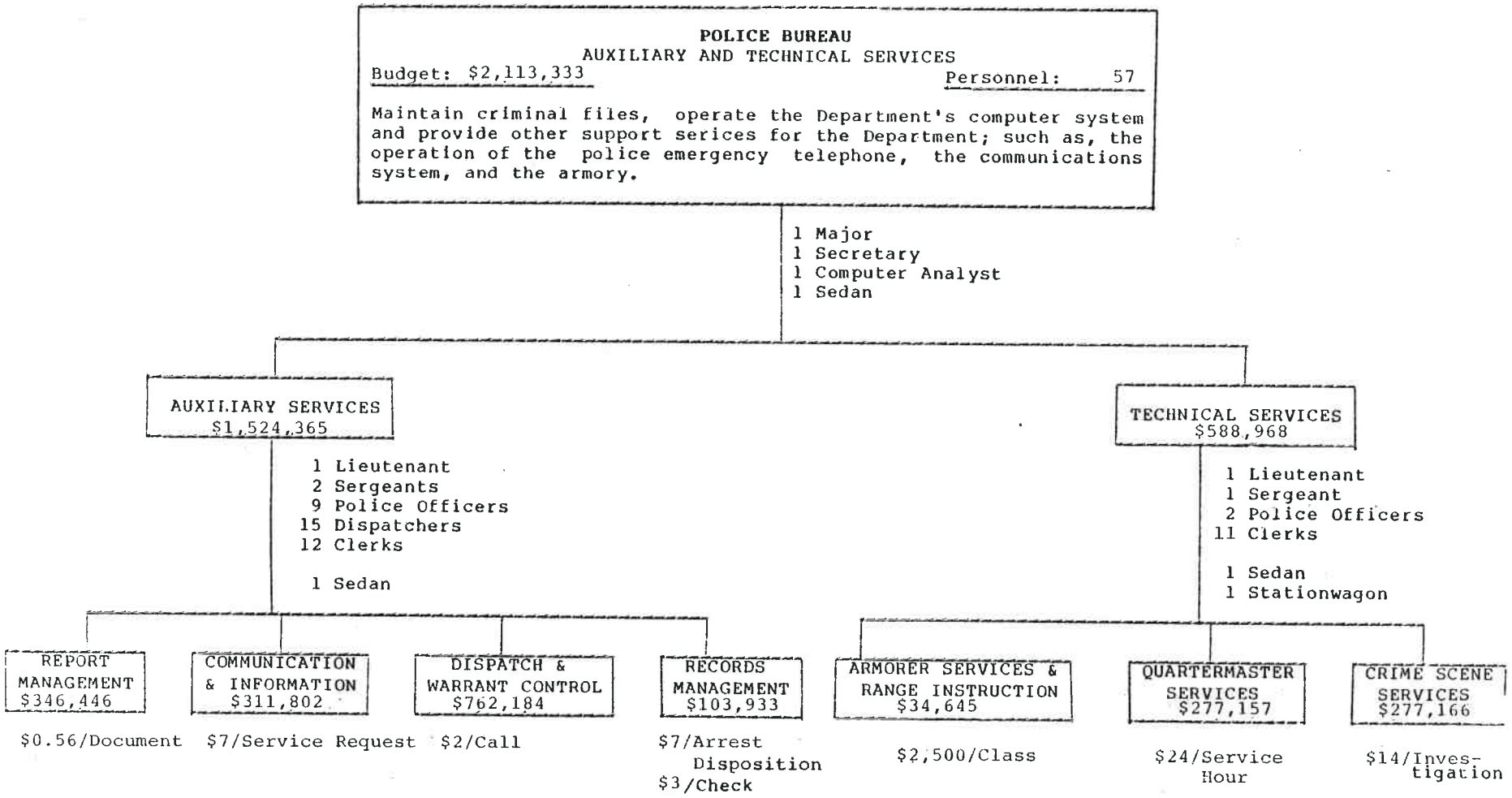
AUX & TECH SERVICES

PURPOSE: PROVIDE TECHNICAL AND LOGISTICAL SUPPORT TO ALL OTHER DIVISIONS THROUGH RECORDS MANAGEMENT, COMMUNICATION SERVICES, VEHICLE SERVICES, SUPPLY MANAGEMENT, EVIDENCE/PROPERTY CONTROL AND HOUSEKEEPING SERVICES.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	943979*	1033544	1060546
CONTRACTUAL SERVICES	165583*	160532*	213614*
COMMODITIES	194434*	166639*	194919*
REVOLVING FUNDS	417971*	560508*	543343*
CAPITAL OUTLAY	57627*	104469*	88457*
INTERFUND TRANSFERS	9417	10829	12454
TOTAL	$ 1789011*	$ 2038521*	$ 2113333*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
SENIOR CLERK	4.00	0.00		0*
CUSTODIAN	3.00	3.00	38	27289
CLERK TYPIST	1.00	1.00	38	9052
MICROFILM MACHINE OPERATOR	2.00	2.00	38	19503
DATA ENTRY OPERATOR	4.00	4.00	42	41299
SENIOR CLERK	6.00	6.00	44	70481
STOREKEEPER	1.00	1.00	44	11275
SENIOR CLERK TYPIST	2.00	2.00	45	23853
SENIOR STOREKEEPER	1.00	1.00	48	12431
PRINCIPAL CLERK	3.00	3.00	51	39895
POLICE DISPATCHER	15.00	15.00	53	190939
POLICE OFFICER	2.00	2.00	55	28440
SENIOR POLICE DISPATCHER	1.00	1.00	57	14745
CORPORAL	9.00	9.00	61	178875
SERGEANT	3.00	3.00	65	66434
LIEUTENANT	2.00	2.00	71	49832
SENIOR SYSTEMS ANALYST	1.00	1.00	74	24018
MAJOR	1.00	1.00	84	31412
TOTAL	61.00	57.00		


POLICE BUREAU
AUXILIARY AND TECHNICAL SERVICES
Budget: $2,113,333
Personnel: 57
Maintain criminal files, operate the Department's computer system and provide other support serices for the Department; such as, the operation of the police emergency telephone, the communications system, and the armory.
1 Major
1 Secretary
1 Computer Analyst
1 Sedan
AUXILIARY SERVICES
$1,524,365
1 Lieutenant
2 Sergeants
9 Police Officers
15 Dispatchers
12 Clerks
1 Sedan
TECHNICAL SERVICES
$588,968
1 Lieutenant
1 Sergeant
2 Police Officers
11 Clerks
1 Sedan
1 Stationwagon
REPORT MANAGEMENT
$346,446
$0.56/Document
COMMUNICATION & INFORMATION
$311,802
$7/Service Request
DISPATCH & WARRANT CONTROL
$762,184
$2/Call
RECORDS MANAGEMENT
$103,933
$7/Arrest Disposition
$3/Check
ARMORER SERVICES & RANGE INSTRUCTION
$34,645
$2,500/Class
QUARTERMASTER SERVICES
$277,157
$24/Service Hour
CRIME SCENE SERVICES
$277,166
$14/Investigation

POLICE BUREAU

AUXILIARY & TECHNICAL SERVICES

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Review, process, and retrieve documents for public and police.	614,257	613,922	614,500	$309	$351	$346	$0.56 per document
	Documents processed						
Provide radio dispatch services.	181,631	165,542	182,000	$293	$334	$433	$2 per request
	Requests for service						
Provide warrant control services.	4,712	3,654	3,654	$293	$334	$329	$90 per warrant
	Warrants processed						
Provide teletype and information desk services.	16,972	17,866	19,117	$123	$141	$139	$7 per request
	Requests for services						
Provide Property Room Services.	6,501	6,283	6,950	$123	$141	$139	$20 per item
	Property processed						
Conduct record checks on demand.	19,664	17,157	16,500	$ 46	$ 53	$ 52	$ 3 per check
	Record checks						
Process arrest dispositions.	7,711	7,802	7,900	$ 46	$ 53	$ 52	$ 7 per report
	Arrest reports						
Operate Georgia Crime Information Center & National Information Center Interfact System.	24 hours per day; 365 days per year			$ 31	$ 35	$ 34	N/A
Provide armorer services and range instruction and qualifying.	14	12	14	$ 31	$ 35	$ 35	$2,500 per class
	Qualification and recruit classes conducted						
Provide Quartermaster services for daily operations (uniforms, office supplies, janitorial services).	12,207	12,512	11,768	$247	$281	$277	$24 per service hour
	Manhours						
Provide investigations of crime scenes, collection of finger-prints, photographic evidence etc.	17,499	19,630	19,720	$247	$281	$277	$14 per investigation
	Crime scenes investigated						

GOAL: TO CLEAR ALL INVESTIGATIVE CASES HANDLED BY PHYSICAL EVIDENCE TECHNICIANS.

	1982	1983	1984
OBJECTIVE: To increase the number of burglary cases cleared by the Identification Section by 10% over 1983, through application of physical evidence collection and presentation.	100	120	132
	No. Cases Cleared by Physical Evidence		
	17%	20%	24%
	Percentage of All Investigative Cases Cleared By Physical Evidence		

STRATEGY

1. Decrease the number of calls responded to by the Identification Section by investigating only those crimes that are productive in terms of usable physical evidence. This in turn will increase the amount of time that can be spent on productive investigations.
2. Utilize increase in available time in examination and preparation of physical evidence for courtroom presentation by Identification Section personnel. Work in conjunction with personnel at State Crime Laboratory in developing skills and techniques in this area.
3. Assume a more active roll in training of recruits at the Savannah Regional Police Academy, tailoring the instruction to give the recruits more information on which types of calls are more productive in terms of physical evidence and in protecting those crime scenes from contamination.
4. Develop video tape presentations for in-service training in the areas of this selective investigation program and crime scene protection of these crime scenes.
5. Develop storage and search format for latent fingerprints within the Mapper System and entry of known and latent fingerprint data into the system.
6. Increase attendance of Identification Section personnel in basic and advanced schools, seminars, and conferences whose topics teach detection, collection, preservation, examination, and presentation of physical evidence in solving crime.

GOAL: TO ASSURE A FIVE-MINUTE RESPONSE RATE FOR ALL PRIORITY DISPATCHES.

	1982	1983	1984
OBJECTIVE: To reduce the number of non-emergency calls to which the Police are dispatched during 1984 by 10%.	45,604	57,788	52,009
		Dispatch Calls	

STRATEGY

1. Improve training of Information Desk and Communications supervisor to improve screening process associated with non-police related requests for service.
2. Improve referral rate to other agencies by improved training of Communications personnel to recognize and dispose of non-police requests for service.
3. When possible, have desk officers write reports to reduce the incidents where officers respond to non-emergency complaints.

GOAL: TO ASSURE THE TIMELY FILING OF OFFICIAL FIELD REPORTS BY THE END OF EACH PATROL SHIFT.

	1982	1983	1984
OBJECTIVE: To reduce the number of reports held by field personnel for over eight hours prior to receipt by Report and Review by 10%.	1,956	2,490	2,241
		Number of reports held	

STRATEGY

1. Implement a program to monitor reports as they are turned in to the Desk Sergeant and Report and Review.
2. Monitor field reports and submit names of tardy officers to Patrol Management for disciplinary or other action.

GOAL: TO ENSURE THAT ALL COMMAND AND STAFF PERSONNEL RECEIVE EXPOSURE TO AND TRAINING IN THE APPLICATION OF ELECTRONIC INFORMATION PROCESSING.

	1982	1983	1984
OBJECTIVE: To provide Detective Bureau with the facilities necessary to support the application of electronic data processing techniques to criminal investigations.			
Increase the number of computer terminals available to Criminal Investigation personnel.	None	1	5
	Computer terminals available		
OBJECTIVE: To provide Field Operations and Patrol personnel with the facilities for training and education in techniques for developing electronic data processing applications applicable to achieving their goals.			
Provide computer terminals and printers for Field Operations and Patrol.	None	None	3
OBJECTIVE: To increase four-fold the hours of instruction given to supervisors on the function and application of electronic data processing.	2	4	16
	Hours of Instruction to supervisors		
Provide 16 hours of training and educational instruction on the use of and application of computer systems to interested personnel.	None	1	16
	Hours of Instruction to interested personnel		

STRATEGY

1. Develop a project steering committee for computer system applications for the purpose of increasing managerial involvement, enhancing the management of information for policy decisions, and monitoring the utilization and need for computer applications in the police department.
2. Develop in-house facilities for group training and provide all personnel with the opportunity to attend training in computer applications and development.
3. Expand the availability of Mapper on selected computer terminals.
4. Increase the number of personnel attending Mapper training by stimulating awareness and interest in the utilization of computers and developing systems of high visibility in all areas. (e.g. develop programs that provide individual activity reports; develop rosters and organizational charts for section; provide low-level supervisors with section activity reports.)

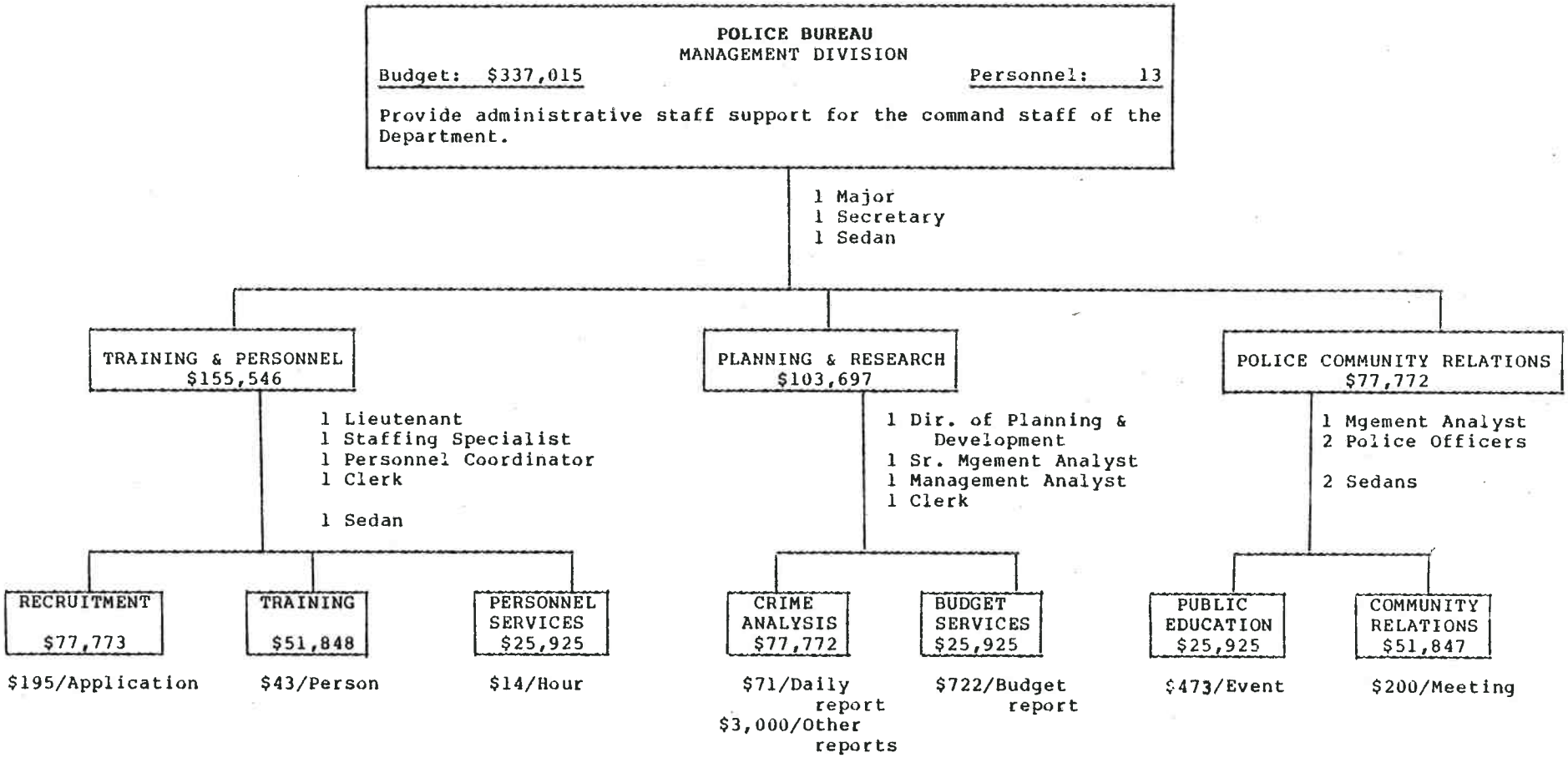
MANAGEMENT SERVICES

PURPOSE: PROVIDE ADMINISTRATIVE SUPPORT TO ALL OTHER DIVISIONS THROUGH BUDGETARY MANAGEMENT, RESEARCH SERVICES, CRIME ANALYSIS, PERSONNEL RECRUITMENT AND TRAINING AND PROMOTE BETTER RELATIONS BETWEEN THE POLICE AND THE COMMUNITY WITH ITS COMMUNITY RELATIONS UNIT.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	269562*	306896*	316084*
CONTRACTUAL SERVICES	20459*	12060*	13763*
COMMODITIES	3640*	2700*	3671*
REVOLVING FUNDS	4329*	3070*	3147*
CAPITAL OUTLAY	279*	1213*	350*
INTERFUND TRANSFERS	4095	0*	0*
TOTAL	$ 302364*	$ 325939*	$ 337015*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
CLERK-STENO	1.00	1.00	45	10271
PERSONNEL CLERK	1.00	1.00	47	13705
PRINCIPAL CLERK	1.00	1.00	51	12131
CORPORAL	1.00	1.00	61	20248
POL COMMUNITY RELATIONS COORD	1.00	1.00	67	17923
POLICE STAFF SPECIALIST	1.00	1.00	67	19284
PERSONNEL COORDINATOR	1.00	1.00	69	20748
MANAGEMENT ANALYST	2.00	2.00	69	37638
LIEUTENANT	1.00	1.00	71	25220
SENIOR MANAGEMENT ANALYST	1.00	1.00	72	22324
POLICE PLANNING DIRECTOR	1.00	1.00	77	26480
MAJOR	1.00	1.00	84	31412
TOTAL	13.00	13.00		


POLICE BUREAU
MANAGEMENT DIVISION
Budget: $337,015
Personnel: 13
Provide administrative staff support for the command staff of the Department.
1 Major
1 Secretary
1 Sedan
TRAINING & PERSONNEL
$155,546
1 Lieutenant
1 Staffing Specialist
1 Personnel Coordinator
1 Clerk
1 Sedan
PLANNING & RESEARCH
$103,697
1 Dir. of Planning & Development
1 Sr. Mgement Analyst
1 Management Analyst
1 Clerk
POLICE COMMUNITY RELATIONS
$77,772
1 Mgement Analyst
2 Police Officers
2 Sedans
RECRUITMENT
$77,773
$195/Application
TRAINING
$51,848
$43/Person
PERSONNEL SERVICES
$25,925
$14/Hour
CRIME ANALYSIS
$77,772
$71/Daily report
$3,000/Other reports
BUDGET SERVICES
$25,925
$722/Budget report
PUBLIC EDUCATION
$25,925
$473/Event
COMMUNITY RELATIONS
$51,847
$200/Meeting

POLICE BUREAU

MANAGEMENT SERVICES

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Recruit, test and screen applicants.	440	400	400	$ 77	$ 75	$ 78	$ 195 per applicant
		Applicants processed					
Provide police training through in-house and in-service training and by attendance at professional seminars, conferences and schools.	1,100	1,000	1,200	$ 50	$ 51	$ 52	$ 43 per person
		People attending training					
Provide other personnel support services, such as files, leave records, etc.	1,853	1,853	1,853	$ 25	$ 25	$ 26	$ 14 per hour
		Staff hours					
Conduct in-depth crime analysis on selected offenses.	17	17	17	$ 25	$ 51	$ 51	$3,000 per report
		Number of reports					
Conduct crime analysis of selected offenses on a daily basis, and perform specific analytical studies for patrol and detective managers.	365	365	365	$ 25	$ 25	$ 26	$71 per report
		Daily reports					
Provide budget services to Department and liaison with Purchasing, and other departments required.	36	36	36	$25	$25	$26	$722 per report
		Budget reports					
Provide public education through exhibits, news releases, and TV spots.	58	49	55	$25	$25	$26	$473 per event
		Events					
Conduct community relations programs, community meetings, neighborhood watch, operation I.D., and youth programs.	336	225	260	$50	$49	$52	$200 per meeting
		Meetings					
	9	9	9				
		Youth Programs					

POLICE BUREAU

MANAGEMENT SERVICES

GOAL: TO FILL ALL VACANCIES SO THAT THE POLICE DEPARTMENT IS FULLY STAFFED TO CARRY OUT ITS WORK PROGRAMS.

	1982	1983	1984	
OBJECTIVE: To recruit, test and screen 173 applicants quarterly so that a list of eligibles is available to fill vacant positions on a quarterly basis.	657	687	690	STRATEGY 1. Initiate recruitment drives with visitation to local high school and college campuses. 2. Increase media awareness of department efforts to recruit police officers. 3. Expand recruitment efforts to areas outside Savannah (i.e. eastern Georgia and lower South Carolina).
	Number of applicants recruited annually			
	264	283	284	
	No. sworn positions annually			
	100%	100%	100%	
	% Positions Filled by Recruiting Annually			
OBJECTIVE: To increase the proportion of qualified minorities and females in sworn positions in 1984 by 12.8% over 1983.	95	110	125	STRATEGY 1. Develop four-color recruitment brochure for distribution on college and high school campuses which focuses on attracting minorities and females for sworn positions. 2. Initiate recruitment drives with visitation to local high school and college campuses. 3. Engage minority and female officers of all ranks to speak at public and private functions where audiences are primarily composed of these groups. 4. Increase media awareness of department efforts to recruit, retain, and promote minority and female officers. 5. Make additional recruitment efforts with radio and TV.
	Number Minorities/Females in Sworn Positions			
	264	283	284	
	Total No. Sworn Positions			
	36%	39%	44%	
	Proportion of Qualified Minority and Female Officers			

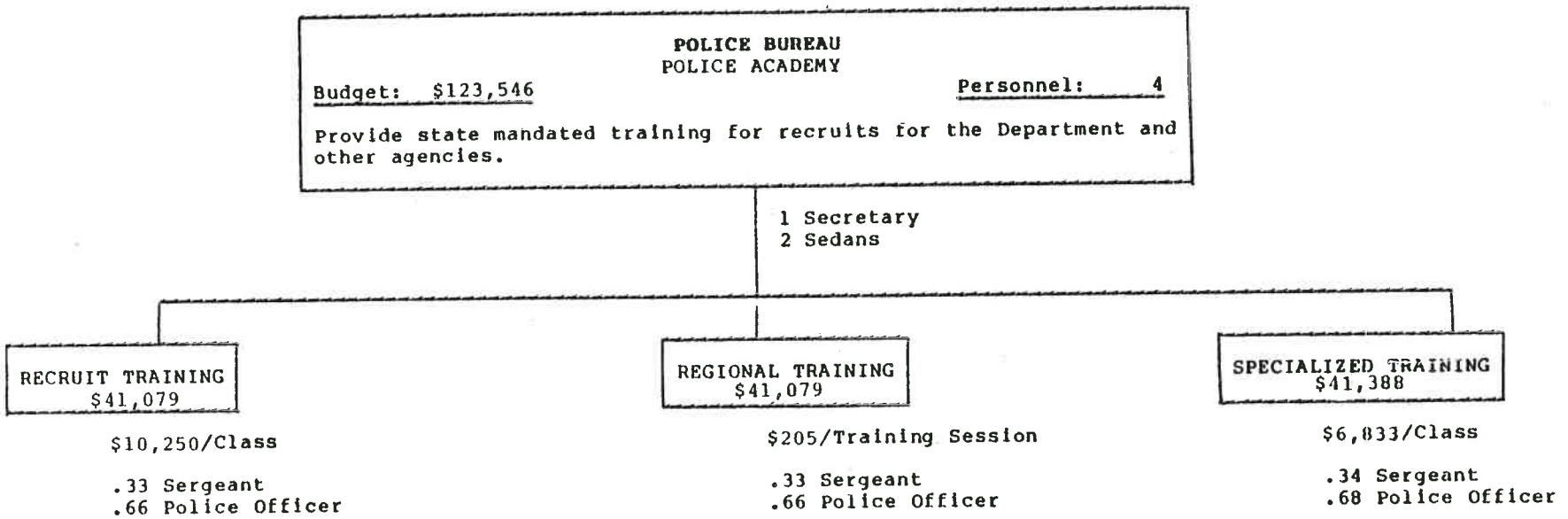
POLICE ACADEMY

PURPOSE: PROVIDE ALL RECRUIT AND IN-SERVICE TRAINING MANDATED BY THE GEORGIA PEACE OFFICERS STANDARDS AND TRAINING COUNCIL.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	85146*	83056*	85448*
CONTRACTUAL SERVICES	15596*	16227*	17895*
COMMODITIES	5611*	6661*	5041*
REVOLVING FUNDS	5869*	33490	15162
CAPITAL OUTLAY	0*	0*	0*
TOTAL	$ 112222*	$ 139454*	$ 123546*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	45	10738
CORPORAL	2.00	2.00	61	39067
SERGEANT	1.00	1.00	65	22324
TOTAL	4.00	4.00		


POLICE BUREAU
POLICE ACADEMY
Budget: $123,546
Personnel: 4
Provide state mandated training for recruits for the Department and other agencies.
1 Secretary
2 Sedans
RECRUIT TRAINING
$41,079
$10,250/Class
.33 Sergeant
.66 Police Officer
REGIONAL TRAINING
$41,079
$205/Training Session
.33 Sergeant
.66 Police Officer
SPECIALIZED TRAINING
$41,388
$6,833/Class
.34 Sergeant
.68 Police Officer

POLICE ACADEMY

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Conduct recruit training for regional agencies served by the Academy.	4	5	4	$ 37	$ 46	$ 41	$10,250 per class
	Number of classes						
Conduct in-service training for regional agencies served by the Academy.	163	200	200	$ 37	$ 46	$ 41	$205 per session
	Training sessions, In-service						
Conduct specialized training classes between recruit classes as requested by SPD and o her participating agencies.	9	12	6	$ 38	$ 47	$ 41	$6,833 per class
	Number of classes						

Recorder's Court

RECORDER'S COURT

Budget Proposals: The 1984 Basic Program Budget recommended for the Recorder's Court, as detailed below, is $465,920 or $3,079 (.7%) higher than 1983 projected expenditures. Major changes are explained below.

Expenditure Areas	1983 Projected Expenditures	1984 Proposed Budget	Difference
Personal Services	$ 316,254	$ 335,020	$18,766
Contractual Services	54,088	57,257	3,169
Commodities	6,581	7,190	609
Revolving Fund	80,418	61,353	-19,065
Capital Outlay	5,500	5,100	-400
Interfund Transfers	0	0	0
Grand Total	$ 462,841	$ 465,920	$ 3,079

Basic Program Costs:

(1) Personal Services: Expenses for Personal Services are $335,020. Salaries and Wages cost $270,175. Other major budget allocations are provided for Pension, $20,609; Group Medical coverage, $18,989; and Social Security, $18,912.

Major changes are:

Salaries and Wages	up	$13,558 due to a 3% general wage increase plus 2.5% anniversary increase.
Pension	up	$1,478 resulting from higher wages plus an increased contribution to the Pension Fund.
Social Security	up	$1,719 due to an increase in the tax rate plus higher wages.

(2) Contractual Services: Contractual Services cost $57,257. The major expense is $23,780 for office space rental in the Courthouse. An allocation of $6,125 is also provided for Travel. The Voluntary Action Center - Alternative Sentencing Program contract is funded at the 1983 level of $6,190. Funds are also provided for Professional Services for temporary judges ($6,000); Printing ($5,245); and Photocopying ($4,456).

Major changes are:

Communications	down	$381 due to a one-time phone installation done in 1983.
Travel	down	$1,626 due to decreased attendance at training seminars.
Photocopying	up	$212 due to a 5% price increase.

(3) Commodities: Expenses for Commodities total $7,190. Budgets are provided for Operating Supplies, $2,302; Postage, $1,718; and Office Supplies, $2,150.

Major changes are:

Operating Supplies	up	$467 due to a $92 or 5% price increase and an additional allocation of $375 to purchase electric staplers.
Office Supplies	up	$102 due to a 5% price increase.

(4) Revolving Funds: Charges for services provided by the Revolving Fund activities are $61,353. The major expense in this area is for Data Processing services totalling $60,000. A budget of $1,353 is provided for Central Services.

Major changes are:

Data Processing	down	$15,000 reflecting the completion of the program to automate court records. Funds are provided in 1984 for system operation and maintenance.

(5) Capital Outlay: Expenses for Capital Outlay total $5,100. A list of approved capital outlays is located in the Appendix.

RECORDER'S COURT

ACTIVITY	1982 ACTUAL EXPENDITURE	1983 PROJECTED EXPENDITURE	1984 TOTAL BASE
Recorder's Court	$ 341,243	$ 462,841	$ 465,920
Personnel	16	17	17

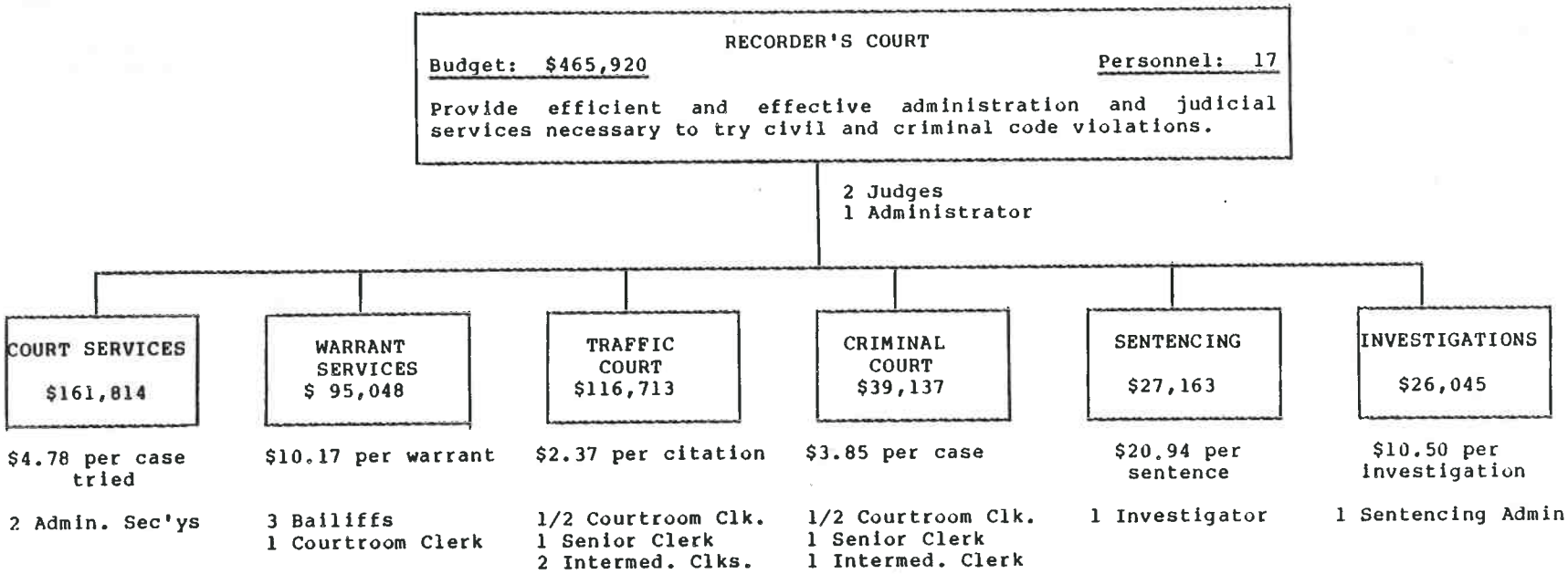
RECORDER'S COURT

PURPOSE: PROVIDE EFFICIENT AND EFFECTIVE ADMINISTRATION AND JUDICIAL SERVICES NECESSARY TO TRY CIVIL AND CRIMINAL CODE VIOLATIONS.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	274937*	316254*	335020*
CONTRACTUAL SERVICES	39438*	54088*	57257*
COMMODITIES	9975*	6581*	7190*
REVOLVING FUNDS	14537*	80418*	61353*
CAPITAL OUTLAY	2356*	5500*	5100*
TOTAL	$ 341243*	$ 462841*	$ 465920*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
RECORDER'S COURT JUDGE	2.00	2.00		69492
INTERMEDIATE CLERK	3.00	3.00	40	27828
SENIOR CLERK	2.00	2.00	44	23279
SENIOR CLERK TYPIST	1.00	1.00	45	10479
BAILIFF	3.00	3.00	48	36758
COURT CLERK	2.00	2.00	51	24262
ADMINISTRATIVE SECRETARY	1.00	1.00	53	14390
REC CT INVESTIGATOR	1.00	1.00	67	20748
ALT SENTENCING ADMINISTRATOR	1.00	1.00	67	17923
COURT ADMINISTRATOR	1.00	1.00	77	25842
TOTAL	17.00	17.00		


RECORDER'S COURT
Budget: $465,920
Personnel: 17
Provide efficient and effective administration and judicial services necessary to try civil and criminal code violations.
2 Judges
1 Administrator
COURT SERVICES
$161,814
WARRANT SERVICES
$ 95,048
TRAFFIC COURT
$116,713
CRIMINAL COURT
$39,137
SENTENCING
$27,163
INVESTIGATIONS
$26,045
$4.78 per case tried
$10.17 per warrant
$2.37 per citation
$3.85 per case
$20.94 per sentence
$10.50 per investigation
2 Admin. Sec'ys
3 Bailiffs
1 Courtroom Clerk
1/2 Courtroom Clk.
1 Senior Clerk
2 Intermed. Clks.
1/2 Courtroom Clk.
1 Senior Clerk
1 Intermed. Clerk
1 Investigator
1 Sentencing Admin.

RECORDER'S COURT

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	1983 PROJECTED	1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	1983 PROJECTED	1984 PLANNED	UNIT COST 1984
Process traffic citations	37,800	43,183	49,314	$65	$83	$85	$1.72 per citation
	Traffic citations						
Process criminal cases	7,651	9,055	10,172	25	32	33	$3.24 per criminal case
	Criminal cases						
Process Pre-paid Fines	11,200	14,431	18,587	9	12	12	$.65 per prepaid fine
	Prepaid fines						
Process Commitments	3,741	4,185	4,678	4	6	6	$1.28 per case bound over
	Cases bound over to higher court for trial						
Collect Revenue	$1,305,430	$1,735,891	$1,978,915	8	11	11	$.005 per dollar collected
	Gross Revenue Collected						
Process Passed Cases	9,928	12,218	15,007	6	9	9	$.39 per passed case
	Traffic Case Continuances						
	5,271	6,566	8,174				
	Criminal Case Continuances						
Conduct Pre-sentence Investigations	2,214	2,293	2,477	18	27	26	$10.50 per investigation
	Background investigations and criminal history checked						
Place Defendants on State Probation	191	206	243	3	4	4	$16.46 per placement
	Defendants placed with Department of Offender Rehabilitation						
Place Defendants on Pre-Trial Intervention Program	126	136	160	3	4	4	$25.00 per placement
	Defendants placed with Department of Labor						
Administer Alternative Sentencing Program	0	520	750	0	17	17	$22.67 per placement
	Defendants sentenced to work programs						
Process Probation Revocations	60	96	144	1	2	2	$13.88 per revocation
	Probation Revocations						
Provide Warrants for the Public and Police	7,801	8,541	9,343	73	94	95	$10.17 per warrant
	Warrants Issued						
Conduct Court Sessions	23,041	24,967	27,039	126	162	162	$4.78 per case tried
	Traffic Cases Tried						
	5,804	6,288	6,809				
	Criminal Cases Tried						

RECORDER'S COURT

GOAL: TO PROVIDE A FORUM FOR THE FAIR AND PROMPT RESOLUTION OF ALL CRIMINAL CASES.

	1982	1983	1984	
OBJECTIVE: To provide and hold hearings on 100% of criminal cases presented to the court.	7,651	9,055	10,172	STRATEGY 1. Schedule all felony cases to be presented to the court within 10 days after arraignment. 2. Schedule all misdemeanor cases to be presented to the court on the next court business day. 3. Conduct every case presented to the court under the guidelines of the Supreme Court of Georgia. 4. Provide the Chatham County Jail with a list of all cases scheduled for preliminary hearings on a daily basis. 5. Use the computerized court information system to identify individuals who have contempt charges pending in order to resolve these pending cases at the same time as the new case.
	Cases presented to court			
OBJECTIVE: To process 100% of traffic citations presented to the court.	37,800	43,183	49,314	STRATEGY 1. Enter all traffic citations issued by the Savannah Police Department, Chatham County Police Department, Georgia State Patrol, Georgia Ports Authority and Savannah State College Police into computer data base. 2. Audit traffic citations to ensure accountability. 3. Work with law enforcement agencies by scheduling police officers' court appearances based on their duty hours and workload. 4. Provide the Georgia State Department of Public Safety with a report of all convictions within 7 days of conviction.
	Citations presented			

RECORDER'S COURT

	1982	1983	1984	
OBJECTIVE: To collect, account for and disburse 100% of all traffic fines imposed and collected.	$1,305,430	$1,735,891	$1,978,915	STRATEGY 1. Develop an installment payment plan for individuals who are unable to pay the entire amount of the fine at one time. Track partial payment plan on the computer. 2. Issue contempt of court warrants for individuals who have failed to pay their fines. 3. Continue use of automated cash management system to disburse funds to correct jurisdiction. 4. Issue monthly fine report to City and County accounting departments to ensure correct disbursal of state mandated court costs.
	Fines imposed & collected			
OBJECTIVE: To investigate all cases referred by judges and identify 100% of recidivists.	2,214	2,293	2,477	STRATEGY 1. Use Recorder's Court, police agencies, GCI and NCIC records to verify identity and obtain criminal history. 2. Confer with social agencies, employers and family members where necessary.
	Cases referred			
OBJECTIVE: To find equitable sentencing alternatives for 100% of cases where incarceration and/or fines are not appropriate.	317	862	1,153	STRATEGY 1. Work with community and non-profit agencies to locate placement sites. 2. Refer individuals to Voluntary Action Center. 3. Investigate the potential for developing a victim restitution program.
	Cases			

Fire

FIRE DEPARTMENT

Budget Proposals: The Fire Department consists of two divisions: Fire Chief's Office and Firefighting. The 1984 Basic Program budget recommended for the Fire Department is listed below. Compared with 1983 projected expenditures, the 1984 Fire Department Budget increases $432,206 or 7.7% to $6,048,356. Major changes are explained below.

Expenditure Areas	1983 Projected Expenditures	1984 Proposed Budget	Difference
Personal Services	$4,359,994	$4,656,502	$296,508
Contractual Services	864,110	949,133	85,023
Commodities	87,540	96,703	9,163
Revolving Fund	170,071	196,464	26,393
Capital Outlay	29,885	29,322	-563
Debt Service	0	0	0
Interfund Transfers	104,550	120,232	15,682
Grand Total	$5,616,150	$6,048,356	$432,206

Basic Program Costs:

(1) Personal Services: Expenses for Personal Services are $4,656,502 in 1984. Wages and Salaries cost $3,891,211. Other major allocations are provided for Pension, $296,777; Group Medical Insurance, $234,570; Social Security, $96,430; and Worker's Compensation, $62,460.

Major changes are:

Salaries and Wages	up	$229,929 due to a general wage increase of $156,642 and modular increases of $73,287.
Pension	up	$23,820 due to higher wages and increased contributions to the Pension Fund.
Worker's Compensation	up	$16,014 due to an adjustment in the charge method to reflect actual injury rates and expenses. City-wide, the Worker's Compensation costs increased 3%.

(2) Contractual Services: Contractual Services cost $949,133. The major expense in this series is the Southside Fire Services contract of $800,000 in 1984. Communications, $47,417; Electricity, $39,300; and Natural Gas, $22,800, are also budgeted in this series.

Major changes are:

Southside Fire Contract	up	$65,980 due to increased operating costs experienced by the Southside Fire Department.
Communications	up	$6,821 reflecting rate increases for the dispatch system ($5,882) and other lines ($939).
Natural Gas	up	$3,800 due to an anticipated 20% rate hike.

(3) Commodities: Expenses for Commodities total $96,703 in 1984. The Clothing budget totals $40,762, which provides $26,335 for uniform replacement and $14,427 for protective clothing. Fuel for Fire vehicles is budgeted at $30,247. An allocation of $19,613 is provided for Operating Supplies such as axe handles, rakes, shovels, and housekeeping materials for 9 stations.

Major changes are:

Fuel	up	$3,739 due to price increases for Gasoline ($1,311) and Diesel fuel ($2,428). Gasoline is budgeted at $1.21/gallon (16,326 gallons) with Diesel at $1.09/gallon (9,595 gallons) in 1984.
Operating Supplies	up	$2,922 due to price increases for basic supplies ($1,197) and the replacement of 15 mattresses and box springs ($1,725).

(4) Revolving Fund: The 1984 chargebacks for services provided by the Revolving Fund activities are budgeted at $196,464. The major expense in this area is the $137,406 Vehicle Maintenance allocation needed to operate the fire fleet. Central Services charges for mail service and building repair work total $52,289.

Major changes are:

Central Services	up	$24,414 due primarily to increased charges for electronic equipment repair necessitated by installation of the new communication center.
Vehicle Maintenance	up	$4,833 due to an anticipated 5% increase in related expenses.

(5) Capital Outlay: Expenses for equipment cost $29,322 in 1984 or 2% less than in 1983. A list of approved capital outlays is presented in the Appendix.

(6) Interfund Transfers: An allocation of $120,232 is provided for Vehicle Depreciation. The increase of $15,682 (15%) reflects rising vehicle replacement costs.

FIRE DEPARTMENT

ACTIVITY	1982 ACTUAL EXPENDITURE	1983 PROJECTED EXPENDITURE	1984 TOTAL BASE
Fire Chief	$ 155,051	$ 142,985	$ 150,828
Firefighting	5,082,990	5,473,165	5,897,528
TOTAL	$5,238,041	$5,616,150	$6,048,356
Personnel	211	210	210

FIRE

POSITION TITLE	RANGE	STAFF YEARS
FIRE CHIEF	94	1.00
ASSISTANT FIRE CHIEF	80	1.00
FIRE BATTALION CHIEF	73	6.00
SENIOR MANAGEMENT ANALYST	72	1.00
FIRE TRAINING OFFICER	70	1.00
FIRE CAPTAIN	67	42.00
MASTER FIREFIGHTER	59	98.00
SR FIRE DISPATCHER	57	1.00
FIRE DISPATCHER	53	4.00
FIREFIGHTER TRAINEE	52	10.00
FIREFIGHTER	52	43.00
SENIOR CLERK-STENO	48	1.00
SENIOR CLERK TYPIST	45	1.00
		210.00

FIRE CHIEF

PURPOSE: PROVIDE ADMINISTRATIVE AND INVESTIGATIVE SERVICES NECESSARY TO COORDINATE EFIGHTING ACTIVITIES.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	135476*	118244	125353
CONTRACTUAL SERVICES	7928*	8655*	11994*
COMMODITIES	2249	3889*	4202*
REVOLVING FUNDS	4797*	6299*	3405*
CAPITAL OUTLAY	159*	790*	0*
INTERFUND TRANSFERS	4442	5108	5874
TOTAL	$ 155051*	$ 142985*	$ 150828*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	45	11003
SENIOR CLERK-STENO	1.00	1.00	48	13052
FIRE TRAINING OFFICER	1.00	1.00	70	24612
SENIOR MANAGEMENT ANALYST	1.00	1.00	72	21261
FIRE CHIEF	1.00	1.00	94	39124
TOTAL	5.00	5.00		

FIRE BUREAU

Budget: $6,048,356 Personnel: 210

The Fire Department is responsible for developing and implementing fire prevention and firefighting programs. In promoting fire prevention, the Department inspects homes and businesses for fire hazards and provides educational programs for the public in fire prevention and safety. In its firefighting capacity, the Department responds to emergency calls from within the Savannah City Limits, industrial zones, and subscribers outside Savannah. The Department also answers rescue calls from anywhere within Chatham County.

FIRE CHIEF'S OFFICE

Budget: $150,828 Personnel: 5

Provide administrative and investigative services necessary to coordinate firefighting activities.

ADMINISTRATION - $68,370

Administer and oversee fire services, programs, personnel, and budget.

1 Fire Chief
1 Sr. Clerk Steno
1 Sr. Clerk Typist

1 Sedan

DATA COLLECTION $27,809

$676 per report

1 Sr. Mgmt. Analyst

INVESTIGATIONS $23,802

$24 per investigation

* 1 Chief Fire Invest.
* 1 Fire Investigator

2 Sedans

* Charged to Police Investigations

TRAINING MANAGEMENT $30,847

$153 per firefighter

1 Fire Training Officer

FIRE BUREAU

FIRE CHIEF'S OFFICE

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Administer and oversee fire services, programs, personnel and budget.	N/A	N/A	N/A	$63	$65	$68	N/A
Manage and oversee training program	11	11	11	29	29	31	$153 per firefighter
	Courses of instruction in Fire Science						
Collect and manage data and data systems. Prepare special reports and budget.	37	37	37	23	24	25	$676 per report
		Reports					
	1	1	1	2	3	3	$3,000 per budget
		Budget					
Conduct fire investigations	842	900	900	18	11	12	$13 per investigation
		Fire Investigations					
Investigate arson cases	76	80	80	20	11	12	$150 per case
		Arson Investigations					

FIRE BUREAU

FIRE CHIEF'S OFFICE

GOAL: TO MAINTAIN THE PRESENT STATE CERTIFICATION OF THE SAVANNAH FIRE DEPARTMENT

	1982	1983	1984	
OBJECTIVE: To ensure that all fire calls are responded to with personnel whose training exceeds State Minimum Standards of 120 hours training annually.	202	202	202	STRATEGY 1. Conduct a recruit training course in basic firefighting for all employees of 240 hours. 2. Conduct fire science courses each year in order for certified firefighters to exceed State requirements. 3. Test each individual on each basic and fire science course. 4. Give additional instructions and re-test if the initial test grade is not satisfactory.
	Certified firefighters			
OBJECTIVE: To determine the cause of 98% of structural fires	396 (98%)	446 (98%)	435 (98%)	STRATEGY 1. Maintain a reporting system to identify all structural fires by incident number, location, and date. 2. Take action to initiate investigation of all structural fires within 72 hours of occurrence. 3. Report and identify the type, cause of fire, property value, and fire loss on each incident, using 120 available classifications. 4. Take tactical action on all structural incendiary fires and investigate all suspects. 5. Arrest and prosecute all cases where there is sufficient evidence.
	Determined causes of structural fires			

FIREFIGHTING

PURPOSE: REDUCE THE INCIDENCE OF FIRE AND THE LOSS OF PROPERTY AND LIFE WITHIN THE CITY BY EFFECTIVE RESCUE AND FIREFIGHTING SUPPORTED BY HOME INSPECTIONS AND FIRE PREVENTION PROGRAMS.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	3907139*	4241750	4531149
CONTRACTUAL SERVICES	785271*	855455*	937139*
COMMODITIES	62426*	83651*	92501*
REVOLVING FUNDS	211652*	163772*	193059*
CAPITAL OUTLAY	29078*	29095*	29322*
INTERFUND TRANSFERS	87424	99442	114358
TOTAL	$ 5082990*	$ 5473165*	$ 5897528*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
FIREFIGHTER TRAINEE	10.00	10.00	52	130520
FIREFIGHTER	43.00	43.00	52	657605
FIRE DISPATCHER	4.00	4.00	53	50689
SR FIRE DISPATCHER	1.00	1.00	57	14043
MASTER FIREFIGHTER	98.00	98.00	59	1812017
FIRE CAPTAIN	42.00	42.00	67	936540
FIRE BATTALION CHIEF	6.00	6.00	73	154050
ASSISTANT FIRE CHIEF	1.00	1.00	80	28491
TOTAL	205.00	205.00		

FIREFIGHTING

Budget: $5,897,528 Personnel: 205

Reduce the incidence of fire and loss of life and property within the City through home inspections, fire prevention, and firefighting efficiency programs.

1 Asst. Fire Chief
1 Sedan

FIRE PREVENTION $141,748

- HOME INSPECTIONS $78,790
  - $15 per inspection
- SCHOOL VISITS & LECTURES $4,831
  - $2 per person
- "LEARN NOT TO BURN" $30,796
  - $4 per student
- FIRE PREVENTION WEEK $8,689
  - $173 per event
- PRE-FIRE PLANS $18,642
  - $144 per plan

4.04 Staff

FIREFIGHTING & RESCUE $2,877,536

- FIRE CONTROL AND SUPPRESSION $280,939
  - $175 per run
- EMERGENCY RESCUES $ 9,974
  - $167 per rescue
- SUPERVISION & ALERT DUTY $2,586,623
  - $275 per hour

127.72 Staff

Equipment	First Line	Reserve
Pumper	13	3
Mini-pumper	1	0
Hose wagon	1	1
Aerial ladder	1	2
Snorkel	1	0
Supply van	1	0

SOUTHSIDE FIRE PROTECTION $801,951

- SOUTHSIDE FIRE DEPT. CONTRACT $800,000
  - $1,687 per call
- CONTRACT MANAGEMENT $1,951
  - $4 per call

SUPPORT PROGRAMS $2,076,293

- TRAINING $521,507
  - $2,581 per firefighter
- SUPPORT MANAGEMENT & MAINTENANCE OF STATIONS AND EQUIPMENT $1,379,437
  - $118 per day
- COMMUNICATIONS $137,346
  - $59 per service call
- PUBLIC SERVICE $38,003
  - $55 per service call

73.24 Staff

FIREFIGHTING

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Control and suppress fires and false alarms	3	10	10				
	Fire runs - Public Buildings						
	354	380	380				
	Fire runs - Dwellings						
	47	60	50				
	Fire runs - Mercantile						
	1	5	5				
	Fire runs - Manufacturing						
	273	275	225				
	Fire runs - Vehicles						
	371	600	450				
	Fire runs - Open areas						
	36	50	40				
	Fire runs - Other						
	1085	1380	1160	$173	$186	$203	$175 per run
	Fire runs - Total						
	85	130	80				
	False Alarms - Intentional						
	367	435	360				
	False Alarms - Unintentional						
	452	565	440	66	71	78	$177 per false alarm
	False Alarms - Total						
Stand-by on Alert Duty	53.3	56.5	56.5	2,238	2,408	2,587	$275 per hour
	Average Daily 24 hours strength						
Emergency Rescues	41	60	60	9	9	10	$167 per rescue
	Rescues						

FIREFIGHTING

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Participate in training	11	11 Classes	11	$447	$481	$521	$2,581 per firefighter
Maintain stations, equipment and support management	11,673	11,673 Duty Days	11,673	1,190	1,280	1,380	$118 per 12 hr. duty day
Provide communication services 24 hours/365 days							
Fire and False Alarms	1,537	1,945 Service Calls	1,600	113	122	133	$83 per call
Rescue & Public Service	559	745 Service Calls	745	4	4	4	$5 per call
Provide Public Service Response	518	685 Service Calls	685	32	35	38	$55 per service call
Southside Contract	260	260 Fire Calls	260				
	98	98 False Alarms	98				
	116	116 Public Service Calls	116				
	474	474 Total Calls	474	691	744	800	$1,687 per call
Contract Management	N/A	N/A	N/A	--	2	2	$4 per call
Conduct home and business inspections	4608	4000 Inspections	4000	$51	$55	$59	$15 per inspection
Conduct City-wide inspections during Fire Prevention Week	2382	1300 Inspections	1300	17	19	20	$15 per inspection
Conduct school visits and lectures	3281	3100 Participants	3100	4	4	5	$2 per pupil
"Learn Not To Burn" Program	None	1670 Participants	8100	26	29	31	$4 per pupil
Sponsor Fire Prevention Week	50	50 Events	50	7	8	8	$173 per event
Develop and Update Pre-fire plans	136	132 Pre-fire Plans	132	15	16	19	$144 per plan

FIRE BUREAU

FIREFIGHTING

GOAL: TO MAKE ALL PLANNING UNITS WITHIN THE CITY EQUALLY SAFE FROM FIRE AND LOSS

	1982	1983	1984
OBJECTIVE: To reduce the overall structural fire rate City-wide 2.2% by achieving reductions in selected high incident Sub-Planning Units in major fire causes. The reduction is targeted by cause and Sub-Planning Units on the following chart.	3.71M*	3.65M*	3.56M*
	Fire Rate City-Wide		

STRATEGY

1. Locate the Sub-Planning Units with the highest incidence of structural fires and identify the cause of each.
2. Concentrate Home Inspections in these areas with particular emphasis by Firefighters on high neighborhood causes of fires.
3. Increase public awareness of neighborhood causes of fires and of protective actions to prevent fires from these causes.
4. Teach children the causes of home fires and the ways to prevent them through the "Learn Not To Burn" Program.
5. Review and correct defects found as a result of the Home Inspections Program.

SUB-PLANNING UNIT	2B	5B	13A	16B	17B	18B
Causes:						
Careless Smoking				-1		
Children With Matches					-1	
Electrical Appliances/Motors	-1					
Grease/Food on Stove	-1	-1				-2
Open Lights/Flames			-1		-1	

NOTE: 107,800 population covered by Savannah Fire Department.

* M = rate per thousand population.

FIREFIGHTING

	1982	1983	1984
OBJECTIVE: To reduce the number of responses to False Alarms by 2.7% City-wide	85	85	80
	Intentional False Alarms		
	367	367	360
	Unintentional False Alarms		
	452	452	440
	Total False Alarms		

STRATEGY

1. Develop and implement a reporting system that will identify patterns of location and frequency of types of false alarms.
2. Evaluate each false alarm report with particular attention and emphasis to repeat locations.
3. Increase awareness in school-age children of the danger to firefighters in responding to false alarms.
4. Review the adequacy of mechanical alarm devices at locations which have experienced repeated false alarms.
5. Make alarm system companies aware of deficiencies in their systems by sending monthly letter.

OBJECTIVE: To maintain a response time average of under 2 minutes 55 seconds on all fire calls	2:44	2:55	2:55
	Response time average		

STRATEGY

1. Maintain a record of the response time for each fire run for all 36 operating units.
2. Identify and investigate each response that exceeds established norms.
3. Analyze and score each operating unit each month.
4. Ensure that personnel are trained in efficient emergency response procedures.
5. Ensure that equipment is maintained and performs to established standards.

FIREFIGHTING

OBJECTIVE: To maintain the reduction achieved in 1982 of structural fire incidents in Planning Units 19, 20, and 21.

	1982	1983	1984
P.U. #19	92	92	92
P.U. #20	34	34	34
P.U. #21	40	40	40
	Number of Fires		
P.U. #19	6.37M	6.37M	6.37M
P.U. #20	5.68M	5.68M	5.68M
P.U. #21	7.73M	7.73M	7.73M
	Rate per thousand		

STRATEGY

1. Identify the Sub-Planning Units within these Planning Units that exceed the target rate.
2. Re-inspect the structures in these Sub-Planning Units.
3. Supply Neighborhood Associations in these Planning Units with the location, cause and dollar loss of fires in their areas.
4. Increase public awareness by giving presentations and talks to neighborhood and church groups in these Planning Units.
5. Work closely with Inspections and Clean Environment on correcting potential fire hazards, by furnishing Inspectors with monthly information on code violations and promptly reporting trash and debris problems to Clean Environment.

OBJECTIVE: To reduce the number of fires in the 5 highest risk causes in the Savannah Fire Department covered area of the City.

Fire Causes			
Defective electrical wiring	106	106	100
Grease or food on stove	87	87	85
Careless smoking	57	57	55
Children with matches	42	42	40
Electrical appliances & motors	42	42	40
	Number of Fires		

STRATEGY

1. Create a news information system to apprise the public of the causes of fires in their neighborhoods.
2. Identify the cause and location of each structural fire.
3. Increase public awareness of protective actions to prevent fires.
4. Furnish monthly data to media.
5. Teach children the causes of home fires and the ways to prevent them through the "Learn Not To Burn" program.
6. Furnish firefighters data on fire causes so that they can emphasize them during home inspections.

Leisure Services

LEISURE SERVICES BUREAU

Budget Proposals: The Bureau of Leisure Services consists of seven activities of the General Fund, the Golf Course Fund, and the Civic Center Fund. The recommended Basic Program budget for Leisure Services, excluding the Golf Course and Civic Center Funds, is listed below. Compared with the projected expenditures for 1983, the 1984 Leisure Services Budget totals $3,156,526, an increase of $168,362, 5.6% over 1983.

Expenditure Areas	1983 Projected Expenditures	1984 Proposed Budget	Difference
Personal Services	$1,879,715	$2,022,281	$142,566
Contractual Services	588,489	612,314	23,825
Commodities	211,417	224,494	13,077
Revolving Fund	238,902	248,990	10,088
Capital Outlay	42,787	17,565	-25,222
Debt Service	0	0	0
Interfund Transfers	26,854	30,882	4,028
Grand Total	$2,988,164	$3,156,526	$168,362

Basic Program Costs:

(1) Personal Services: Expenses for Personal Services are $2,022,281 in 1984. Wages and Salaries cost $1,586,264. Other major allocations are provided for Group Medical Insurance, $148,582; Pension, $121,000; and Social Security, $111,458.

Major changes are:

Salaries and Wages	up	$113,716 due to wage increases.
Pension	up	$11,321 due to higher wages and increased contributions to the Pension Fund.
Social Security	up	$12,798 because of the rate change ($4,440) and the pay adjustments ($8,358).

(2) Contractual Services: Expenses for Contractual Services total $612,314. The major expense in this area is Other Contractual Services at $207,761, which includes meal and transportation contracts in Golden Age ($145,852) and Adult Day Care ($59,830). Other major expenses are Electricity, $153,825, and Professional Services Fees, $95,627. Professional Services Fees provides for sport officials and scorers in Athletics ($62,305) and sport officials and instructors in Neighborhood Programs ($20,245).

Major changes are:

Professional Services Fees	up	$4,250 primarily due to increasing cost of providing sport officials in Athletics ($3,858).
Electricity	up	$7,405 due to anticipated rate increases.
Natural Gas	up	$5,684 due to anticipated rate increases.
Printing	up	$5,507 due to the transfer of this account from the Revolving Fund to the Contractuals.

(3) Commodities: Expenses for Commodities total $224,494 in 1984. The major expense in this series is Sports and Crafts Supplies at $98,835, which provides for games, crafts, and athletic equipment in Athletics ($50,947) and Neighborhood Programs ($25,000). Of the $42,418 budgeted for Operating Supplies and Materials, $30,925 is allocated to Buildings and Grounds for cleaning supplies, trash bags, filters, and other supplies. Construction Materials, budgeted at $38,910, includes $32,300 in Buildings and Grounds for plumbing supplies, lumber, clay, wire, and electrical supplies.

Major changes are:

Construction Materials	up	$5,039 due to anticipated price increases ($1,665) and additional clay ($1,625) and other supplies ($2,325) for five parks added in 1983.
Sports and Crafts	up	$2,195 for price increases in Supplies and Materials.
Operating Supplies	up	$2,913 due to anticipated price increases($1,915) and the addition of five parks ($1,000) in Buildings and Grounds.

(4) Revolving Fund: Revolving Fund chargebacks are budgeted at $248,990 for 1984. The major expense in this series is $138,826 related to maintenance and operation of the bureau's vehicles. Central Services charges including building repair work total $103,329.

Major changes are:

Vehicle Maintenance	up	$6,436 or 4.9% due to anticipated increases in fuel and related expenses.
Central Services	up	$9,466 due to price increases and changes in services provided.

(5) Capital Outlay: Expenses for Capital Outlay items cost $17,565 in 1984, $25,222 less than in 1983. A list of approved Capital Outlays is in the Appendix.

(6) Interfund Transfers: A 15% or $4,028 increase is recommended for Vehicle Depreciation expenses due to the increasing cost of replacing Leisure Services vehicles.

LEISURE SERVICES BUREAU

ACTIVITY	1982 ACTUAL EXPENDITURE	1983 PROJECTED EXPENDITURE	1984 TOTAL BASE
Leisure Services Bureau Chief	$ 136,046	$ 157,159	$ 160,450
Athletics	372,038	377,390	393,239
Neighborhood Programs	790,079	833,287	882,647
Adult Day Care	183,644	203,315	214,470
Golden Age	385,117	401,169	422,642
Buildings & Grounds	948,874	961,351	1,016,417
Grayson Stadium	0	54,493	66,661
TOTAL	$2,815,798	$2,988,164	$3,156,526
Personnel	130.5	133.02	133.02

LEISURE SERVICES

POSITION TITLE	RANGE	STAFF YEARS
LEISURE SERVICES DIRECTOR	94	1.00
B & G ADMINISTRATOR	78	1.00
NBRHD PROGRAMS ADMINISTRATOR	76	1.00
RECREATION DIRECTOR	76	1.00
ATHLETICS SERVICES ADMINISTRAT	76	1.00
MANAGEMENT ANALYST	69	1.00
L S PROGRAMS COORDINATOR	69	2.00
RECREATION SUPERVISOR	65	7.00
PRINCIPAL EQUIPMENT MECHANIC	64	1.00
MAINTENANCE SUPERVISOR	61	3.00
SOCIAL SERVICES COORDINATOR	59	1.00
BLDG MNT MECHANIC	59	2.00
RECREATION SPECIALIST	55	5.40
PKS MAINT SPECIALIST	54	1.00
ADMINISTRATIVE SECRETARY	53	1.00
BUILDING & GROUNDS SUPERVISOR	53	2.00
SUPV MAINTENANCE SERV WORKER	50	1.00
RECREATION CENTER MANAGER	49	13.34
SENIOR CLERK-STENO	46	3.00
MAINTENANCE CRAFTS WORKER	48	3.00
SENIOR CLERK TYPIST	45	.50
SWIMMING POOL MANAGER	45	.50
LEISURE SERVICES BUS DRIVER	45	1.00
RECREATION LEADER	45	33.18
MEDIUM EQUIPMENT OPERATOR	45	4.00
LIGHT EQUIPMENT OPERATOR	43	5.00
INTERMEDIATE CLERK TYPIST	41	1.00
INTERMEDIATE CLERK	40	1.00
GRNDS MAINT WORKER	40	14.33
MAINTENANCE SERVICE WORKER	40	4.00
SENIOR LIFEGUARD	39	2.25
SECURITY GUARD	39	.75
CLERK TYPIST	38	1.00
CUSTODIAN	36	6.02
LIFEGUARD	35	6.75
		133.02

LEISURE SERVICES DIRECTOR

PURPOSE: PROVIDE OPPORTUNITIES TO BOTH YOUTH AND ADULTS IN THE LEISURE SERVICES, GOLF COURSE, AND CIVIC CENTER PROGRAM.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	111018*	118454*	125286*
CONTRACTUAL SERVICES	6626*	8080*	8703*
COMMODITIES	6414*	6233*	6243*
REVOLVING FUNDS	10021*	20260*	17617*
CAPITAL OUTLAY	0*	1870*	0*
INTERFUND TRANSFERS	1967	2262	2601
TOTAL	$ 136046*	$ 157159*	$ 160450*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
CLERK TYPIST	1.00	1.00	38	10227
ADMINISTRATIVE SECRETARY	1.00	1.00	53	12738
MANAGEMENT ANALYST	1.00	1.00	69	18819
L S PROGRAMS COORDINATOR	1.00	1.00	69	22875
LEISURE SERVICES DIRECTOR	1.00	1.00	94	39124
TOTAL	5.00	5.00		

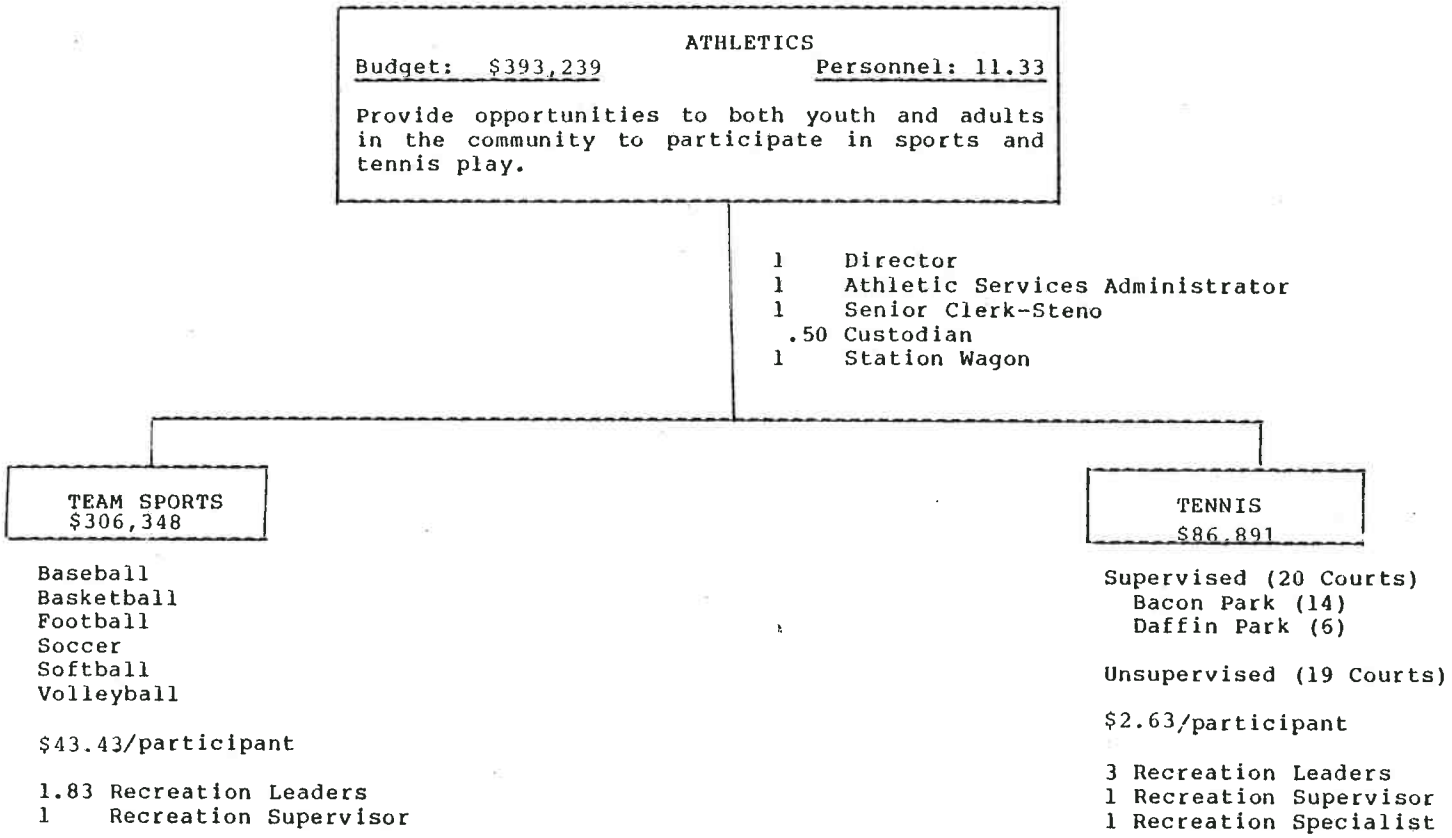
ATHLETICS

PURPOSE: PROVIDE OPPORTUNITIES TO BOTH YOUTH AND ADULTS IN THE COMMUNITY TO PARTICIPATE IN ORGANIZED TEAM SPORTS AND TENNIS PLAY.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	167809	186774	202334
CONTRACTUAL SERVICES	100206*	110900*	114278*
COMMODITIES	61686*	55445*	55913*
REVOLVING FUNDS	25802*	11244*	12245*
CAPITAL OUTLAY	15424*	11750*	7000*
INTERFUND TRANSFERS	1111*	1277*	1469*
TOTAL	$ 372038*	$ 377390*	$ 393239*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
CUSTODIAN	0.50	0.50	38	4417
RECREATION LEADER	4.83	4.83	45	49489
SENIOR CLERK-STENO	1.00	1.00	48	11275
RECREATION SPECIALIST	1.00	1.00	55	13374
RECREATION SUPERVISOR	2.00	2.00	65	33140
SPECIAL SERVICES ADMINISTRATOR	1.00	1.00	76	24951
ATHLETICS DIRECTOR	1.00	1.00	76	25842
TOTAL	11.33	11.33		


ATHLETICS
Budget: $393,239
Personnel: 11.33
Provide opportunities to both youth and adults in the community to participate in sports and tennis play.
1 Director
1 Athletic Services Administrator
1 Senior Clerk-Steno
.50 Custodian
1 Station Wagon
TEAM SPORTS
$306,348
Baseball
Basketball
Football
Soccer
Softball
Volleyball
$43.43/participant
1.83 Recreation Leaders
1 Recreation Supervisor
TENNIS
$86,891
Supervised (20 Courts)
Bacon Park (14)
Daffin Park (6)
Unsupervised (19 Courts)
$2.63/participant
3 Recreation Leaders
1 Recreation Supervisor
1 Recreation Specialist

ATHLETICS

WORK PROGRAMS

PROGRAM		Playing Sites	Number Teams	Number Players	Number Games	Cost per Team	Cost per Player	Cost per Game
BASEBALL	$82,714	28	110	2,016	840	$752	$41.03	$ 97.28
8 and under	$14,558	Largo-Tibet Windsor Forest High (2) Windsor Forest Elem. (2) Armstrong State Bacon Park White Bluff	20	367	150	$728	$39.67	$ 97.05
10 and under	$17,287	St. Joseph (2) White Bluff Bacon Park (3) Craig Barrow Savannah Gardens (2) Daffin (3) Memorial (2)	24	440	180	$720	$39.29	$ 96.04
12 and under	$21,506	St. Joseph (2) White Bluf Bacon Park (3) Craig Barrow Savannah Gardens (2) Daffin (3) Memorial (2)	30	550	225	$717	$39.10	$ 95.58
14 and under	$11,828	Ambucs (lighted)	16	293	120	$739	$40.37	$ 98.57
16 and under	$ 6,286	Daffin Sr. (lighted) Daffin #3 Windsor Forest High (lighted)	8	146	60	$786	$43.05	$104.77

ATHLETICS

PROGRAM		Playing Sites	Number Teams	Number Players	Number Games	Cost per Team	Cost per Player	Cost per Game
BASEBALL (Cont.)								
18 and under	$ 6,216	Daffin Sr. (lighted) Windsor Forest High (lighted)	6	110	60	$1,048	$57.18	$104.77
Adult	$ 4,963	Grayson (lighted) Windsor Forest High (lighted)	6	110	45	$ 827	$45.12	$110.29
SOCCER	$22,670	5	32	576	196	$ 708	$39.36	$115.66
10 and under	$ 4,900	Daffin #2 Daffin #3	8	136	40	$ 613	$36.03	$122.50
12 and under	$ 4,900	Myers Jr. High	8	136	40	$ 613	$36.03	$122.50
14 and under	$ 4,900	Daffin #2 Daffin Optimist	8	136	40	$ 613	$36.03	$122.50
Adult	$ 7,970	Armstrong State	8	168	75	$ 996	$47.44	$106.27
BASKETBALL	$49,628	8	60	720	396	$827	$68.93	$125.32
10 and under	$ 7,697	Jenkins High	8	96	56	$962	$80.18	$137.45
12 and under	$13,977	Bartlett Thompkins	16	192	112	$874	$72.80	$124.79
14 and under	$13,977	Benedictine J.E.A.	16	192	112	$874	$72.80	$124.79
Adult	$13,977	Shuman Windsor High Beach	20	240	112	$699	$58.24	$124.79
SOFTBALL	$81,489	6	115	2,300	1,281	$709	$35.43	$ 63.61
Adult Mens	$15,811	"Open A" Eisenhower Diamonds 1-2-3-4	24	480	252	$659	$32.94	$ 62.74
Adult Mens	$15,911	Church Eisenhower	24	480	252	$663	$33.15	$ 63.14
Adult Mens	$ 9,384	"Open B" Eisenhower Diamonds 1-2-3-4	10	200	180	$938	$46.92	$ 52.13

PROGRAM		Playing Sites	Number Teams	Number Players	Number Games	Cost per Team	Cost per Player	Cost per Game
SOFTBALL (Cont.)								
Adult Ladies	$ 5,930	"A" Eisenhower Diamonds 1-2-3-4	9	180	109	$659	$32.94	$54.40
Youth		Hudson Hill	10	200	90	$753	$32.94	$83.68
	$ 7,531	- 12 W. Gwinnett	10	200	90	$753	$32.94	$83.68
	$ 7,531	- 15 W. Gwinnett	10	200	90	$753	$32.94	$83.68
	$ 7,531	- 15 W. Gwinnett	10	200	90	$753	$32.94	$83.68
Adult Ladies	$ 5,930	"B" Memorial Diamonds 1-2	9	180	109	$659	$32.95	$54.40
Adult Ladies	$ 5,930	"C" Memorial Diamonds 1-2	9	180	109	$659	$32.95	$54.40
FOOTBALL	$47,790	4	50	1,250	225	$956	$38.23	$212.40
9 and under	$ 9,558	Eisenhower #1	10	250	45	$956	$38.23	$212.40
10 and under	$ 9,558	Eisenhower #2	10	250	45	$956	$38.23	$212.40
11 and under	$ 9,558	Eisenhower #3	10	250	45	$956	$38.23	$212.40
12 and under	$ 9,558	Ambucs Windsor Forest High	10	250	45	$956	$38.23	$212.40
13 and under	$ 9,558	Daffin Senior	10	250	45	$956	$38.23	$212.40
VOLLEYBALL	$22,057	1	16	192	112	$1,379	$114.88	$196.94
Adult Ladies	$11,028	"A" Jenkins High	8	96	56	$1,379	$114.88	$196.94
Adult Ladies	$11,029	"B" Jenkins High	8	96	56	$1,379	$114.88	$196.94

ATHLETICS

PROGRAM		Playing Sites	Number Players	Number Tournaments	Number Matches	Cost per Player	Cost per Tournament	Cost per Match
TENNIS TOURNAMENTS	$4,523	2	1,800	12	2,650	$2.51	$377	$1.71
Adult Tournaments	$3,769	Bacon Park Daffin Park	1,500	10	2,000	$2.51	$377	$1.88
Jr. Tournaments	$ 754		300	2	650	$2.51	$377	$1.16
NATIONAL JUNIOR TENNIS PROGRAM	$ 754	7	300	N/A	600	$2.51	N/A	$1.26
Beginners	$ 88	Cloverdale	35	N/A	70	$2.51	N/A	$1.26
Beginners	$ 126	Forsyth	50	N/A	100	$2.52	N/A	$1.26
Beginners	$ 88	May Street	35	N/A	70	$2.51	N/A	$1.26
Beginners	$ 126	Daffin	50	N/A	100	$2.52	N/A	$1.26
Beginners	$ 126	Bacon	50	N/A	100	$2.52	N/A	$1.26
Beginners	$ 75	Kennedy	30	N/A	60	$2.50	N/A	$1.25
Beginners	$ 125	Bartow	50	N/A	100	$2.50	N/A	$1.25
OPERATE/MAINTAIN TENNIS COURTS	$81,614		31,000	N/A	N/A	$2.63	N/A	N/A

23 supervised courts
16 unsupervised courts

Bacon Park	14 supervised courts
Daffin Park	9 supervised Courts
Forsyth Park	4 unsupervised courts
Bartow	2 unsupervised courts
Kennedy	2 unsupervised courts
May Street	4 unsupervised courts
Cloverdale	2 unsupervised courts
Forest Hills	2 unsupervised courts

ATHLETICS

GOAL: TO PROVIDE OPPORTUNITIES TO BOTH YOUTH AND ADULTS IN THE COMMUNITY TO PARTICIPATE IN ORGANIZED TEAM SPORTS AND TENNIS PLAY.

	1982	1983	1984	
OBJECTIVE: To organize and direct 100 baseball teams playing at 28 sites starting in May and continuing until August.	805 2,016	840 Games 2,016 Players	840 2,016	STRATEGY 1. Form 5 baseball leagues of different levels. 2. Conduct coaching clinics. 3. Conduct umpires' clinics. 4. Form a protest board.
OBJECTIVE: To organize and direct 32 soccer teams playing at 5 sites during January and February .	196 576	196 Games 576 Players	196 576	STRATEGY 1. Form 3 youth soccer leagues. 2. Form 1 adult soccer league. 3. Conduct coaching clinics. 4. Form a protest board.
OBJECTIVE: To organize and direct 60 basketball teams playing at 8 sites starting in January and ending in March.	396 720	396 Games 720 Players	396 720	STRATEGY 1. Form 3 boys' youth basketball leagues of different levels. 2. Form 2 girls' youth basketball leagues of different levels. 3. Form 4 adult men's basketball leagues of different levels. 4. Form an open adult women's basketball league. 5. Conduct coaching clinics. 6. Form a protest board.
OBJECTIVE: To organize and direct 115 softball teams playing at 8 sites starting in March and continuing until August.	1,281 2,300	1,281 Games 2,300 Players	1,281 2,300	STRATEGY 1. Form 4 adult men's softball leagues of different levels. 2. Form 3 adult women's softball leagues of different levels. 3. Conduct umpires' clinics. 4. Form a protest board.

ATHLETICS

	1982	1983	1984
OBJECTIVE: To organize and direct 50 football teams playing at 4 sites starting in August and continuing until November.	225	225 Games	225
	1,250	1,250 Players	1,250
OBJECTIVE: To organize and direct 16 volleyball teams playing at one site starting in September and continuing until October.	112	112 Games	112
	192	192 Players	192
OBJECTIVE: To organize and maintain 23 supervised and 14 unsupervised courts and to conduct 4 clinics and 12 tournaments before December 15.	4,940	4,940 Hours	4,940
	12	12 Tournaments	12
	150	150 Players/Tournament	150

STRATEGY
1. Form 6 youth football leagues of different levels.
2. Conduct coaching clinics.
3. Conduct referee clinics.
4. Form a protest board.
5. Sponsor an 8-team regional bowl game.

STRATEGY
1. Form 2 women's volleyball leagues.
2. Form 1 men's volleyball league.
3. Form a protest board.
4. Conduct 12 tournaments.
5. Provide seasonal supervision for the 14 unsupervised courts (8 weeks).

STRATEGY
1. Conduct clinics for different levels of play.
2. Provide facilities for 1 men's league and 2 women's leagues.
3. Organize and direct a chapter of the National Junior Tennis League.
4. Conduct 12 tournaments.
5. Provide seasonal supervision for the 14 unsupervised courts (8 weeks).

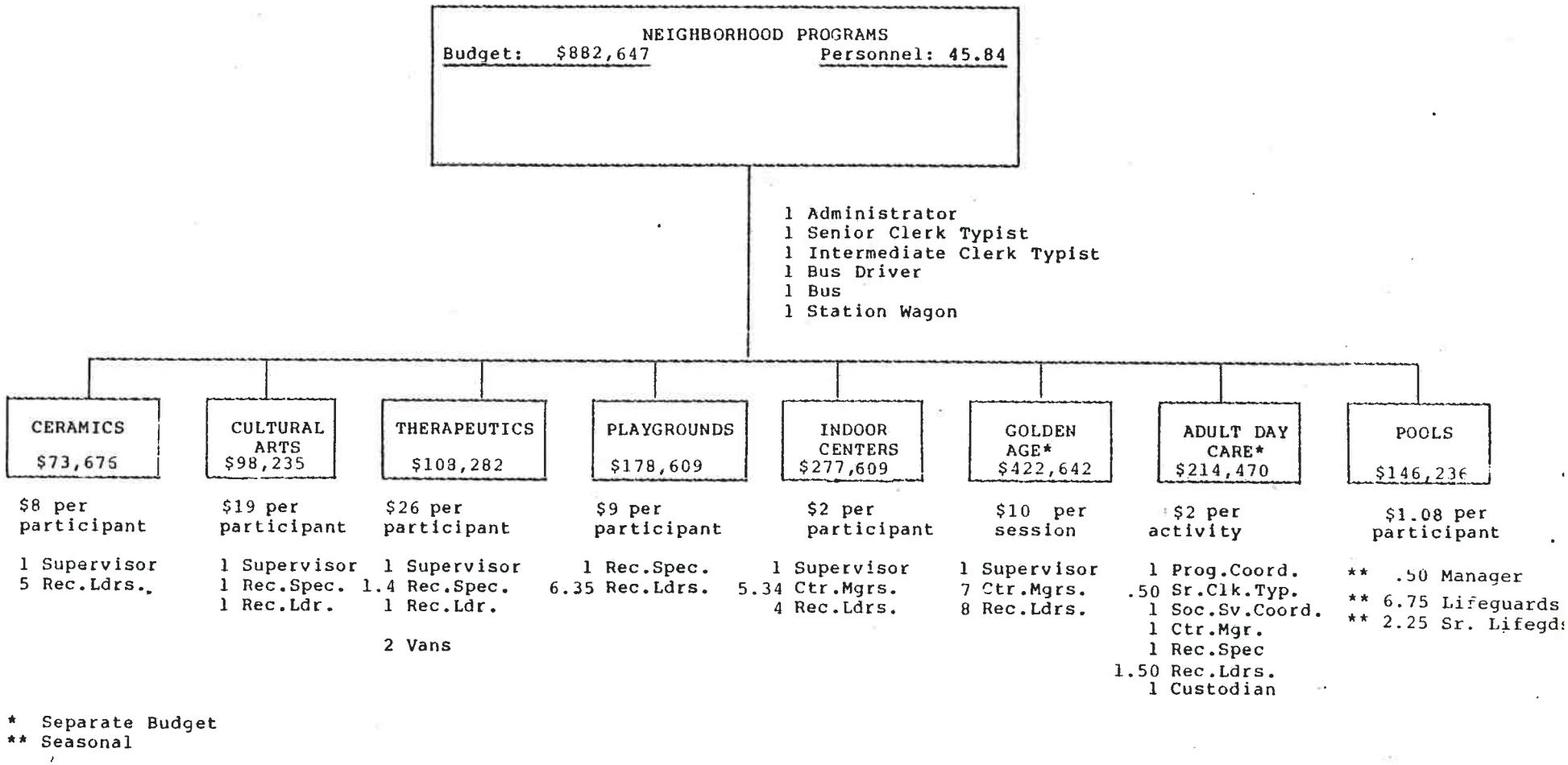
NEIGHBORHOOD CENTERS

PURPOSE: PROVIDE BOTH INDOOR AND OUTDOOR SOCIAL AND RECREATIONAL OPPORTUNITIES FOR ALL AGE GROUPS IN THE COMMUNITY.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	567370	602594	651876
CONTRACTUAL SERVICES	147041*	162704*	173885*
COMMODITIES	25338*	30402*	30991*
REVOLVING FUNDS	46173*	30501*	20914*
CAPITAL OUTLAY	2658*	5363*	3000*
INTERFUND TRANSFERS	1499	1723	1981
TOTAL	$ 790079*	$ 833287*	$ 882647*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
LIFEGUARD	6.75	6.75	35	54081
SECURITY GUARD	0.75	0.75	39	6527
SENIOR LIFEGUARD	2.25	2.25	39	19881
INTERMEDIATE CLERK TYPIST	1.00	1.00	41	10479
SWIMMING POOL MANAGER	0.50	0.50	45	5114
LEISURE SERVICES BUS DRIVER	1.00	1.00	45	12431
RECREATION LEADER	16.85	16.85	45	194187
SENIOR CLERK-STENO	1.00	1.00	48	11275
RECREATION CENTER MANAGER	5.34	5.34	49	61599
RECREATION SPECIALIST	3.40	3.40	55	45260
RECREATION SUPERVISOR	4.00	4.00	65	67598
ATHLETIC SERVICES ADMIN.	1.00	1.00	76	25021
TOTAL	45.84	45.84		



* Separate Budget
** Seasonal

NEIGHBORHOOD PROGRAMS

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Administration	N/A	N/A	N/A	$ 71	$ 74	$ 78	N/A
Transportation	5,480	5,480 Participants	5,480	$ 12	$ 13	$ 14	$2 per participant

NEIGHBORHOOD PROGRAMS

CERAMICS

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	1983 PROJECTED	1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	1983 PROJECTED	1984 PLANNED	UNIT COST 1984
nduct Ceramic Classes	396	462 Classes	462	$ 60	$ 65	$ 69	$ 8 per participant
	1,200	1,400 Registrants per Session	1,400				
	7,200	8,400 Total Class Participants	8,400				
nduct Ceramic Show	1	1 Show	1				
ecial Classes	4	7 Special Classes	7				

CULTURAL ARTS

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	1983 PROJECTED	1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	1983 PROJECTED	1984 PLANNED	UNIT COST 1984
Conduct Art Classes	2,900	3,190 Participants	3,509	$ 80	$ 83	$ 88	$ 19 per participant
Conduct Dance Classes	500	550 Participants	605				
Conduct Music Classes	185	213 Participants	245				
Demonstrations, Exhibits, and Performances	25	75 Participants	225				

NEIGHBORHOOD PROGRAMS

THERAPEUTICS

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Conduct supervised games for physically handicapped and mentally handicapped.	565	586 Games	665	$ 88	$ 95	$ 97	$ 23 per participant
	2,750	3,140 Participants	3,150				
Conduct Special Events for physically handicapped and mentally handicapped.	7	22 Events	26				
	350	555 Participants	550				

PLAYGROUNDS

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Conduct Arts and Crafts Classes	978	1,000 Classes	2,000	$139	$147	$160	$ 9 per participant
	1,082	2,030 Participants	3,000				
Conduct Free Play	11,006	11,296 Periods	13,316				
	9,875	10,900 Participants	13,000				
Conduct Special Events, Field Trips, Tournaments, Contests	769	800 Participants	1,200				

NEIGHBORHOOD PROGRAMS

NEIGHBORHOOD CENTERS

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Conduct Arts and Crafts Classes	408	800 Classes	900	$219	$234	$249	$ 2 per participant
	5,401	6,100 Participants	7,000				
Conduct Free Play Periods	5,388	6,040 Periods	6,200				
	93,388	98,303 Participants	110,000				
Conduct Special Events	60	60 Events	70				
	1,200	1,200 Participants	1,400				

SWIMMING POOLS

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Conduct recreational swim sessions	2,400	2,400 Sessions	2,800	$118	$124	$131	$ 1.08 per participant
	103,597	109,500 Participants	110,500				
Conduct instructional swim classes	488	520 Classes	600				
	6,799	6,995 Participants	8,645				
Conduct swim meets	7	5 Meets	5				
	1,166	1,225 Participants	1,500				

NEIGHBORHOOD PROGRAMS

CERAMICS

GOAL: TO PROVIDE ALL CITIZENS IN THE COMMUNITY EQUAL ACCESS TO OPPORTUNITIES THAT PROMOTE CREATIVE AND ARTISTIC DEVELOPMENT.

	1982	1983	1984	
OBJECTIVE: To maintain the level of 8,400 participants in the Ceramics Program during 1984.	1,200 Registrants per Session [1] 7,200 Total Class Participants	1,400 8,400	1,400 8,400	STRATEGY 1. Hold seven 6-week sessions of ceramic classes. 2. Provide media coverage to public about the program.
OBJECTIVE: To increase the productivity of the staff by 10% over 1983 at a cost not to exceed the budget.	N/A	N/A Molds	16,800	STRATEGY 1. Establish a daily mold production quota for each staff member. 2. Hold training sessions for staff to improve their performance.
OBJECTIVE: To maintain a service level of 7 Special Classes during 1984.	4	7 Special Classes	7	STRATEGY 1. Hold a special class during each 6-week session. 2. Attend ceramic shows to keep up with new techniques and materials.

[1] Each registrant per session takes 6 classes

NEIGHBORHOOD PROGRAMS

CULTURAL ARTS

GOAL: TO PROVIDE ALL CITIZENS WITH EQUAL ACCESS TO PARTICIPATORY ACTIVITIES WHICH WILL ENHANCE INDIVIDUAL CREATIVITY AND STIMULATE INNATE ARTISTIC TALENTS.

	1982	1983	1984	
OBJECTIVE: To increase art class participation by 10% at a cost not to exceed the budget.	2,900	3,190 Participants	3,509	STRATEGY 1. Offer classes at various time of the day, week and year making it more convenient for citizens to attend. 2. Increase awareness of the program through more media coverage. 3. Offer classes at more locations throughout the city.
OBJECTIVE: To increase dance class and workshop participation by 10% at a cost not to exceed the budget.	500	550 Participants	605	STRATEGY 1. Offer classes at times of the day and week that are more convenient to the public. 2. Increase awareness of the program by more media coverage. 3. Offer classes at a variety of centralized locations.
OBJECTIVE: To increase music class participation by 15% at a cost not to exceed the budget.	185	213 Participants	245	STRATEGY 1. Offer classes at different centralized locations more convenient to the public. 2. Offer classes at various times of the day, week, and year in order to better serve the general public. 3. Increase publicity by way of newspapers, radio, TV and program presentations.
OBJECTIVE: To increase participation for art exhibits, art, dance and music demonstrations, and dance performances by 200% at a cost not to exceed the budget.	25	75 Participants	225	STRATEGY 1. Increase public awareness of the program through more media coverage and advertisement. 2. Provide performances, demonstrations and exhibits at more locations throughout the city. 3. Establish various age levels for art exhibits.

NEIGHBORHOOD PROGRAMS

THERAPEUTICS

GOAL: TO PROVIDE EQUAL ACCESS TO THE DEVELOPMENT OF SKILLS AND INTERESTS LEADING TO ENJOYABLE AND CONSTRUCTIVE USE OF LEISURE TIME FOR THE "SPECIAL POPULATIONS" OF OUR COMMUNITY. *

	1982	1983	1984
OBJECTIVE: To increase the number of indoor and outdoor supervised therapeutic activities offered from 586 for the year 1983 to 695 for the year 1984.	565	586 Activities	695
Physical Fitness Program			
1. Swimming Classes	179	260	266
2. Bowling	12	10	10
3. Tennis	12	10	10
4. Walk for Fitness	0	10	10
5. Miniature Golf	0	40	40
6. Softball	0	0	30
7. Basketball	0	0	10
8. Track and Field	16	16	20
9. Volleyball	12	10	20
10. Exercise Classes	10	10	10
Cultural Arts Program			
1. Music Therapy	242	75	75
2. Creative Drama	18	20	20
3. Ballet Classes	18	20	20
4. Fun with Food	1	2	4
5. Arts and Crafts	25	34	40
6. Jazzercise Classes	20	20	20
Other Programs			
1. Young Adult Club	0	12	48
2. Birthday Club	0	12	12
3. Sign Language Class	0	20	20

STRATEGY

1. Implement 10 different physical fitness programs between January and December, 1984.
2. Implement 6 different cultural arts programs between January and December, 1984.
3. Coordinate with the Leisure Services Bureau Cultural Arts Program to provide a minimum of 3 programs for the handicapped.
4. Coordinate with other community agencies to provide a comprehensive program with less duplication of services.
5. Implement at least one new program for the handicapped for the year 1984 (softball).

* In our program, "special populations" include the mentally retarded, the physically handicapped, the learning disabled, the emotionally disturbed and behavior disordered, the hearing imparied, the cerebral palsied and the visually impaired.

THERAPEUTICS

	1982	1983	1984
OBJECTIVE: To provide participants the opportunity to participate in at least 20 special events for the year 1984.	7	22 Events	26
Symphony Pops Concerts	0	1	4
Savannah Braves Games	1	2	2
Pizza Party	1	2	2
Holiday Parties	1	3	3
Ballet Performances	0	2	2
Theatre Performances	1	2	2
Puppet Shows	0	2	2
Special Olympics Competitions	3	7	7
Beach Trip	0	0	1
River Street Trip	0	1	1

STRATEGY

1. Set up at least one special event per month as a part of our regular Therapeutics program.
2. Provide transportation to all of our regularly scheduled special events.
3. Coordinate with other community agencies who serve the handicapped population to set up a network of transportation to and from special events in the community.
4. Promote two new programs: Young Adult Club and Birthday Club which include special events in the community.
5. Coordinate with the Cultural Arts Program on free cultural arts activities available for the year 1984.
6. Coordinate with businesses; facilities, etc. on special events available in Savannah.

OBJECTIVE: To assist in developing and/or adapting a minimum of 2 facilities for persons with limitations for the year 1984.	0	3 Facilities	4
New Playground at Daffin Park designed for the handicapped	0	1	1
Physical Fitness Course for Wheelchair Participants	0	0	1
May Street Facilities	0	1	0
Southside Outdoor Facilities	0	1	1
PSMR (Jackson Elementary) Playground	0	0	1

STRATEGY

1. Serve on at least 2 committees whose purpose is to expand existing facilities and/or programs for the handicapped. Examples: Preschool Task Force, 504 Committee.
2. Promote the new as well as existing fcilities which are accessible for the handicapped through radio, TV, and newspaper announcements.
3. Work with architect on projects to insure all needs of handicapped are being considered in design.

NEIGHBORHOOD PROGRAMS

PLAYGROUNDS

GOAL: TO PROVIDE CITIZENS IN THE COMMUNITY EQUAL ACCESS TO SOCIAL AND RECREATIONAL ACTIVITIES THAT PROMOTE PHYSICAL AND EMOTIONAL HEALTH THROUGH ACTIVE PARTICIPATION

	1982	1983	1984	
OBJECTIVE: To increase participation in Arts and Crafts activities 50% in 1984 at a cost not to exceed the budget.	1,082	2,030 Participants	3,000	STRATEGY 1. Extensive advertising of the playground program through newspapers, radio, TV and flyers. 2. Set up arts and crafts activities in age groups. 3. Extend playground program to 10 months of the year. 4. Solicit volunteers for the playground program.
OBJECTIVE: To increase participation in Free Play Periods 19% in 1984 at a cost not to exeed the budget.	9,875	10,900 Participants	13,000	STRATEGY 1. Have Free Play Periods set up in age categories. 2. Extensive advertising of the playground program through newspaper, radio, and TV.
OBJECTIVE: To increase participation in Special Events, Field Trips and Tournaments by 50% in 1984 at a cost not to exceed the budget.	769	800 Participants	1,200	STRATEGY 1. Secure additional transportation to transport participants. 2. Encourage participation by word of mouth. 3. Advertise through newspapers, TV, radio and flyers. 4. Inform participants about trips, events, etc. ahead of time.

NEIGHBORHOOD PROGRAMS

NEIGHBORHOOD CENTERS

GOAL: TO PROVIDE CITIZENS OF ALL AGES IN THE COMMUNITY EQUAL ACCESS TO RECREATIONAL AND SOCIAL ACTIVITIES THAT WILL DEVELOP SKILLS AND ENHANCE CREATIVITY.

	1982	1983	1984	
OBJECTIVE: To increase participation in Arts and Crafts by 14% in 1984 at a cost not to exceed the budget.	5,401	6,100 Participants	7,000	STRATEGY 1. Set up age categories for Arts and Crafts. 2. Advertise extensively through newspapers, TV, radio and flyers.
OBJECTIVE: To increase participation in Free Play Period by 12% in 1984 at a cost not to exceed the budget.	93,388	98,303 Participants	110,000	STRATEGY 1. Set up age categories for free play periods. 2. More advertising of the Neighborhood Centers program through TV, newspaper, and radio.
OBJECTIVE: To increase participation in Special Events by 17% in 1984 at a cost not to exceed the budget.	1,200	1,200 Participants	1,400	STRATEGY 1. Display posters at the Centers with information about Special Events. 2. Advertise extensively through newspapers, radio, TV. 3. Work with other agencies in the community to help provide information to the public about upcoming events.

NEIGHBORHOOD PROGRAMS

SWIMMING POOLS

GOAL: TO PROVIDE A SAFE AND CLEAN ATMOSPHERE FOR CITIZENS OF ALL AGES TO ENJOY INSTRUCTIONAL, RECREATIONAL, AND COMPETITIVE SWIMMING.

	1982	1983	1984	
OBJECTIVE: To provide adequate facilities for enjoyment and safety in the water at all 9 pools beginning in June and continuing until the end of August. Increase number of sessions for recreational swimming by 17%.	103,597 2,400	109,500 Participants 2,400 Sessions	110,500 2,800	STRATEGY 1. Conduct recreational swimming sessions. 2. Increase participation in the use of the swimming pools by more media coverage and printed materials.
OBJECTIVE: To provide competitive swimming opportunities at all 9 pools for 1,500 participants during July and August with 5 swimming meets at a cost of $11.53 per participant. Increase number of participants in competitive swimming by 22%.	1,166	1,225 Participants	1,500	STRATEGY 1. Each swimming pool will form a swim team. 2. Conduct 5 swim meets.
OBJECTIVE: To provide swimming instruction for all levels of swimmers at all 9 pools during June, July and August for 8,645 participants with 600 classes at a cost of $3 per participant. Increase number of persons receiving swimming lessons by 24%, increase number of lessons by 15%.	6,799 488	6,995 Participants 520 Lessons	8,645 600	STRATEGY 1. Provide swimming instruction for all levels. 2. Offer 600 classes at 9 locations.
OBJECTIVE: To reduce by 50% the number of pool-related injuries at the 9 public swimming pools operated by the Leisure Services Bureau.	10	8 Injuries	4	STRATEGY: 1. Stress to the pool guards the importance of safety when around the water. 2. Provide pool safety signs and rules for public awareness. 3. Instigate a brief media campaign before the start of the swim season.
OBJECTIVE: To maintain cleanliness of the restroom and bathhouse facilities at a level acceptable to the users, at the 9 swimming pools operated by the Leisure Services Bureau.	75	98 Cleanings	196	STRATEGY 1. Increase the cleaning of the bathhouse/restrooms from once to twice per day. 2. Monitor complaints and adjust the schedule as required. 3. Provide weekly, monthly reports on the cleaning operation, verified by the pool manager.

CITY GOLDEN AGE

PURPOSE: PROVIDE AN ALTERNATIVE TO INSTITUTIONAL CARE FOR NEEDY ELDERLY CITIZENS.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	202773*	218921*	236030*
CONTRACTUAL SERVICES	159202*	160555*	155659*
COMMODITIES	14654*	16052*	16842*
REVOLVING FUNDS	6407*	4567*	3516*
CAPITAL OUTLAY	2081*	1054*	595*
TOTAL	$ 385117*	$ 401169*	$ 422642*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983-1984		RANGE NUMBER	1984 ALLOCATION
RECREATION LEADER	8.00	8.00	45	85056
RECREATION CENTER MANAGER	7.00	7.00	49	83023
RECREATION SUPERVISOR	1.00	1.00	65	17070
TOTAL	16.00	16.00		

NEIGHBORHOOD PROGRAMS

GOLDEN AGE

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Conduct Leisure Activities	6,552	7,452 Sessions	8,942	$ 88	$ 88	$ 93	$ 10 per session
Conduct Home Management Sessions	315	325 Sessions	695	$ 72	$ 72	$ 76	$109 per session
Provide Congregate Meal Sessions	1,764	1,890 Sessions	2,016				$102 per session
Serve Congregate Meals	61,200	64,890 Meals served	69,300	$202	$201	$204	$3 per meal
Provide Transportation	3,600	3,600 Round trips	3,600	$ 15	$ 15	$ 20	$6 per round trip
	240	275 Average daily participants	275				
Supervision, City/County	N/A	N/A	N/A	$ 26	$ 25	$ 30	N/A

NEIGHBORHOOD PROGRAMS

GOLDEN AGE

GOAL: TO PROVIDE THE ELDERLY IN THE COMMUNITY EQUAL ACCESS TO OPPORTUNITIES FOR SOCIAL AND RECREATIONAL ACTIVITIES.

	1982	1983	1984	
OBJECTIVE: To increase the number of leisure activities by 20% during 1984 at a cost not to exceed the budget.	6,552	7,452 Activities	8,942	STRATEGY 1. Expose the participants to a greater variety of activities. 2. Conduct more field trips and outdoor activities.
OBJECTIVE: To increase the number of home management sessions by 114% during 1984 at a cost not to exceed the budget.	315	325 Sessions	695	STRATEGY 1. Provide more media coverage of the Golden Age Program. 2. Inform elderly participants at the Golden Age Centers about the home management program. 3. Work with other agencies in the community to provide information and referrals to participants.
OBJECTIVE: To increase the number of congregate meals by 7% during 1984 at a cost not to exceed the budget.	61,200	64,890 Meals	69,300	STRATEGY 1. Provide hot nutritious meals to participants at all centers. 2. Provide more media coverage of the Golden Age Program.
OBJECTIVE: To maintain a service level of 3,600 round trips during 1984 at a cost not to exceed the budget.	3,600	3,600 Round Trips	3,600	STRATEGY 1. Work with Senior Citizens, Inc. to ensure that elderly participants are provided daily transportation to and from the centers.

ADULT DAY CARE

PURPOSE: PROVIDE THE ELDERLY IN THE COMMUNITY WITH OPPORTUNITIES FOR SOCIAL AND RECREATIONAL ACTIVITIES IN SEVEN GOLDEN AGE CENTERS.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	96059*	107400*	116879*
CONTRACTUAL SERVICES	76589*	82398*	84854*
COMMODITIES	4436*	8247*	8994*
REVOLVING FUNDS	6010*	5270*	3743*
CAPITAL OUTLAY	0*	0*	0*
TOTAL	$ 183644*	$ 203315*	$ 214470*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
CUSTODIAN	1.00	1.00	38	11275
SENIOR CLERK TYPIST	0.50	0.50	45	5155
RECREATION LEADER	1.50	1.50	45	16515
RECREATION CENTER MANAGER	1.00	1.00	49	13052
RECREATION SPECIALIST	1.00	1.00	55	13156
SOCIAL SERVICES COORDINATOR	1.00	1.00	59	14745
L S PROGRAMS COORDINATOR	1.00	1.00	69	18319
TOTAL	7.00	7.00		

NEIGHBORHOOD PROGRAMS

ADULT DAY CARE

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Provide transportation to the Center (Ambulatory) and (Non-Ambulatory)	7,560	7,560 Round Trips	7,560	$ 46	$ 37	$ 44	$ 6 per round trip
Order and serve hot meals	8,820	8,836 Meals	10,080	$ 33	$ 23	$ 24	$ 2 per meal
Provide leisure and educational activities	400	578 Activities	440	$ 52	$ 68	$ 71	$161 per activity
Provide social services	55	55 Participants	55	$ 36	$ 45	$ 45	$818 per participant
Maintain and update records in compliance with State and Federal Guidelines	55	55 Case Files	55	$ 29	$ 30	$ 30	$583 per case

NEIGHBORHOOD PROGRAMS

ADULT DAY CARE

GOAL: TO MAINTAIN INDEPENDENCE AND PREVENT PREMATURE INSTITUTIONALIZATION OF THE ELDERLY.

	1982	1983	1984	
OBJECTIVE: To increase average daily attendance from 35 to 40.	35	35 Attendance	40	STRATEGY 1. Review daily attendance on a monthly basis and encourage participation. 2. Replace inactive participants with participants on active waiting list.
OBJECTIVE: To maintain service level of transportation for 25 ambulatory and 5 non-ambulatory participants to and from the center.	30	30 Participants	30	STRATEGY 1. Continue present level of transportation. 2. Encourage participants to follow through with transportation arrangements to maintain daily average.
OBJECTIVE: To increase average daily congregate meals from 35 to 40.	35	35 Meals	40	STRATEGY 1. Maintain daily records and encourage participants to follow through with meal arrangements.

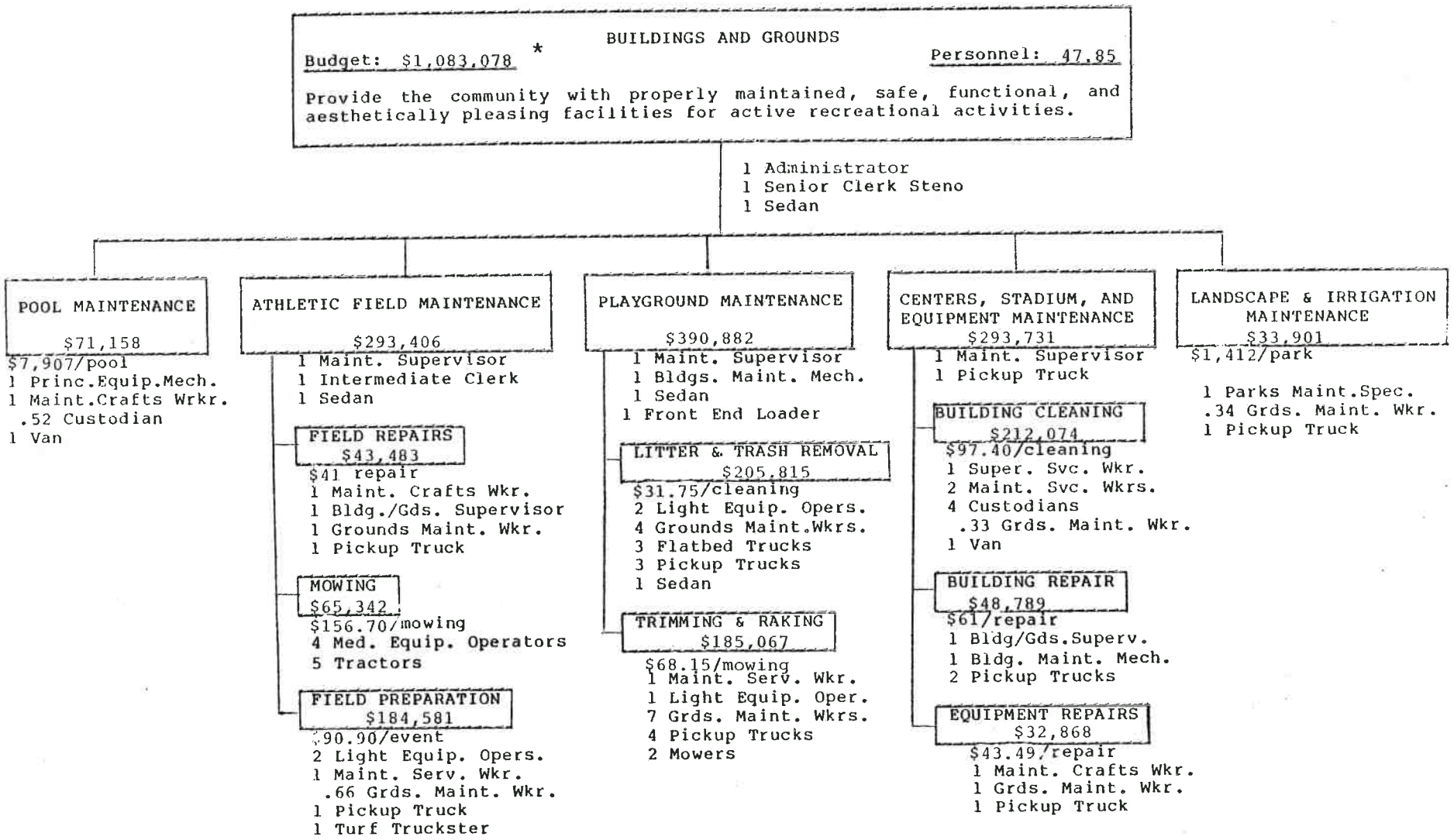
BLDGS & GROUNDS MAINT

PURPOSE: PROVIDE THE COMMUNITY WITH PROPERLY MAINTAINED SAFE, FUNCTIONAL AND AESTHETICALLY PLEASING FACILITIES FOR RECREATIONAL AND ATHLETIC ACTIVITIES.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	582100	621358	664868
CONTRACTUAL SERVICES	46055*	50803*	51168*
COMMODITIES	91434*	86036*	96030*
REVOLVING FUNDS	172991*	158812*	172550*
CAPITAL OUTLAY	19420*	22750*	6970*
INTERFUND TRANSFERS	36874	21592*	24631*
TOTAL	$ 948874*	$ 961351*	$ 1016417*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
CUSTODIAN	4.52	4.52	38	35308
INTERMEDIATE CLERK	1.00	1.00	40	9276
GRNDS MAINT WORKER	14.33	14.33	40	129371
MAINTENANCE SERVICE WORKER	4.00	4.00	40	37537
LIGHT EQUIPMENT OPERATOR	5.00	5.00	43	48277
MEDIUM EQUIPMENT OPERATOR	4.00	4.00	45	41741
SENIOR CLERK-STENO	1.00	1.00	46	14745
MAINTENANCE CRAFTS WORKER	3.00	3.00	48	34389
SUPV MAINTENANCE SERV WORKER	1.00	1.00	50	13052
BUILDING & GROUNDS SUPERVISOR	2.00	2.00	53	28503
PKS MAINT SPECIALIST	1.00	1.00	54	13052
BLDG MNT MECHANIC	2.00	2.00	59	34029
MAINTENANCE SUPERVISOR	3.00	3.00	61	48379
PRINCIPAL EQUIPMENT MECHANIC	1.00	1.00	64	19760
B & G ADMINISTRATOR	1.00	1.00	78	26480
TOTAL	47.85	47.85		



*Includes $66,667 for Grayson Stadium.

BUILDINGS AND GROUNDS

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Perform maintenance repairs in buildings	713	700 Repairs	1,000	$ 53	$ 58	$ 61	$61.00 per repair
Clean assigned buildings	2,700	2,700 Cleanings	2,700	$230	$249	$263	$97.40 per cleaning
Prepare athletic fields for play	1,912	1,912 Field Preparations	1,912	$151	$163	$174	$91.00 per preparation
Mow athletic fields	417	417 Mowings	417	$181	$192	$203	$486.81 per mowing
Maintain 278 acres of grounds facilities	4,000	5,200 Park Cleanings	6,000	$171	$182	$193	$32.17 per cleaning
	1,000	800 Outdoor Repairs	1,000	$ 38	$ 39	$ 41	$41.00 per repair
Mow park areas	1,196	1,196 Mowings	1,196	$ 76	$ 78	$ 81	$67.73 per mowing

BUILDING MAINTENANCE

GOAL: TO MAINTAIN PRIORITY 1 BUILDINGS IN A CLASS 3 CONDITION AND PRIORITY 2 BUILDINGS IN A CLASS 2 CONDITION.

OBJECTIVE: To increase the number of repairs completed within one week of discovery by an average of 43%.

	1982	1983	1984
Plumbing	170	155	188
Electrical	105	133	163
Building	82	63	150

Number of Completed Repairs within 1 week of discovery

STRATEGY

1. Daily check 12 buildings for problems and confer with managers as to specific repairs needing to be made.
2. Schedule repairs in a priority system so that most important are completed first.
3. Determine if repair can be made with city forces or if repair should be made by contractor.
4. Complete repair in a timely manner.
5. Resources allocated to this are 2 repairmen and 1 tool truck with supplies.

OBJECTIVE: To maintain the present service level in cleaning 12 buildings.*

	1982	1983	1984
Priority 1 buildings	4	4	4
Priority 2 buildings	8	10	12

Number of Buildings Cleaned on Schedule

STRATEGY

1. Assign 6 custodians to report to priority 1 buildings at the beginning of each work day. They will proceed to generally clean each priority 1 building.
2. The Custodian Crew Chief in 1 van will monitor problem areas for discovery of heavy used areas needing immediate attention.
3. Crew assignments will be revised based on the Crew Chief's assessment of specific heavily used areas on the previous day.
4. Crew Custodians will be taken to specific priority 2 buildings to perform general cleaning duties.
5. General stripping, etc. will be assigned as determined by the Crew Chief and the Maintenance Supervisor.

* Priority 1 buildings cleaned daily (class 3 condition level)
Priority 2 buildings cleaned every other day (class 2 condition level)

Class 2 Condition: Floors are clean with little dust; walls, windows, and bathrooms are clean with little cracking and dust.
Class 3 Condition: Floors are clean, waxed, and dust free; walls, windows, and bathrooms are clean and free from cracking and dust.

BUILDING MAINTENANCE

GOAL: TO PREPARE AND MAINTAIN ALL ATHLETIC FIELDS FOR ORGANIZED TEAM SPORTS TO PROVIDE PROPER PLAYING CONDITIONS FOR SCHEDULED GAMES.

	1982	1983	1984	
OBJECTIVE: To improve the condition of 24 game infields to meet adopted playing standards for that sport.	20	24	24	STRATEGY 1. Secure a clay and sand supplier via the bid process. 2. Determine infields needing additional clay and sand. 3. Add clay and sand and mix using a tractor and rotovator. 4. Drag infield to insure a proper soil mix and level the infield. 5. Install bases and pitchers and home plate on each field.
	Number of fields brought to standard			
OBJECTIVE: To maintain the preparation of all infields at the present service level.	24	24	24	STRATEGY 1. Meet with athletic department to determine marking scheduled on specific dates. 2. Make daily assignments for field marking to crew of 2 and 1 tractor operator. 3. Inspect fields to insure proper preparation.
	Athletic fields prepared			
OBJECTIVE: To improve the playing condition and appearance of all turf located at 7 athletic fields using 114 bags of fertilizer.	3	7	7	STRATEGY 1. Purchase needed fertilizer according to soil analysis. 2. Apply needed fertilizer according to rates established by soil tests using tractor, spreader, and operator. This will be done 3 times. 3. Monitor effectiveness by evaluating color and density of turf.
	Fields analyzed and fertilized			
OBJECTIVE: To maintain the present level of mowing 24 athletic fields at least once per week.	24	24	24	STRATEGY 1. Determine efficient route to insure completion of weekly mowing schedule. 2. Mow 24 athletic fields using 1 tractor, mower, and operator. 3. Coordinate trimming with trim crews. 4. Evaluate success by daily inspection of areas mowed.
	Fields mowed on schedule			

PARKS AND PLAYGROUNDS MAINTENANCE

GOAL: TO MAINTAIN PRIORITY 1 GROUNDS FACILITIES IN A CLASS 3 CONDITION AND PRIORITY 2 AND 3 GROUNDS FACILITIES IN A CLASS 2 CONDITION.

	1982	1983	1984
OBJECTIVE: To increase the number of park cleanings by 15%.*	4,000	5,200	6,000
	Park Cleanings		

STRATEGY
1. Study routes and make necessary changes to insure efficiency and less travel time between sites.
2. Assign daily route to 3 cleaning crews of two persons each.
3. Coordinate cleaning crew work so that it doesn't duplicate with trimming crew (trim crew cleans a park before it is mowed).
4. Inspect the daily routes to assure that quality standards are met and uncover trouble areas.

OBJECTIVE: To maintain the present level of mowing assigned parks and playgrounds.**	1,196	1,196	1,196
	Park mowings		

STRATEGY
1. Assign route schedules to 3 tractor mowers to insure 24 weekly and 46 bi-weekly mowings.
2. Coordinate mowing with 3 trim crews to insure park trimming after major mowing.
3. Inspect park sites on a daily basis so that problem areas are discovered and handled with minimum schedule modification.
4. Check daily reports to monitor route progress by each driver.
5. Evaluate and alter travel routes of each tractor to insure efficiency.

* Clean and remove trash and debris from priority 1 parks (24) every other day and priority 2 and 3 parks (46) twice weekly.

** Mow and trim priority 1 parks weekly and priority 2 and 3 parks every 10 days during the period between March 15 and October 15.

OBJECTIVE: To increase the number of completed repairs on parks and playgrounds by 20%.	1,000	800	1,000
	Outdoor repairs completed		
	63	66	70
	Parks inspected on schedule		

STRATEGY
1. Inspect priority 1 parks weekly and priority 2 and 3 parks bi-weekly for needed repairs.
2. Schedule repairs to insure that most important are taken care of first.
3. Assign specific repairs daily to one 2-man crew with 1 tool truck.
4. Monitor progress of repairs through daily reporting system and inspections.
5. Check with park supervisors for additional needed repairs. The work order system will work here.

GRAYSON STADIUM

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	0*	24214	25008
CONTRACTUAL SERVICES	0*	13049	13767
COMMODITIES	0*	9002	9481
REVOLVING FUNDS	0*	8228	18405
TOTAL	$ 0*	$ 54493	$ 66661

GRAYSON STADIUM MAINTENANCE

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Maintain Grayson Stadium	80	80 Repairs	80	$ 10	$ 11	$ 13	$162.50 per repair
	372	372 Cleanings	372	$ 28	$ 33	$ 40	$107.53 per cleaning
	72	72 Field Preparations	72	$ 9	$ 11	$ 14	$194.44 per preparation

GRAYSON STADIUM MAINTENANCE

GOAL: TO MAINTAIN GRAYSON STADIUM SO THAT THE PLAYING SURFACE MEETS SOUTHERN LEAGUE CONDITION STANDARDS AND THE REMAINING AREAS ARE CLEAN, SAFE, AND ATTRACTIVE TO PATRONS.

	1982	1983	1984
OBJECTIVE: To maintain the same level of making needed repairs.			
Plumbing	20	20	20
Electrical	40	40	40
Building	20	20	20
	Number of repairs		
OBJECTIVE: To maintain the same level of cleaning Grayson Stadium after scheduled games.	372	372	372
	Number of Cleanings		
OBJECTIVE: To maintain the playing surface and prepare the field for play at the same level prior to all scheduled home games.	72	72	72
	Number of preparations		

STRATEGY

1. Daily check the offices, restrooms, concession stands, locker rooms, etc. for problems and items needing repair.
2. Schedule repairs on a priority scale so that the most important repairs are completed first.
3. Determine on each repair if it can be accomplished using city forces or if the repair should be made by a contractor.
4. Complete repair in a timely manner.
5. Resources allocated to this are 2 repairmen and 1 tool truck with supplies.

STRATEGY

1. Hire 1 part-time person to clean the seating areas after each home game.
2. Schedule custodian crew to clean under the stands and the restrooms daily.
3. Stock restrooms with toilet tissue and hand towels supplied by the Savannah Braves.

STRATEGY

1. Add 5 loads of sand and clay to the infield prior to the season.
2. Edge all base paths, circles, and warning track to provide a straight line (5 times per year.)
3. Fertilize turf area using 16 total bags of Scotts fertilizer. This is to be done once in May, June, and July.
4. Spray the turf areas with MSMA * on two occasions to prevent weed growth.
5. Irrigate turf areas to provide at least 1" of water per week.
6. Drag, rake, and work the field prior to each home game.
7. Resource allocation to this is 1 position for 6 months and necessary supplies.

* An environmentally safe, selective weed control chemical.

Interdepartmental

INTERDEPARTMENTAL

Budget Proposals: Interdepartmental is composed of the following programs: Employee Pensions, Contingencies, Debt Service, Vehicle Replacement Contributions, Contribution to CIP, Miscellaneous, Cultural Services, Social Services, and Interfund/InterAgency Services.

The total base budget proposal for this department is $5,445,159, an increase of $203,786 over 1983 costs. Listed below are the 1984 budget recommendations for Interdepartmental compared with projected expenditures for 1983 by major expenditure areas.

Expenditure Areas	1983 Projected Expenditures	1984 Proposed Budget	Difference
Personal Services	$ 490,600	$ 498,468	$ 7,868
Contractual Services	691,830	865,291	173,461
Contingencies	0	100,000	100,000
Revolving Fund	5,895	0	-5,895
Debt Service	1,343,329	1,508,489	165,160
Transfers and Contrib.	2,709,719	2,472,911	-236,808
Grand Total	$5,241,373	$5,445,159	$ 203,786

Basic Program Costs:

(1) Personal Services: Personal services costs increase $7,868 to $498,468. The budgets for the primary Personal Services accounts include $420,000 for pensioners under the City's old retirement program and $62,068 for medical insurance coverage of pensioners.

(2) Contractual Services: The proposed allocation for Contractual Services is $865,291. The major allocation in this series is $862,291 for Jail costs which is 45% greater than the 1983 projected expenditure.

(3) Contingencies: A Contingency reserve of $100,000 is recommended for 1984.

(4) Revolving Fund: No funds are allocated in this series for 1984.

(5) Debt Services: The 1984 Debt Service level is budgeted at $1,508,489, $165,160 above 1983 costs. This includes (1) the addition of $247,219 for the first year's principal ($65,000) and interest ($182,219) payments on the $2 million bond issue in 1983; (2) the exclusion of $50,000 in principal and $650 in interest payments for the 1953 paving issue which was paid off in 1983; and (3) adjustments of +$10,000 in principal and $-41,409 in interest due to scheduled payment changes in various issues.

(6) Transfers: The 1984 total allocation for Transfers is $2,472,911. The contribution to STA for capital accounts for most of change from 1983 to 1984. In 1983 a $200,000 contribution for capital was made, while in 1984 a capital contribution to STA was not needed. Principal items budgeted in this series are:

a. Services by Social and Cultural Agencies: The 1984 recommended levels for these contributions are:

Social	$111,500
Cultural	255,957
Total	$367,457

b. Services by Other Agencies: This category includes major outside agencies, plus the Golf Course and Civic Center. An allocation of $2,081,354 is provided here. Specific amounts reserved for the following agencies are:

Savannah Transit Authority	$800,000
Metropolitan Planning Comm.	231,877
Visitors Center	347,500

c. Also, the Miscellaneous Expenses activity includes $24,100 in this series for the General Fund's subsidy to the pension fund for Chatham County Health Department employees.

SUMMARY OF 1984 PROPOSED SERVICES

CULTURAL ACTIVITIES	1983 PROJECTION	1984 RECOMMENDATION
Telfair Academy	$ 14,000	$ 18,340
Science Museum	27,822	23,779
Symphony Society	69,842	88,000*
Savannah Federation of Musicians	2,500	4,000
Savannah Ballet	24,750	4,750
Ballet South	8,000	8,000
Little Theater	35,175	32,175
Savannah Art Association	3,220	3,220
Svh.Young People's Theater	23,075	23,625
Fort Jackson	22,750	25,350
Coastal Jazz Assoc.	0	8,000
Public Radio	7,500	12,000
Beach Inst.Historic Neighb.Ass'n	0	4,718
Historic Savannah Foundation	4,450	0
Georgia Birthday/Other	30,000	0
TOTAL	$273,084	$255,957

* Includes $8,000 for Special Equipment

SOCIAL SERVICES		
Senior Citizens Water	$ 660	-
Georgia Advocacy	4,500	5,000
Hospice	15,000	10,000
Navy League	1,500	2,000
Voluntary Action Center	7,000	7,000

Safe Shelter	15,000	17,000
Coastal Food Bank	15,000	15,000
Rape Crisis Center	15,000	15,000
Internat'l Seamen's House	7,500	7,500
Senior Citizen's, Inc.	33,000	33,000
TOTAL	$114,160	$111,500
INTERFUND/INTERAGENCY SERVICES		
Manpower Services		
Summer Youth Program	$ 7,500	$ 7,500
Community Promotion		
Savannah Day in Atlanta	3,465	3,638
Visitors Center	292,500	347,500
Total	$295,965	$351,138
Transportation		
Transit Authority Operating & Capital	$1,000,000	$800,000
Special Transportation Serv.	46,600	48,550[1]
Total	$1,046,600	$848,550
Planning - Community and Regional		
MPC	$222,142	$231,877
APDC	31,052	32,605
Total	$253,194	$264,482
Dues		
GMA	$ 16,275	$ 17,089
Conference of Mayors	4,425	4,646
Nat'l League of Cities	3,250	3,656
Total	$ 23,950	$ 25,391
INTERFUND TRANSFERS		
Contribution to Golf Course	$102,076	$ 50,990
Contribution to Civic Center	545,989	489,839
Total	$648,065	$540,829
Others (unspecified)	22,601	43,464[2]
TOTAL	$2,297,875	$2,081,354
GRAND TOTAL	$2,685,119	$2,448,811

[1] Includes $40,950 for operations and $7,600 for vehicle depreciation.

[2] Includes a $30,000 reserve for the proposed Civic Center Convention Use Study program improvement.

INTERDEPARTMENTAL BUDGET DETAIL

Activity	1983 Projected Expenditures	1984 Proposed Budget
Employee Pension	$490,600	$498,468
Contingencies	0	100,000
Debt Services	1,346,329	1,511,489
Jail Service	595,030	862,291
Other Expenses	124,295	24,100
Cultural Services	273,084	255,957
Social Services	114,160	111,500
Interfund/InterAgency Services	2,297,875	2,081,354
Total	$5,241,373	$5,445,159

Proposed budgets for Capital Improvements will be considered under the program improvement category.

Water Fund

WATER FUND

The 1984 Water Fund budget totals $4,669,996 for the base budget, capital improvements and program improvements. Summaries of the planned expenditures and projected revenues are presented below. Detailed explanations of the base budget expenses, capital improvement projects, program improvements and revenue sources follow the summaries.

WATER FUND EXPENDITURE SUMMARY

	1982 Actual	1983 Projected	1984 Proposed	1983-1984 Difference
Personal Services	$ 746,188	$ 811,001	$ 971,995	$160,994
Contractual Services	705,119	840,683	934,401	93,718
Commodities	354,272	408,917	447,116	38,199
Revolving Fund	299,556	275,994	325,747	49,753
Capital Outlay	26,042	27,640	45,050	17,410
Debt Service	144,074	297,614	297,264	-350
Interfund Transfers	959,965	951,865	891,186	-60,679
Contingencies	0	0	55,452	55,452
Total Base Budget	$3,235,216	$3,613,714	$3,968,211	$354,497
Capital Improvements	N/A	340,405	651,334	310,929
Program Improvements	N/A	N/A	50,451	N/A
Total Budget	$3,235,216	$3,954,119	$4,669,996	$715,877

WATER FUND ACTIVITY SUMMARY

ACTIVITY	1982 ACTUAL	1983 PROJECTED	1984 PROPOSED	1983-84 PERCENT CHANGE
Water/Sewer Administration	$ 0	$ 0	$ 154,946	N/A
Water Supply & Treatment	1,140,707	1,250,246	1,375,403	+10.0%
Water Distribution	1,000,198	1,190,817	1,276,298	+ 7.2%
Water Interdepartmental	1,094,311	1,172,651	1,106,112	- 5.7%
Contingencies	0	0	55,452	N/A
BASE BUDGET TOTAL	$3,235,216	$3,613,714	$3,968,211	+ 9.8%
CAPITAL IMPROVEMENTS	N/A	340,405	651,334	+91.3%
PROGRAM IMPROVEMENTS	N/A	N/A	50,451	N/A
GRAND TOTAL	$3,235,216	$3,954,119	$4,669,996	+18.1%

WATER FUND REVENUE SUMMARY

1984 Base Revenue	$4,018,662
1984 New Revenue Water Service Fee Increase	651,334
1984 TOTAL AVAILABLE REVENUES	$4,669,996

WATER FUND REVENUES

	1983 Projection	1984 Base Only Projection	1984 New Revenue	1984 Total Revenue	% Change
Inside City Water	$3,100,000	$3,130,000	$585,458	$3,715,458	+19.9%
Outside City Water	370,000	374,000	65,876	439,876	+18.9%
Waterline Tap-in Fees	125,000	125,000	0	125,000	0.0%
Waterline Extension Fees	33,441	33,441	0	33,441	0.0%
Water Cut-on Fees	25,000	25,250	0	25,250	+ 1.0%
Drainage Maintenance	89,725	95,711	0	95,711	+6.7%
Sewer Fd. Subsidy for Admin.	0	77,452	0	77,452	N/A
Miscellaneous Revenues	10,000	10,000	0	10,000	0.0%
Total	$3,753,166	$3,870,854	$651,334	$4,522,188	+20.5%
Non-Operating Revenues					
Interest on Investments	$ 111,000	$ 60,000	$ 0	$ 60,000	-45.9%
Interest on Sinking Fund	58,477	57,200	0	57,200	-2.2%
I & D Contribution - Debt	11,476	10,608	0	10,608	-7.6%
I & D Non-Contract Profit	20,000	20,000	0	20,000	0.0%
Total	$ 200,953	$ 147,808	0	$ 147,808	-26.4%
TOTAL WATER FUND REVENUE	$3,954,119	$4,018,662	$651,334	$4,669,996	+18.1%

WATER FUND
MINOR CODE EXPENDITURE COMPARISONS

PERSONAL SERVICES	1983 PROJECTED EXPENDITURES	1984 PRICE CHANGE	1984 QUANTITY CHANGE	1984 PROPOSED EXPENDITURES	PERCENT CHANGE
Salaries & Wages	$ 603,343	$ 43,605	$ 83,862	$ 730,810	21.1%
Social Security	43,441	5,070	5,870	54,381	25.2%
Group Medical Insurance	53,116	1,617	3,351	58,084	9.4%
Group Life Insurance	3,402	0	224	3,626	6.6%
Unemployment Compensation	4,214	294	276	4,784	13.5%
Worker's Compensation	7,196	4,732	-1,822	10,106	40.4%
Pension	44,980	4,369	6,397	55,746	23.9%
Longevity	8,097	0	989	9,086	12.2%
Overtime	43,212	2,160	0	45,372	5.0%
Total	$ 811,001	$ 61,847	$ 99,147	$ 971,995	19.9%

1984 WATER FUND BUDGET

I. BASIC PROGRAM COSTS:

A. Personal Services: The single largest allocation under the proposed 1984 budget of $971,995 for Personal Services is $730,810 for Salaries and Wages. Other substantial accounts are Pension $55,746; Medical Insurance, $58,084; Social Security, $54,381; and Overtime, $45,372.

Major changes are:

Salaries and Wages	up	$127,467 due to the 3% general wage increase and the 2.5% anniversary date pay adjustments ($34,605), modular and pay adjustments ($9,000); and $83,862 for the Water/ Sewer Administrative staff transfer.
Pension	up	$10,766 due to higher wages and increased contributions to the Pension Fund, plus $6,397 for the Water/Sewer Administrative staff transfer.
Social Security	up	$10,940, $3,115 because of higher salaries, plus the higher social security rate; and $5,870 for the Water/Sewer Administrative staff transfer.
Medical Insurance	up	$4,968 due to the projected increase in claims costs, plus $3,351 for the Water/Sewer Administrative staff transfer.

WATER FUND
MINOR CODE EXPENDITURE COMPARISONS

CONTRACTUAL SERVICES	1983 PROJECTED EXPENDITURES	1984 PRICE CHANGE	1984 QUANTITY CHANGE	1984 PROPOSED EXPENDITURES	PERCENT CHANGE
Electricity	$ 719,770	$ 35,988	$ 45,042	$ 800,800	11.3%
Natural Gas	440	74	300	814	85.0%
Communications	5,677	552	1,842	8,071	42.2%
Transportation	4,360	103	200	4,663	6.9%
Advertising	5,155	259	0	5,414	5.0%
Insurance	2,735	949	-482	3,202	17.1%
Rentals	6,672	270	0	6,942	4.0%
Dues, Memberships & Subscriptions	555	20	540	1,115	.9%
Professional Services Fees	5,661	293	1,050	7,004	23.7%
Building Repair	5,170	259	0	5,429	5.0%
Equipment Maintenance	81,920	4,530	0	86,450	5.5%
Printing	0	0	799	799	-
Medical Costs	571	29	0	600	5.1%
Other Contractual Services	1,997	101	1,000	3,098	55.1%
Total	$ 840,683	$ 43,427	$ 50,291	$ 934,401	11.1%

B. Contractual Services: Contractual Services costs in 1984 are expected to reach $934,401, $800,800 of which is for Electricity to operate 27 wells and 3 storm stations. The only other major allocation is $86,450 in Equipment Maintenance for outside repairs to well pumps, motors, and auxiliary engines. These two accounts contain most of the 1983/84 increase:

Electricity	up	$81,030 for a 5% rate increase of $35,988, plus a $45,042 quantity change for increased operation of existing wells and stations plus one new storm station on Gwinnett Street.
Equipment Maintenance	up	$4,530 due to price increases.

WATER FUND
MINOR CODE EXPENDITURE COMPARISONS

COMMODITIES	1983 PROJECTED EXPENDITURES	1984 PRICE CHANGE	1984 QUANTITY CHANGE	1984 PROPOSED EXPENDITURES	PERCENT CHANGE
Office Supplies	$ 898	$ 45	$ 50	$ 993	10.6%
Postage	140	7	0	147	5.0%
Clothing & Personal Supplies	3,944	197	0	4,141	5.0%
Operating Supplies & Materials	20,743	1,037	3,868	25,648	23.6%
Chemicals	42,657	2,133	0	44,790	5.0%
Equipment Repair Parts	8,216	411	0	8,627	5.0%
Construction Supplies	12,398	660	0	13,058	5.3%
Water Construction Materials	304,022	15,351	12,000	331,373	9.0%
Tools & Shop Supplies	7,153	433	0	7,586	6.1%
Diesel Fuel	5,000	600	0	5,600	12.0%
Oils & Grease	3,746	375	0	4,121	10.0%
Other Commodities	0	0	1,032	1,032	-
Total	$ 408,917	$ 21,249	$ 16,950	$ 447,116	9.3%

C. Commodities: Expenditures totalling $447,116, $38,199 more than 1983 costs, are recommended in the Commodities category. Most of the allocation, $331,373, will be for Water Construction Supplies including: water meters, $87,000; curb stops, $43,200; turbine meters, $16,000; fire hydrants, $28,800; and plastic and galvanized pipe, $49,000. The $44,790 proposed budget for Chemicals is for chlorine and fluoride. Finally, traffic cones, steel plates, paint and paint brushes, and various cleaning supplies and equipment are provided for in the $25,648 Operating Supplies account.

Major changes are:

Water Construction Supplies	up	$27,351 due to price increases ($15,351) and $12,000 for pressure backflow preventors at well sites.
Various Other Accounts	up	$10,848 for price increases and the Water/Sewer Administrative Staff transfer.

WATER FUND
MINOR CODE EXPENDITURE COMPARISONS

REVOLVING FUND	1983 PROJECTED EXPENDITURES	1984 PRICE CHANGE	1984 QUANTITY CHANGE	1984 PROPOSED EXPENDITURES	PERCENT CHANGE
Service Desk	$ 32,172	$ 8,826	$ 3,050	$ 44,048	36.9%
Data Processing	0	0	30,000	30,000	-
Engineering Services	9,715	486	0	10,201	5.0%
Garage Overhead	18,463	1,830	107	20,400	10.5%
Garage Charges	146,337	7,532	7,432	161,301	10.2%
Central Services	68,420	901	-9,524	59,797	-12.6%
Print Shop	887	0	-887	0	-100.0%
Total	$ 275,994	$ 19,575	$ 30,178	$ 325,747	18.0%
CAPITAL OUTLAY					
Bldgs & Fixed Equipment	$ 1,250	$ 0	$ 750	$ 2,000	60.0%
Office Furniture & Equipment	0	0	3,650	3,650	-
Vehicular Equipment	2,300	0	1,100	3,400	47.8%
Operational & Const. Equipment	24,090	0	11,910	36,000	49.4
Total	$ 27,640	$ 0	$ 17,410	$ 45,050	63.0%

D. Revolving Fund: The total recommended 1984 budget for services provided by the Revolving Fund departments is $325,747. Four major expenditure accounts are included in this series: Vehicle Maintenance and Operations for Water Fund vehicles, $181,701; Central Services (primarily communications and building and electrical projects), $59,797; Service Desk operations for water customers, 44,048; and Data Processing services, $30,000.

Major changes are:

Data Processing	up	$30,000 for an inventory/ record keeping system for underground facilities and a system for assessing the structure of water and sewer revenue rates.
Vehicle Maintenance	up	$16,901 for price increases and additional coverage for a vehicle added in late 1983.
Service Desk	up	$11,876 due to price increases and an improved cost allocation system.
Central Services	down	$8,623 primarily due to an improved chargeback system.

E. Capital Outlay: The proposed Capital Outlay for 1984 is $45,050. A list of the recommended purchases is found in the Appendix.

WATER FUND
MINOR CODE EXPENDITURE COMPARISONS

	1983 PROJECTED EXPENDITURES	1984 PRICE CHANGE	1984 QUANTITY CHANGE	1984 PROPOSED EXPENDITURES	PERCENT CHANGE
DEBT SERVICE					
Sinking Fund Payment	$ 285,864	$ 0	$ 0	$ 285,864	.0%
Bond Redemption	10,000	0	0	10,000	.0%
Bond Interest	1,750	-350	0	1,400	-20.0%
Total	$ 297,614	$ -350	$ 0	$ 297,264	.0%
INTERFUND TRANSFERS					
Services by General Fund	$ 622,595	$ 31,130	$ -50,000	$ 603,725	3.0%
CIP Project Contributions	52,270	0	-52,270	0	-100.0%
Fleet Addition Contribution	25,000	0	-3,500	21,500	14.0%
Contrib. to Investment Fund	157,021	0	-3,064	153,957	2.0%
Water & Sewer Bad Debt Coverage	43,000	8,000	0	51,000	18.6%
Vehicle Depreciation	51,979	7,796	1,229	61,004	17.4%
Total	$ 951,865	$ 46,926	$-107,605	$ 891,186	12.7%
CONTINGENCIES	-	-	$ 55,452	$ 55,452	-
GRAND TOTAL	$3,613,714	$192,674	$161,823	$ 3,968,211	9.8%

F. Debt Service: Debt retirement costs remain virtually unchanged at $297,264.

G. Interfund Transfers: A 1984 budget of $891,186 is recommended for these accounts. It is $60,679 lower than the 1983 projection.

The $18,870 decrease in Services by the General Fund is due to a reduction of $50,000 for the transfer of Water/Sewer Administrative staff personnel from the General Fund to the Water Fund partly offset by a 5% or $31,130 cost increase for remaining services provided by the General Fund to the Water Fund.

The $21,500 Fleet Addition contribution is for:

1 delivery truck for chlorine cylinders	$13,500
1 pick-up truck for the cross connection program to reduce water backflow	$ 8,000

Finally, higher vehicle replacement costs plus a quantity change for a vehicle added in late 1983 will require a $9,025 increase in the Vehicle Depreciation account.

H. Contingencies: A $55,452 Contingency Fund is proposed for unexpected emergencies.

UNIT COST OF WATER OPERATIONS PER 100 CUBIC FEET (CCF)

Operation and Maintenance

The projected cost of operating the water system in 1983 and 1984 is summarized below. The unit cost is based on 10,600,000 ccf billed annually in 1983 and a 1% increase to 10,700,000 ccf in 1984. Also, unit costs are system-wide averages.

Operation and Maintenance

	1983 Projected		1984 Projected	
By Expenditure Area	Total	Cost Per 100 Cu.Ft.	Total	Cost Per 100 Cu.Ft.
Personal Expenses	$ 811,001	$.0765	$ 971,995	$.0908
Contractual Services	840,683	.0793	989,853*	.0925
Commodities	408,917	.0386	447,116	.0418
Revolving Fund	275,994	.0260	325,747	.0304
Serv.by General Fund	622,595	.0587	603,725	.0564
Capital Outlay	27,640	.0026	45,050	.0042
Debt Services	297,614	.0280	297,264	.0278
Cont.to Invest. Fund	157,021	.0118	153,957	.0143
Bad Debt Coverage	43,000	.0040	51,000	.0047
CIP Project Contrib.	52,270	.0049	0	0
Vehicle Depreciation	51,979	.0049	61,004	.0057
Fleet Addition Contrib.	25,000	.0023	21,500	.0020
Total	$3,613,714	$.3409	$3,968,211	$.3709

By Activity

Wat/Sew Administ.	$ 0	$ 0	$ 154,946	$.0145
Water Treat. & Supply	1,250,246	.1179	1,375,403	.1285
Water Distribution	1,190,817	.1123	1,276,298	.1193
Water Interdept.	1,172,651	.1106	1,161,564*	.1086
Total	$3,613,714	$.3409	$3,968,211	$.3709

* Includes $55,452 for a Contingency reserve.

II. CAPITAL PROJECTS: We have developed a long range basic capital projects program for the water system which totals $12,821,000 over the next five years. Completion of these projects is necessary in order to maintain the existing level of service to current customers. Water Capital Projects can be classified into three broad categories:

1) projects essential to maintain operations
2) system improvements required to meet current and future needs,
3) service extensions.

Funds required by year to fund the $12,821,000 five-year water capital program are summarized below by category.

Five Year Capital Program
(in Thousands of Dollars)

	1984	1985	1986	1987	1988
Essential to Maintain Operations	$ 420	$ 355	$ 380	$ 399	$ 408
Improvements Required to Meet Current and Future Needs	2,190	2,240	1,945	1,798	2,153
Service Extensions	210	97	110	116	0
TOTAL	$2,820	$2,692	$2,435	$2,313	$2,561

The projects proposed for 1984, totalling $2,820,000, are as follows:

WATER FUND
1984 CAPITAL IMPROVEMENT PROJECTS

1. PROJECTS ESSENTIAL TO MAINTAIN OPERATIONS

Miscellaneous Water Line Improvements	$ 125,000
Well Preventive Maintenance	75,000
Rehabilitate Well No. 3	100,000
Payments to Developers (Water Line Installations)	20,000
Payments to Paving Contractors (Existing Water Line Replacements)	100,000
Total	$ 420,000

2. SYSTEM IMPROVEMENTS

York/State Street Water Line	$ 55,000
President Street Loop	100,000
Abercorn - 24" Line DeRenne to 67th	280,000
Eisenhower - 24" Line from White Bluff to Hodgson	250,000
West Broad - Gwinnett to 35th, 35th to 49th	700,000
Montgomery - 24" Line from 49th to DeRenne	680,000
Auxiliary Power, Well No. 1	125,000
Total	$2,190,000

3. WATER LINE SERVICE EXTENSIONS

Forest River Farms	$ 210,000
GRAND TOTAL	$2,820,000

III. PROGRAM IMPROVEMENTS: A $50,451 allocation is proposed for one program improvement. This proposal is for both Water and Sewer Funds; cost will be shared equally. Three items are involved.

1. an administrative secretary for the Water and Sewer Fund Managerial Staff;
2. a field engineer to assist in inspecting all water/sewer capital projects and to evaluate the condition of sewer lines, etc.; and
3. a manager for the President Street Plant, partly funded by the deletion of the Plant Engineer position

IV. WATER FUND APPROPRIATION SUMMARY: In summary, the appropriations required by the water system in 1984 are:

Amount required for Operation and Maintenance	$3,968,211
Amount required for Basic Capital	2,820,000
Amount required for Program Improvements	50,451
Total	$6,838,662

V. WATER FUND REVENUES: The total 1984 Operating/Maintenance, Program Improvement and Capital appropriation requirement of $6,838,662 for the Water Fund cannot be fully funded from current revenues. Current 1984 revenue projections totalling $4,018,662 are sufficient to cover only the operating ($3,968,211) and program improvement ($50,451) components. Current reserves, a bond issue, and rate increases are proposed to cover current and future Water Fund capital costs.

A. Current Revenues:
The amount of revenues to be generated by the current rate structure is $4,018,662. A comparison of revenues by categories for 1983 and 1984 is provided below:

	1983 Projection	1984 Projection	% Change
Inside City Water	$3,100,000	$3,130,000	1.0
Outside City Water	370,000	374,000	1.0
Waterline Tap-in Fees	125,000	125,000	-
Waterline Extension Fees	33,441	33,441	-
Water Cut-on Fees	25,000	25,250	1.0
Drainage Maintenance	89,725	95,711	6.7
Sewer Fd. Subsidy for Admin.	0	77,452	N/A
Miscellaneous Revenues	10,000	10,000	-
Total	$3,753,166	$3,870,854	3.1
Non-Operating Revenues			
Interest on Investments	$ 111,000	$ 60,000	-45.9
Interest on Sinking Fund	58,477	57,200	-2.2
I & D Contribution - Debt	11,476	10,608	-7.6
I & D Non-Contract Profit	20,000	20,000	-
Total	$ 200,953	$ 147,808	-26.4
GRAND TOTAL WATER FUND	$3,954,119	$4,018,662	1.6

B. Current Reserves:
The following Water Fund reserves will be available in 1984:

Beginning Year Balance	$136,405
Restricted Revenue	150,000
Total	$286,405

C. Water Revenue/Expenditure Summary:
Resources available from current revenues and reserves are compared with required appropriations below:

Current Revenues	$4,018,662
Less Operating and Program Improvement Budgets	-4,018,662
Balance for Capital Programs	$ 0
Plus Reserves	286,405
Less Capital Requirements	-2,820,000
1984 Capital Budget Shortfall	$2,533,595

To provide the additional capital requirement of $2,533,595 in 1984 and provide other funds for later years, a $4,000,000 bond issue and the following water rate changes are proposed.

1. Rate Increase:
Increases in the water rates are required to provide additional revenues for current and future capital needs. Rate increases will be necessary in 1984, 1985 and 1986. The proposed water rate changes for 1984 involve the consumption fees only; there will be no change in the base rate. The rate changes and resulting new revenues are summarized below by category:

Inside City	Current Rates	1984 Proposed Rates	Increase	Annual Billing Units	New Revenue Generated
Base (bimonthly)	$7.08	$7.08	$ -	271,876 bills	$ -
Under 20 CCF	.09	.135	.045	5,250,545 CCF	236,275
Over 20 CCF	.15	.225	.075	4,655,767 CCF	349,183
Outside City					
Base (bimonthly)	$10.62	$10.62	$ -	20,976 bills	$ -
Under 20 CCF	.13	.195	.065	476,225 CCF	30,955
Over 20 CCF	.22	.33	.11	317,463 CCF	34,921
		Total Revenue Generated			$ 651,334
		Total Capital Shortfall			2,533,595
		Remaining Shortfall			$-1,882,261

CCF = 100 cubic feet = 750 gallons

As a result of this increase, the typical residential inside water customer with 2,500 cubic feet consumption would see his bimonthly bill go from $9.63 to $10.90. This is an average increase of $.64 per month.

2. Bond Issue:
To fund remaining 1984 capital program requirements and future needs, it is recommended that bonds in the amount of $4,000,000 be issued in 1984. The $4,000,000 will fund:

Remaining 1984 Capital Shortfall	$1,882,261
Funds for 1985 Capital Program Requirements	2,117,739
Total	$4,000,000

D. Total Revenue/Budget Summary

1984 Base Revenue	$4,018,662
1984 New Revenue	651,334
TOTAL REVENUE	$4,669,996
1984 Base Budget	$3,968,211
1984 CIP - Current Funds	651,334
1984 New Programs	50,451
TOTAL BUDGET	$4,669,996

WATER

POSITION TITLE	RANGE	STAFF YEARS
ASST WATER&SEWER DR	87	1.00
W&S ENGINEER	75	1.00
SENIOR MANAGEMENT ANALYST	72	1.00
WATER SUPPLY SUPERINTENDENT	70	1.00
WATER DISTRIB SUPERINTENDENT	70	1.00
UTIL MAINT SUPERVISOR	67	1.00
ELECTRICIAN	57	1.00
UTIL MAINT CREW CHIEF	56	8.00
WATER METER CREW CHIEF	53	1.00
WATER PLANT OPERATOR I	53	3.00
WATER PLANT OPERATOR II	53	4.00
WATER PLANT OPERATOR III	53	5.00
ENGINEERING AIDE	51	1.00
WATER METER MECHANIC	46	4.00
CUSTOMER SERV REP	46	1.00
MEDIUM EQUIPMENT OPERATOR	45	3.00
SR UTILITIES MAINT WORKER	43	15.00
		52.00

WATER & SEWER ADMIN

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	0*	0	100570
CONTRACTUAL SERVICES	0*	0	1640
COMMODITIES	0*	0	718
REVOLVING FUNDS	0*	0	35189
CAPITAL OUTLAY	0*	0	15600
INTERFUND TRANSFERS	0*	0	1229
TOTAL	$ 0*	$ 0	$ 154946

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
SENIOR MANAGEMENT ANALYST	0.00	1.00	72	19760
W&S ENGINEER	0.00	1.00	75	28491
ASST WATER&SEWER DR	0.00	1.00	87	34422
TOTAL	0.00	3.00		

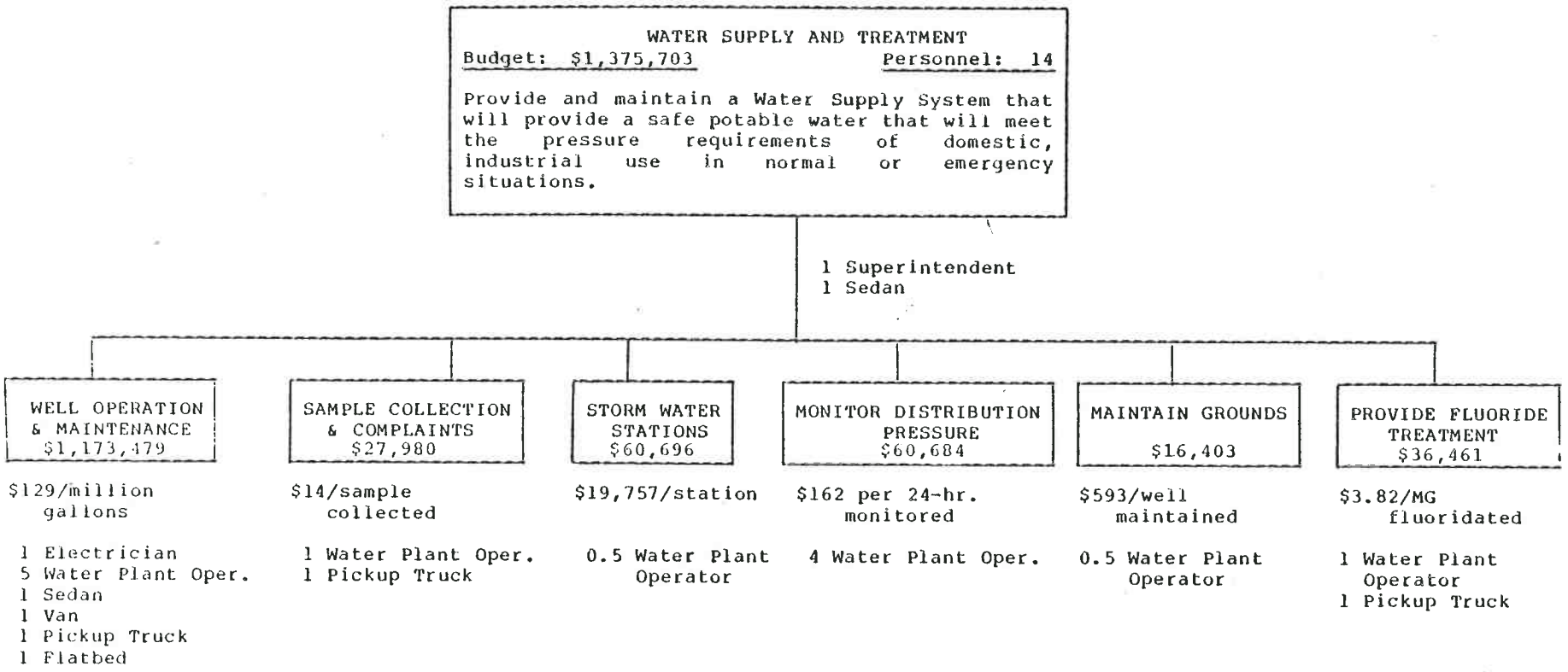
WATER SUPPLY & TREATMENT

PURPOSE: PROVIDE QUALITY, POTABLE WATER TO ALL CUSTOMERS.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	254702	273787	287950
CONTRACTUAL SERVICES	692812	814018*	904226*
COMMODITIES	60405	70240*	75237*
REVOLVING FUNDS	106952*	69319*	75491*
CAPITAL OUTLAY	20921	17230	12500
INTERFUND TRANSFERS	4915	5652	19999
TOTAL	$ 1140707*	$ 1250246*	$ 1375403*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
WATER PLANT OPERATOR I	3.00	3.00	53	38072
WATER PLANT OPERATOR II	4.00	4.00	53	56875
WATER PLANT OPERATOR III	5.00	5.00	53	79834
ELECTRICIAN	1.00	1.00	57	17923
WATER SUPPLY SUPERINTENDENT	1.00	1.00	70	19284
TOTAL	14.00	14.00		


WATER SUPPLY AND TREATMENT
Budget: $1,375,703
Personnel: 14
Provide and maintain a Water Supply System that will provide a safe potable water that will meet the pressure requirements of domestic, industrial use in normal or emergency situations.
1 Superintendent
1 Sedan
WELL OPERATION & MAINTENANCE $1,173,479
$129/million gallons
1 Electrician
5 Water Plant Oper.
1 Sedan
1 Van
1 Pickup Truck
1 Flatbed
SAMPLE COLLECTION & COMPLAINTS $27,980
$14/sample collected
1 Water Plant Oper.
1 Pickup Truck
STORM WATER STATIONS $60,696
$19,757/station
0.5 Water Plant Operator
MONITOR DISTRIBUTION PRESSURE $60,684
$162 per 24-hr. monitored
4 Water Plant Oper.
MAINTAIN GROUNDS $16,403
$593/well maintained
0.5 Water Plant Operator
PROVIDE FLUORIDE TREATMENT $36,461
$3.82/MG fluoridated
1 Water Plant Operator
1 Pickup Truck

WATER SUPPLY AND TREATMENT

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	1983 PROJECTED	1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	1983 PROJECTED	1984 PLANNED	UNIT COST 1984
Perform preventive maintenance of wells, operate and monitor, adjust chlorine residual levels to State requirements; deliver chemicals; provide electrical and mechanical equipment repair as needed.	24.8	24.2	25.0	$1,023	$1,060	$1,174	$129 per million gallons
	Millons Gallons/Day						
	27	27	27				
	Well sites inspected operated and maintained						
Collect water samples for State and County for compliance with Safe Water Drinking Act Rules and Regulations.	1,944	1,944	1,944	$34	$27	$28	$14 per sample collected
	Samples collected and sent to State and County						
Collect water samples and analyze in response to customer service complaints.	150	300	225				
	Water complaints identified						
Perform preventive maintenance and operate and check three Storm Water Lift Stations.	3	3	3	N/A	$56	$61	$19,757 per storm station
	Storm Water Lift Stations checked and maintained						
Monitor Distribution System pressure to insure adequate pressure for domestic, fire-fighting and industrial needs.	365	365	365	$98	$57	$61	$162 per 24 hrs. monitoring
	Days Distribution System monitored						
Maintain well sites, building and grounds.	27	27	27	$28	$19	$16	$593 per well maintained
	Wells maintained						
Provide fluoride treatment and maintain equipment.	24.3	23.7	24.5	$53	$31	$36	$3.82 per million gallons fluoridated
	Million Gallon Days						
	24	24	24				
	Well sites fluoridated						

WATER SUPPLY AND TREATMENT

GOAL: TO PROVIDE SAFE POTABLE WATER THAT WILL MEET THE PRESSURE REQUIREMENTS OF DOMESTIC AND INDUSTRICAL CUSTOMERS IN NORMAL AND EMERGENCY CONDITIONS.

	1982	1983	1984
OBJECTIVE: To produce safe potable water by allowing no violations of the Federal Safe Water Drinking Act.	0	0	0
	Number of violations		

STRATEGY
1. Maintain 0.5 PPM Chlorine Residual in all areas of Distribution System.
2. Evaluate Daily Operating Records to improve effectiveness of shift operators.
3. Perform bacteriological tests as scheduled.
4. Perform chemical analyses as scheduled.
5. Improve operator training and certification.
6. Implement and control Backflow Prevention Program.

OBJECTIVE: To reduce water quality complaints by 10% in each category.

Taste	21	33	30
Color	50	150	135
Odor	17	90	81
	Number of Complaints		

STRATEGY
1. Identify locations by Planning Unit where reoccuring water quality complaints are reported.
2. Initiate weekly or monthly flushing programs in Target areas. Frequency based on evaluation of Distribution System Network of Target area.
3. Maintain 0.5 PPM Chlorine Residual in all areas of Distribution System.
4. Improve Chlorinator Replacement Program and Preventive Maintenance Program.
5. Distribute fire hydrant use Policy to all City Departments to insure adequate operation.

WATER SUPPLY AND TREATMENT

	1982	1983	1984
OBJECTIVE: To provide adequate water pressure that will meet the needs of domestic and industrial customers in normal and emergency situations. Reduce pressure complaints by 10% City-wide.	10	30	27
	Pressure complaints		
Maintain Water Distribution pressure at 55 to 60 pSi from 5 a.m. to 11 p.m. and 45 to 50 pSi from 11 p.m. to 5 a.m.			
OBJECTIVE: To provide an aesthetically pleasing appearance of all City Well Sites and to eliminate complaints of unsightly Well Sites.	1	2	0
	Complaints		
OBJECTIVE: To maintain 3 Storm Water Lift Stations in operating status as outlined below.	Fell	75%	100%	100%
	Kayton	55%	75%	89%
	Gwinnett	N/A	100%	100%
	Storm Station Status			

Fell St. (3 pumps)* 66%
Kayton (9 pumps) ** 77%
Gwinnett (2 pumps) 100%

STRATEGY

1. Monitor Distribution System Pressure at Central Pump Room 24 hours per day, 365 days per year.
2. Install Telemetering Equipment for isolated Systems (Wilmington and Travis Field).
3. Evaluate City Distribution lines to identify undersize lines and dead-end lines.
4. Prepare CIP Projects to eliminate undersize and dead-end lines.
5. Insure that all future water projects and extensions are properly sized and are properly looped to provide adequate flow and pressure.
6. Reduce valid pressure complaints by 10% City-wide.

STRATEGY

1. Maintain grass cutting schedule as planned.
2. Assign weekend duty during high growth periods to eliminate a deviation from master schedule.
3. Continue Special Objective of 1983 into 1984 to relandscape 5 Wells per year.
4. Implement program to plant shrubs and hedges at high visibility sites.

STRATEGY

1. Continue Preventive Maintenance Program as developed in 1983.
2. Increase operator training in operation and lubrication.
3. Perform annual inspection of all submerged units.
4. Develop annual contract for major maintenance and inspection from Pump manufacturers.

* Two pumps are on automatic and used daily. The third pump is a backup unit. The station normally operates at 66% of total capacity with backup and reserve capability.

** Seven pumps are on automatic and normally used with a backup and reserve of two pumps. Normal operating level is 77% of total capacity.

WATER DISTRIBUTION

PURPOSE: SUPPLY WATER THROUGH THE DISTRIBUTION SYSTEM WITH A MINIMUM OF CUSTOMER INCONVENIENCE AND UNNECESSARY WATER LOSS.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	491486	537214	583475
CONTRACTUAL SERVICES	12035	26514*	28369*
COMMODITIES	293867*	338677*	371161*
REVOLVING FUNDS	148860*	206675*	215067*
CAPITAL OUTLAY	5121	10410	16950
INTERFUND TRANSFERS	48829	71327*	61276*
TOTAL	$ 1000198*	$ 1190817*	$ 1276298*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
CUSTOMER SERV REP	2.00	0.00		0*
SR UTILITIES MAINT WORKER	13.00	15.00	43	160583
MEDIUM EQUIPMENT OPERATOR	3.00	3.00	45	39841
CUSTOMER SERV REP	1.00	1.00	46	10586
WATER METER MECHANIC	4.00	4.00	48	45100
ENGINEERING AIDE	1.00	1.00	51	12131
WATER METER CREW CHIEF	1.00	1.00	53	15110
UTIL MAINT CREW CHIEF	8.00	8.00	56	114227
UTIL MAINT SUPERVISOR	1.00	1.00	67	17923
WATER DISTRIB SUPERINTENDENT	1.00	1.00	70	19284
TOTAL	35.00	35.00		

WATER DISTRIBUTION

Budget: $1,276,298 — Personnel: 35

To maintain 500 miles of water lines, meters, valves, fire hydrants.

1 Superintendent
1 Supervisor
1 Customer Service Representative
1 Sedan
1 Pickup Truck

METER INSTALLATION
$105,922

$62/meter installed

1 Foreman
2 Utility
1 Crew Truck
1 Trencher

MAINTAIN METERS AND BOXES
$198,910

$17/meter box serviced

1 Foreman
3.5 Utility
3.5 Pickup Truck

PLUG/UNPLUG METERS
$18,893

$38/meter plug, unplug

.5 Utility
.5 Pickup Truck

REPAIR, TEST METERS
$34,450

$18/meter tested

1 Foreman

REPAIR LEAKS
$527,755

$230/leak repaired

3 Foremen
7 Utility
2 Med.Equip.Operator
3 Crew Trucks
2 Backhoes
3 Compressors
1 Pump

INSTALL NEW LATERALS
$130,202

$108/lateral installed

1 Foreman
2 Utility
1 Med.Equip.Operator
1 Crew Truck
1 Backhoe
1 Flatbed
1 Compressor

INSTALL NEW HYDRANTS
$43,049

$3,583/hydrant installed

REPLACE FIRE HYDRANTS
$72,400

$1,440/hydrant replaced

INSTALL INDEPENDENT VALVES
$40,446

$800/valve installed

1 Foreman
3 Utility
1 Crew Truck
1 Boom Truck

LOCATE, MAP, EXERCISE VALVES
$68,497

$35/valve serviced

1 Engineering Aide
1 Foreman
1 Crew Truck

PAINT, GREASE, EXERCISE HYDRANTS
$34,774

$18/hydrant exercised

1 Utility
1 Pickup Truck

WATER DISTRIBUTION

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Install new meters	1,057	1,656	1,700	$139	$ 99	$106	$ 62 per installation
	Meters installed per year						
Maintain meters & meter boxes	10,289	12,198	12,000	$ 69	$185	$199	$ 17 per servicing
	Meters serviced per year						
Plug, unplug meters	315	513	500	$ 26	$ 19	$ 19	$ 38 per occurance
	Occurances per year						
Repair and test meters for accuracy	1,200	1,869	2,000	$ 64	$ 32	$ 35	$ 18 per testing
	Meters tested per year						
Repair leaks	2,952	2,500	2,300	$383	$494	$528	$230 per repair
	Leaks repaired per year						
Install new service laterals	1,086	1,197	1,200	$103	$119	$130	$108 per installation
	Number of laterals installed						
Install hydrants for System expansion	1	9	12	$ 3	$ 41	$ 43	$3,583 per hydrant
	Hydrants installed per year						
Replace fire hydrants	50	42	50	$ 89	$ 67	$ 72	$1,440 per hydrant
	Hydrants replaced per year						
Install independent valves	48	60	50	$ 72	$ 38	$ 40	$800 per valve
	Valves installed per year						
Locate, map, exercise and maintain Distribution System valves	555	1,125	2,000	$ 92	$ 64	$ 69	$35 per valve
	Valves exercised per year						
Paint, grease, exercise hydrants	1,764	1,500	2,000	N/A	$ 33	$ 35	$18 per hydrant
	Hydrants exercised per year						

WATER DISTRIBUTION
LEAK REPAIR ACTIVITY

GOAL: TO ELIMINATE ALL WATER LEAKS WITHIN THE CITY WATER DISTRIBUTION SYSTEM.

OBJECTIVE: To reduce in all Planning Units with a leak rate of greater than 12 leaks per water line mile to less than 12 leaks per water line mile.

P.U.	Miles Water Line	1982	1983	1984
1	6.1	15.58	9.81	8.83
2	20.92	7.60	6.57	5.91
3	17.8	5.28	5.22	4.70
4	10.9	6.61	8.25	7.43
5	5.5	25.28	27.27	12.00
6	14.0	1.93	2.13	1.92
7	17.6	7.84	4.92	4.43
8	6.1	4.27	5.40	4.86
9	14.2	6.91	6.12	5.51
10	14.0	2.58	1.71	1.54
11	13.3	3.61	3.60	3.24
12	14.0	9.00	6.84	6.17
13	30.6	12.65	9.69	8.72
14	6.7	2.09	2.22	2.00
15	18.3	3.12	3.60	3.24
16	14.7	4.17	3.15	2.84
17	7.8	17.57	13.83	12.00
18	17.0	15.83	10.74	9.67
19	24.0	14.63	12.12	12.00
20	11.3	5.40	5.85	5.24
21	21.5	4.33	3.90	3.51
22	5.14	3.12	0.57	0.51
23	22.76	2.16	2.10	1.89
24	18.54	3.83	3.72	3.35
25	13.38	5.01	5.58	5.02
26	13.84	6.00	6.90	6.21
27	29.27	6.09	2.97	2.67
28	2.53	1.59	1.17	1.05
		Leaks per Water Line Mile		

STRATEGY

1. Review "Actual" 1983 Water Leak Data and detail all Planning Units with Water leak rates exceeding 12.0 per mile.
2. Schedule Lateral Replacement Crew to work in high leak rate Planning Units.
3. Implement a program to repair by replacing lines as Work Orders are received from public.
4. Evaluate "Large" water main leak data to determine the condition of all mains, 2" and larger in Target Planning Units.
5. Program CIP Funds set aside annually for replacement of Distribution Systems to large line (determined) identified from large line leak evaluation.

WATER DISTRIBUTION
LEAK REPAIR ACTIVITY

	1982	1983	1984	STRATEGY
OBJECTIVE: To reduce all leaks in this Distribution System by 10% in 1984.				1. In all Planning Units excluding those with leak rates exceeding 12.0 per mile, continue Lateral Replacement Program based on evaluation of excavated service lateral. 2. Monitor paving projects annually for water replacement scheduling.
OBJECTIVE: To increase the total number of service laterals relaced by 10% in 1984.	1,084 Service laterals	1,200 replaced	1,320	STRATEGY 1. Purchase new boring machine in 1984 to improve lateral installation efficiency and productivity. 2. Improve scheduling of leak crews and backhoe assignments. 3. Investigate new techniques in lateral installation procedures.

WATER DISTRIBUTION
WATER METER SERVICES PROGRAM

GOAL: TO INSTALL NEW WATER METERS FOR SYSTEM EXPANSION WITHIN 21 DAYS AFTER RECEIPT OF WORK ORDER AND TO INSURE THAT ALL WATER METERS IN THE CITY SYSTEM ARE OPERATING 100% OF THE TIME.

OBJECTIVE: To install new water meters within the priority 2 Standard (21 days) 85% of the time in 1984.

1982*	1983**	1984
17%	59%	85%

Installations within standard

* Standard in 1982 was 15 days.

** Standard in 1983 was:
Priority 1 - 7 days
Priority 2 - 21 days
Priority 3 - 180 days

STRATEGY
1. Review each Work Order as received to determine priority status of meter installation.
2. Investigate development of a policy to require developer or contractor to apply for all necessary utilities (Water & Sewer) during the Building Permit Application process.
3. Evaluate Standards for meter installation developed by REMAC Study Team. Determine average monthly workload and compare with REMAC Standards.
4. As required, shift fire hydrant and leak crew to Meter Installation Program.

OBJECTIVE: To increase Turbine Meter installations by 100% in 1984 (2" and larger)

15	12	24

Number of installations

STRATEGY
1. Schedule one large Turbine Meter installation per month by Hydrant Crew.
2. Schedule one large Turbine Meter installation per month by Meter Repair Crews (Two).

OBJECTIVE: To reduce meter repair backlog Work Orders by 25% in 1984 to insure accurate revenue collection of all meters.

1,498	500	375

Backlog Meter Work Orders

STRATEGY
1. Continue scheduling of all Meter Repair Work Orders by customer service representative.
2. Improve lost Meter Productivity with use of new metal detectors.
3. Continually evaluate productivity of the 5 Meter Repair Crews to insure maximum productivity.

OBJECTIVE: To insure that 101 meters 4" and larger are inspected, tested and calibrated on an annual basis.

10	20	108

Tests and Calibrations

STRATEGY
1. Develop schedule for meter test mechanic for meters 4" and larger.
2. On a weekly basis, assign 1 meter repairman to assist meter testor in calibration program.

WATER DISTRIBUTION

FIRE HYDRANT MAINTENANCE PROGRAM

GOAL: TO INSURE THAT ALL FIRE HYDRANTS IN THE CITY DISTRIBUTION SYSTEM ARE IN CONSTANT READINESS FOR FIRE FIGHTING.

	1982	1983	1984	
OBJECTIVE: To repair all reported inoperable fire hydrants within standard in 1984.	79%	88%	100%	STRATEGY 1. Improve Work Order Evaluation as received within one day after receipt of Work Order. 2. If advertisement is required, schedule within 3 days after receipt of Work Order. 3. Report all "Scheduled" dead hydrants to Fire Department.
	Repairs within Standard			
OBJECTIVE: To paint, grease, flush, and cut grass at 2,000 fire hydrant locations in the City Distribution System.	1,756	1,077	2,000	STRATEGY 1. Increase productivity of fire hydrant inspections to 10 hydrants per working day. 2. Develop skill of fire hydrant inspector to include light maintenance duties.
	Hydrants serviced			

WATER DISTRIBUTION

VALVE MAINTENANCE PROGRAMS

GOAL: TO INSURE THAT ALL DISTRIBUTION SYSTEM VALVES ARE AVAILABLE AND OPERATING TO MINIMIZE WATER SERVICE INTERRUPTIONS.

	1982	1983	1984	
OBJECTIVE: To locate, exercise, and map 1,500 Distribution System valves in 1984.	555	1,125	1,500	STRATEGY 1. Increasee training of Engineeering Aide in Distribution System networks. 2. Acquire adequate metal detection equipment to improve productivity. 3. Monitor all paving projects to insure that all valves, manholes and boxes are uncovered and raised to pavement level. 4. Consolidate Field Data to Master Maps and Valve Books.
	Valves serviced			
OBJECTIVE: To install 75 independent valves on fire hydrants to minimize service interruptions and to reduce future advertising costs.	48	60	75	STRATEGY 1. Schedule and install six independent valves per month. 2. Update hydrant records to include valve installations.
	Independent valves installed			

WATER INTERDEPARTMENTAL

EXPENDITURE CODE	1983 PROJECTED EXPENDITURE	1984 PROPOSED BUDGET
Contractual Services	$ 151	$ 55,618
Debt Service	297,614	297,264
Interfund Transfers and Contingencies	874,886	808,682
Total	$1,172,651	$1,161,564
CONTRACTUAL AND INTERFUND ACCOUNTS		
Services by the General Fund	$ 622,595	$ 603,725
Investment Fund	157,021	153,957
Bad Debt Expenses	43,000	51,000
CIP Contribution	52,270	0
Agent and Bank Fees	151	166
Contingencies	0	55,452
Sub Total	$ 875,037	$ 864,300
DEBT SERVICE		
General Obligation Bonds	$ 11,750	$ 11,400
Revenue Bonds	285,864	285,864
Sub Total	$ 297,614	$ 297,264
Total	$1,172,651	$1,161,564

Sewer Fund

SEWER FUND

The 1984 Sewer Fund budget totals $8,645,732 for the base budget, capital improvements and program improvements. Summaries of the planned expenditures and projected revenues are presented below. Detailed explanations of the base budget expenses, capital improvement projects, program improvements and revenue sources follow the summaries.

GENERAL FUND EXPENDITURE SUMMARY

	1982 Actual	1983 Projected	1984 Proposed	1983-1984 Difference
Personal Services	$1,466,453	$1,640,417	$1,755,422	$115,005
Contractual Services	1,325,741	1,456,167	1,530,614	74,447
Commodities	577,048	708,854	763,179	54,325
Revolving Fund	328,038	321,571	359,196	37,625
Capital Outlay	24,101	77,657	86,500	8,843
Debt Service	664,453	1,122,357	1,121,626	-731
Interfund Transfers	1,988,896	1,488,140	1,531,014	42,874
Contingencies	0	0	144,800	144,800
TOTAL BASE BUDGET	$6,374,730	$6,815,163	$7,292,351	$477,188
CAPITAL IMPROVEMENTS	N/A	1,104,895	1,175,181	70,286
PROGRAM IMPROVEMENTS	N/A	N/A	178,200	N/A
TOTAL BUDGET	$6,374,730	$7,920,058	$8,645,732	$725,674

SEWER FUND ACTIVITY SUMMARY

ACTIVITY	1982 ACTUAL	1983 PROJECTED	1984 PROPOSED	1983-84 PERCENT CHANGE
Sewer Maintenance	$ 853,354	$ 902,901	$ 990,006	+ 9.6%
Lift Stations Maintenance	703,545	736,405	767,451	+ 4.2%
President St. Plant	1,909,064	2,178,773	2,338,614	+ 7.3%
Small Plants	383,773	476,101	501,896	+ 5.4%
Sewer Interdepartmental	2,524,994	2,520,983	2,549,584	+ 1.1%
Contingencies	0	0	144,800	N/A
Base Budget Total	$6,374,730	$6,815,163	$7,292,351	+ 7.0%
Capital Improvements	N/A	1,104,895	1,175,181	+ 6.4%
Program Improvements	N/A	N/A	178,200	N/A
Total Budget	$6,374,730	$7,920,058	$8,645,732	+ 9.2%

SEWER FUND REVENUE SUMMARY

1984 Base Revenue	$7,849,732
1984 New Revenue Sewer Service Fee Increases	796,000
1984 TOTAL AVAILABLE REVENUES	$8,645,732

SEWER FUND REVENUES

	1983 Projection	1984 Base Only Projection	1984 New Revenue	1984 Total Revenue	% Change
Inside City Sewer	$5,450,000	$5,500,000	$712,844	$6,212,844	+14.0%
Outside City Sewer	725,000	732,000	83,156	815,156	+12.4%
Sewer Connection Fees	135,000	135,000	0	135,000	0.0%
Water Cut-On Fees	25,000	25,250	0	25,250	0.0%
County Contribution	1,001,250	1,001,250	0	1,001,250	0.0%
Total	$7,336,250	$7,393,500	$796,000	$8,189,500	+11.6%
Non-Operating Revenues					
Interest on Investments	$ 259,000	$ 140,000	$ 0	$ 140,000	-45.9%
Interest on Sinking Fund	233,906	228,800	0	228,800	-2.2%
I & D Contribution - Debt	45,902	42,432	0	42,432	-7.6%
I & D Non-Contract Profit	45,000	45,000	0	45,000	0.0%
Total	$ 583,808	$ 456,232	0	$ 456,232	-21.9%
TOTAL SEWER FUND REVENUE	$7,920,058	$7,849,732	$796,000	$8,645,732	+ 9.2%

SEWER FUND
MINOR CODE EXPENDITURE COMPARISONS

PERSONAL SERVICES	1983 PROJECTED EXPENDITURES	1984 PRICE CHANGE	1984 QUANTITY CHANGE	1984 PROPOSED EXPENDITURES	PERCENT CHANGE
Salaries & Wages	$ 1,232,930	$ 83,686	$ 0	$ 1,316,616	6.8%
Social Security	88,772	9,894	0	98,666	11.1%
Group Medical Insurance	102,980	5,369	0	108,349	5.2%
Group Life Insurance	6,988	0	0	6,988	-
Unemployment Compensation	8,342	582	0	18,924	7.0%
Worker's Compensation	16,192	8,119	-4,724	19,587	21.0%
Pension	91,915	8,516	0	100,431	9.3%
Longevity	5,973	0	405	6,378	6.8%
Overtime	86,325	3,627	-469	89,483	3.7%
Total	$ 1,640,417	$ 119,793	$ -4,788	$ 1,755,422	7.0%

1984 SEWER FUND BUDGET

I. BASIC PROGRAM COSTS:

A. Personal Services: The single largest allocation under the proposed 1984 budget of $1,755,422 for Personal Services is $1,316,616 for Salaries and Wages. Other substantial accounts are Pension $100,431; Medical Insurance, $108,349; Social Security, $98,666; and Overtime, $89,483.

Major changes are:

Salaries and Wages	up	$83,686 due to the 3% general wage increase and 2.5% job anniversary date pay adjustments ($59,186), modular adjustments ($2,500); and pay adjustments ($22,000).
Pension	up	$8,516 due to higher wages and increased contributions to the Pension Fund.
Social Security	up	$9,894 because of higher salaries, and higher social security rate.
Medical Insurance	up	$5,369 due to a projected increase in claims costs.

SEWER FUND
MINOR CODE EXPENDITURE COMPARISONS

CONTRACTUAL SERVICES	1983 PROJECTED EXPENDITURES	1984 PRICE CHANGE	1984 QUANTITY CHANGE	1984 PROPOSED EXPENDITURES	PERCENT CHANGE
Electricity	$ 991,758	$ 50,022	$ 0	$ 1,041,780	5.0%
Natural Gas	150,800	30,200	0	181,000	20.0%
Communications	38,970	238	-27,638	11,570	-70.3%
Transportation	9,375	343	790	10,508	12.1%
Insurance	22,240	152	-2,860	19,532	12.2%
Rentals	8,749	723	1,103	10,575	20.9%
Dues, Memberships & Subscriptions	1,237	0	154	1,391	12.4%
Professional Services Fees	14,700	851	0	15,551	5.8%
Building Repair	600	0	3,200	3,800	33.3%
Equipment Maintenance	204,370	11,443	3,873	219,686	7.5%
Photocopying	5,588	279	0	5,867	5.0%
Printing	0	0	309	309	-
Medical Costs	1,178	15	0	1,193	1.3%
Other Contractual Services	6,602	250	1,000	7,852	18.9%
Total	$ 1,456,167	$ 94,516	$ 20,269	$ 1,530,614	5.1%

B. Contractual Services: Contractual Services costs in 1984 are expected to reach $1,530,614, $1,041,780 of which is for Electricity to operate the President Street Pollution Control Plant, 98 lift stations, and 6 small plants. The only other major allocations are $219,686 in Equipment Maintenance for the President Street Plant and other facilities and $181,000 in Natural Gas, also for President Street operations. These three accounts contain most of the 1983/84 increase:

Electricity	up	$50,022 for a 5% rate increase.
Natural Gas	up	$30,200 for a projected 20% rate increase.
Equipment Maintenance	up	$15,316 due to price increases.

SEWER FUND
MINOR CODE EXPENDITURE COMPARISONS

COMMODITIES	1983 PROJECTED EXPENDITURES	1984 PRICE CHANGE	1984 QUANTITY CHANGE	1984 PROPOSED EXPENDITURES	PERCENT CHANGE
Office Supplies	$ 1,873	$ 88	$ 0	$ 1,961	4.6%
Clothing & Personal Supplies	6,645	553	0	7,198	8.3%
Operating Supplies & Materials	124,670	9,253	0	133,923	7.4%
Chemicals	378,822	25,999	0	404,821	6.9%
Equipment Repair Parts	137,577	6,879	2,174	146,630	6.6%
Construction Supplies & Mat.	20,629	1,126	3,500	25,255	22.4%
Sewer Construction Materials	6,869	570	62	7,501	9.2%
Water Construction Materials	2,735	33	0	2,768	1.2%
Tools & Shop Supplies	11,228	545	200	11,973	6.6%
Diesel Fuel	7,224	867	0	8,091	12.0%
Oils & Grease	10,582	129	1,521	12,232	15.6%
Other Commodities	0	0	826	826	-
Total	$ 708,854	$ 46,042	$ 8,283	$ 763,179	7.7%

C. Commodities: Expenditures totalling $763,179, $54,325 greater than 1983 costs, are recommended in the Commodities category. Most of the allocation, $404,821, is for Chemicals primarily used at the President Street Plant ($363,800). These include:

Chlorine	8 tons/wk at $175/ton	$ 72,800
Ferric Chloride	26 loads at $5,850/load	152,100
Lime	26 loads at $2,825/load	73,450
PreCoat	12 loads at $4,761/load	57,130
Polymer	8 lbs. at $1,040/lb.	8,320

Other major accounts in this series include: $146,630 for Equipment Repair Parts; $133,923 for Operating Supplies (Gasket Materials, Filter Cloth, Cleaning Supplies, Suction Hoses, etc.); and $25,255 for Construction Supplies (lumber, brick, manhole covers and rings, and cement).

Major changes are:

Chemicals	up	$25,999 for a 6.9% price increase.
Operating Supplies	up	$9,253 for a 7.4% price increase.
Equipment Repair Parts	up	$9,053 for a 6.6% price increase.
Construction Supplies	up	$4,626 for a $1,126 price change and $3,500 for material to build roads from eductor pumps to street.

SEWER FUND
MINOR CODE EXPENDITURE COMPARISONS

REVOLVING FUNDS	1983 PROJECTED EXPENDITURES	1984 PRICE CHANGE	1984 QUANTITY CHANGE	1984 PROPOSED EXPENDITURES	PERCENT CHANGE
Service Desk	$ 17,519	$ 0	$ -3,433	$ 14,086	19.6%
Engineering Services	4,129	6,072	0	10,201	147.1%
Garage Overhead	29,152	2,889	0	32,041	9.9%
Garage Charges	221,434	18,939	0	240,373	8.6%
Central Services	48,958	13,537	0	62,495	27.7%
Print Shop	379	0	-379	0	- -
Total	$ 321,571	$ 41,437	$ -3,812	$ 359,196	11.7%
CAPITAL OUTLAY					
Office Furniture & Equip.	$ 1,300	$ 0	$ -475	$ 825	-36.5%
Vehicular Equipment	19,100	0	-19,100	0	-100.0%
Operational & Constr. Equip.	57,257	0	28,418	85,675	49.6%
Total	$ 77,657	$ 0	$ 8,843	$ 86,500	11.4%

D. Revolving Fund: The total recommended 1984 budget for services provided by the Revolving Fund departments is $359,196. Two major expenditure accounts are included in this series: Vehicle Maintenance and Operations for Sewer Fund vehicles, $272,414; and Central Services (primarily communications and building and electrical projects), $62,495.

Major changes are:

Vehicle Maintenance	up	$21,828 for price increases in fuel and other operating costs.
Central Services	up	$13,537 due to price increases and a new basis for chargeback allocations.

E. Capital Outlay: The proposed Capital Outlay for 1984 is $86,500. A list of the recommended purchases is found in the Appendix.

SEWER FUND
MINOR CODE EXPENDITURE COMPARISONS

	1983 PROJECTED EXPENDITURES	1984 PRICE CHANGE	1984 QUANTITY CHANGE	1984 PROPOSED EXPENDITURES	PERCENT CHANGE
DEBT SERVICE					
Sinking Fund Payment	$ 1,097,791	$ 0	$ 0	$ 1,097,791	-
Bond Redemption	20,908	0	0	20,908	-
Bond Interest	3,658	-731	0	2,927	20.0%
Total	$ 1,122,357	$ -731	$ 0	$ 1,121,626	.1%
INTERFUND TRANSFERS					
Services by General Fund	$ 622,595	$ 31,130	$ -50,000	$ 603,725	3.0%
Services by Other Funds	0	0	77,452	77,452	-
CIP Project Contributions	63,810	0	-63,810	0	-100.0%
Contrib. to Investment Fund	602,900	0	12,928	615,828	2.1%
Water & Sewer Bad Debt Coverage	107,000	21,400	0	128,400	20.0%
Vehicle Depreciation	91,835	13,774	0	105,609	15.0%
Total	$ 1,488,140	$ 66,304	$ -23,430	$ 1,531,014	2.9%
CONTINGENCIES	$ -	$ -	$ 144,800	$ 144,800	-
GRAND TOTAL	$ 6,815,163	$ 367,361	$ 109,827	$ 7,292,351	7.0%

F. Debt Service: Debt retirement costs remain virtually unchanged at $1,121,626.

G. Interfund Transfers: A 1984 budget of $1,531,014 is recommended for these accounts. It is $42,874 greater than the 1983 projection.

Services by General Fund goes down $18,870 due to a $31,130 price increase more than offset by a $50,000 reduction due to the transfer of Water and Sewer's general administrative function from the General Fund to the Water Fund.

Services by Water Fund's 1984 proposed budget of $77,452 for the Sewer Fund's share of the Water/Sewer Administration budget now established in the Water Fund is $27,452 greater than the $50,000 reduction to Services by General Fund due to major new funding for necessary capital outlays and data processing services.

H. Contingencies: A $144,800 Contingency Fund is proposed for unexpected emergencies.

UNIT COST OF SEWER OPERATIONS PER 100 CUBIC FEET (CCF)

Operation and Maintenance

The projected cost of operating and maintaining (O/M) the sewer system in 1983 and 1984 is summarized below. It is estimated that in 1983, 7,780,000 CCF will be treated and that 7,847,000 CCF will be treated in 1984.

	1983		1984	
BY EXPENDITURE AREA	TOTAL	COST PER 100 CU.FT.	TOTAL	COST PER 100 CU.FT.
Personal Services	$1,640,417	$.2108	$1,755,422	$.2237
Contractual Services	1,456,167	.1872	1,675,414*	.2135
Commodities	708,854	.0911	763,179	.0973
Revolving Fund	321,571	.0413	359,196	.0458
Serv. by General Fund	622,595	.0800	603,725	.0769
Serv. by Water Fund	0	-	77,452	.0099
Capital Outlay	77,657	.0100	86,500	.0110
Debt Service	1,122,357	.1443	1,121,626	.1429
Cont. to Invest. Fund	602,900	.0775	615,828	.0785
Bad Debt Coverage	107,000	.0138	128,400	.0164
CIP Project Cont.	63,810	.0082	0	-
Vehicle Depreciation	91,835	.0118	105,609	.0135
Total	$6,815,163	$.8760	$7,292,351	$.9293
BY ACTIVITY				
Sewer Maintenance	$ 902,901	$.1161	$ 990,006	$.1273
Lift Stations	736,405	.0947	767,451	.0978
President St. Plant	2,178,773	.2800	2,338,614	.2980
Small Plants	476,101	.0612	501,896	.0640
Interdepartmental	2,520,983	.3240	2,694,384	.3434
Total	$6,815,163	$.8760	$7,292,351	$.9293

* Includes $144,800 for a Contingency reserve.

II. CAPITAL PROJECTS: We have developed a long range basic capital projects program for the sewer system which totals $8,415,000 over the next five years. Completion of these projects is necessary in order to maintain the existing level of service to current customers and meet state and federal mandates. Sewer Capital Projects can be classified into three broad categories:

1) projects essential to maintain operations
2) system improvements
3) service extensions

The capital requirement for each of the next five years, by category, is as follows:

Five Year Capital Program
(in Thousands of Dollars)

	1984	1985	1986	1987	1988
Essential to Maintain Operations or Mandated	$2,075	$ 700	$ 750	$ 750	$1,100
Improvements Required to Meet Current and Future Needs	285	210	285	5	5
Service Extensions	610	410	410	410	410
TOTAL	$2,970	$1,320	$1,445	$1,165	$1,515

The projects proposed for 1984, totalling $2,970,000, are as follows:

1984 CAPITAL IMPROVEMENTS

PROJECTS ESSENTIAL TO MAINTAIN OPERATIONS

Bacon Park Pumping Station
Rehabilitation of existing station. $350,000

Lift Station Rehabilitation Program
Rehabilitation of 5 stations per year. $275,000

Hopkins Street Outfall Line
Replacement or rehabilitation of 6,028 L.F. of 24" pipe due to severe deterioration, as revealed by Sewer System Evaluation Study. $775,000

Evaluation of Problem Lines
Examination of potential problem locations by having suspected line segments cleaned and televised. This information will be utilized to plan future projects. $125,000

Miscellaneous Sewer Line Rehabilitation/ Replacements Performance of line improvements as identified in the evaluation program.	$200,000
Islandwood Plant Upgrade Expansion of plant capacity to meet near term development until the regional plant can be constructed.	$300,000
Payments to Paving Contractors Participation in charges for upgrading sewers in conjunction with street paving programs.	$20,000
Payments to Developers Sharing of costs related to capacity improvements in connection with extensions and system upgrades.	$30,000
SUB-TOTAL	$2,075,000
SYSTEM IMPROVEMENTS	
Evaluation 53rd Street Line Replacement or rehabilitation of 1,500 L.F. of deteriorated concrete sewer line which has failed causing street and personal property damage.	$10,000
Wilmington Island Regional Plant Acquisition of site.	$200,000
President Street Plant Processing of control training program.	$40,000
Rehabilitation of Station Monitoring System Installation of station monitoring devices at 20 stations per year.	$30,000
Lift Station Miscellaneous Projects Performance of emergency by-pass taps or small structural repairs. Removal of safety hazards.	$ 5,000
SUB-TOTAL	$285,000

SEWER SERVICE EXTENSIONS

Extension - Forest River Farm Area Project includes installation of sewer lines in remaining portion of Forest River Farms north of Abercorn St. Ext. Project will expedite development of area and will initially serve 8 units.	$600,000
Miscellaneous Extensions Items that arise during the year that are small projects.	$10,000
SUB-TOTAL	$610,000
GRAND TOTAL	$2,970,000

III. PROGRAM IMPROVEMENTS: The following program improvements are recommended:

1. Industrial Pretreatment Program — $29,200
   One laboratory technician, a vehicle, and other resources are requested for a program to reduce the amount of toxic materials placed in the system by industrial users.

2. Sewer Line Cleaning — $149,000
   Two positions and a jet vacuum truck are requested to increase efforts to clean sewer lines and decrease the number of sewer stoppages in high problem areas.

IV. SEWER FUND APPROPRIATION SUMMARY: In summary, the appropriations required by the sewer system in 1984 are:

Amount Required for Operating and Maintenance	$7,292,351
Amount Required for Program Improvements	178,200
Amount Required for Basic Capital Projects	2,970,000
Total	$10,440,551

V. SEWER FUND REVENUES: The total appropriation requirement of $10,440,551 can be funded by a combination of current revenues, selected rate increases, a bond issue, and reserves (whose use is restricted to capital projects).

A. Current Revenues: The amount of revenue generated by the current rate structure is $7,849,732. The current revenues are sufficient to cover the operating and capital budget components totalling $7,470,551 leaving a balance of $379,181 to contribute towards the capital requirement. A comparison of revenues by category for 1983 and 1984 is provided below:

	1983 Projection	1984 Projection	% Change
Inside City Sewer	$5,450,000	$5,500,000	1.0
Outside City Sewer	725,000	732,000	1.0
Sewer Connection Fees	135,000	135,000	-
Water Cut-On Fees	25,000	25,250	1.0
County Contribution	1,001,250	1,001,250	-
Total	$7,336,250	$7,393,500	.8
Non-Operating Revenues			
Interest on Investments	$ 259,000	$ 140,000	-45.9
Interest on Sinking Fund	233,906	228,800	-2.2
I & D Contribution - Debt	45,902	42,432	-7.6
I & D Non-Contract Profit	45,000	45,000	-
Total	$ 583,808	$ 456,232	-21.9
GRAND TOTAL SEWER FUND	$7,920,058	$7,849,732	-.9

B. Beginning Balance and Restricted Revenue: The amount of reserves and restricted revenue projected to be available in 1984 is $765,895. It consists of:

1984 Beginning Year Balance	$ 515,895
Restricted Revenue	250,000
Available for Capital Program	$ 765,895

VI. SEWER REVENUE/EXPENDITURE SUMMARY: Resources available from current revenues, reserves, and restricted revenue are compared with total appropriations below:

Current Revenues	$ 7,849,732
Less Operating and Program Improvement Budgets	-7,470,551
Operating Balance for Capital Program	$ 379,181
Plus Beginning Balance and Restricted Revenue	+765,895
Less Required Capital Appropriation	-2,970,000
1984 Capital Budget Shortfall	$ 1,824,924

To provide the required additional revenue of $1,824,924 for 1984 and future capital requirements, a $4 million bond issue and the following sewer rate changes are proposed:

A. Rate Increase:
Increases in the sewer rates are required to provide additional revenues for current and future capital needs. The proposed changes involve consumption fees only and are summarized as follows:

Inside City	Current Rates	1984 Proposed Rates	Increase	Annual Billing Units	New Revenue Generated
Base (bimonthly)	$6.48	$6.48	$ -	261,556	$
Under 20 CCF	.41	.49	.08	3,825,805 CCF	306,065
Over 20 CCF	.62	.74	.12	3,389,825 CCF	406,779
Outside City					
Base (bimonthly)	$9.72	$9.72	$ -	17,603	$
Under 20 CCF	.61	.73	.12	385,709 CCF	46,285
Over 20 CCF	.93	1.08	.15	245,806 CCF	36,871
Total Additional Operating Revenue Generated					$ 796,000
Total 1984 Revenue Required					1,824,924
Remaining Shortfall					$1,028,924

As a result of this increase the typical residential inside city sewer customer with 2,500 cu. ft. consumption would see his bi-monthly bill go from $17.78 to $19.98. This is an average increase of $1.10 per month.

B. Bond Issue:

To fund the remaining 1984 capital program requirement of $1,028,924 and future needs, it is recommended that bonds in the amount of $4,000,000 be issued in 1984. The $4,000,000 will fund:

Remaining 1984 Capital Budget Deficit	$1,028,924
Funds for 1985 Capital Program Requirements	2,971,076
Total	$4,000,000

C. Total Revenue (Budget Summary)

1984 Base Revenue	$7,849,732
1984 New Revenue	796,000
TOTAL REVENUE	$8,645,732

1984 Base Budget	$7,292,351
1984 CIP - Current Funds	1,175,181
1984 New Programs	178,200
TOTAL BUDGET	$8,645,732

SEWER

POSITION TITLE	RANGE	STAFF YEARS
WATER POLL CONT DR ADM	85	1.00
WSTWTR COLLECTIONS ADM	73	1.00
PLANT ENGINEER	70	1.00
CNT SWG TNT PLANT OP SUPT	70	1.00
SEWAGE COLLECTION SUPT	70	1.00
SM PLANTS SEWAGE TRT SUPT	70	1.00
CNT SEWAGE PLANT MECH SUPT	70	1.00
LIFT STATION MAINT SUPT	70	1.00
CHEMIST	68	1.00
LAB SUPERVISOR	67	1.00
UTIL MAINT SUPERVISOR	67	2.00
SEWAGE TRMT PLANT SUPERVISOR	67	7.00
PROCESS CONTROL SUPERVISOR	67	1.00
MASTER PUMP REPAIR MECHANIC	66	1.00
ELECTRONIC CONTROL SYST TECH	64	2.00
SUPV PUMP REPAIR MECHANIC	61	3.00
PUMP REPAIR MECHANIC	58	8.00
UTIL MAINT CREW CHIEF	56	6.00
LAB TECHNICIAN	54	1.00
HEAVY CONST EQUIP OPERATOR	54	1.00
SEW TRMT PLANT OPERATOR I	53	8.00
SEW TRMT PLANT OPERATOR II	53	7.00
PAINTER	53	1.00
PUMP REPAIR MECHANIC TRAINEE	48	2.00
SENIOR CLERK TYPIST	45	1.00
MEDIUM EQUIPMENT OPERATOR	45	6.00
SR UTILITIES MAINT WORKER	43	17.00
UTILITIES MAINT WORKER	40	11.00
CLERK	37	2.00
		97.00

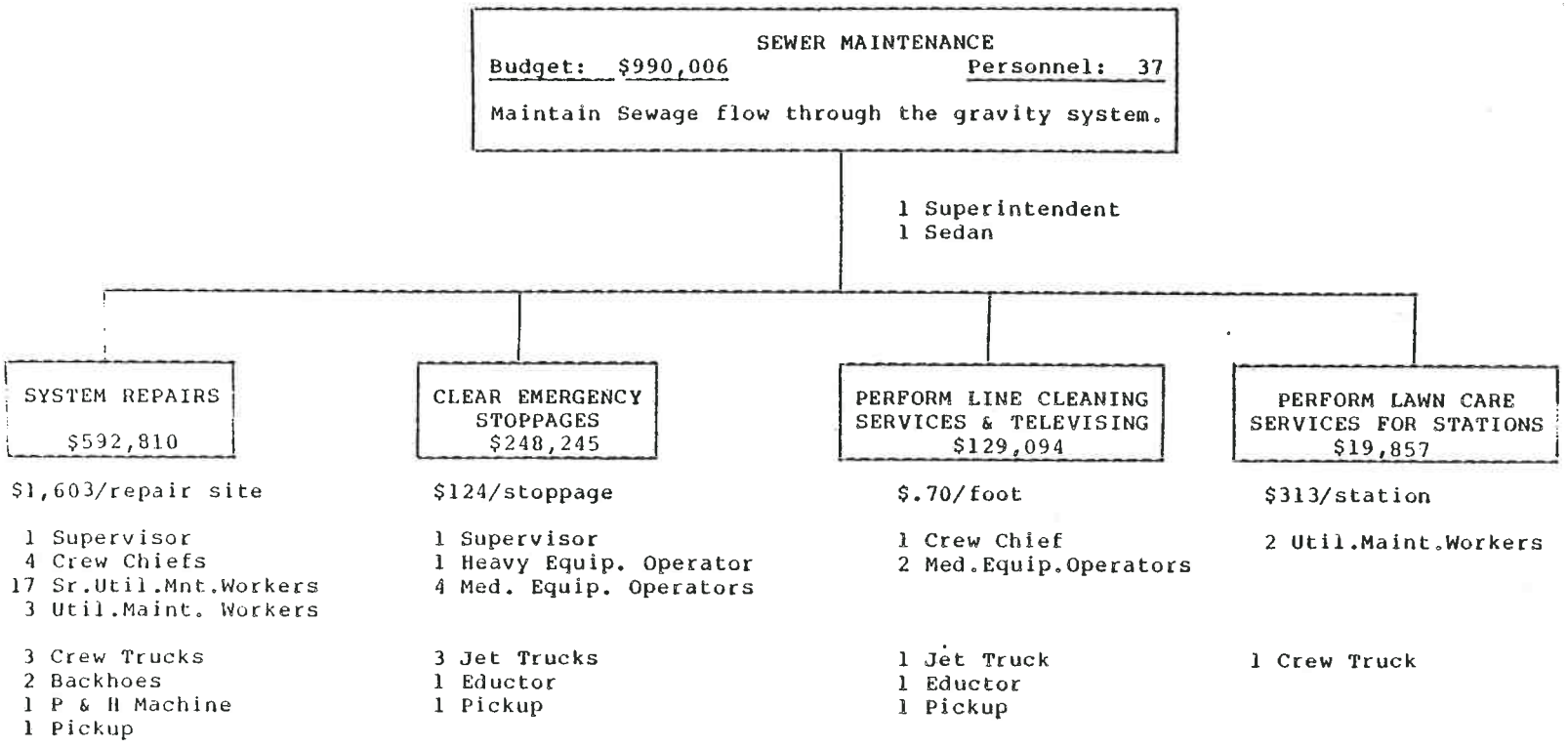
SEWER MAINTENANCE

PURPOSE: TRANSPORT WASTEWATER TO THE TREATMENT PLANTS WITH MINIMUM FLOW STOPPAGES.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	520928	562989	602948
CONTRACTUAL SERVICES	9354*	10718*	14582*
COMMODITIES	89729*	93431*	100425*
REVOLVING FUNDS	179025*	167750*	189856*
CAPITAL OUTLAY	5990*	13061*	19000*
INTERFUND TRANSFERS	48328*	54952*	63195*
TOTAL	$ 853354*	$ 902901*	$ 990006*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
UTILITIES MAINT WORKER	5.00	5.00	40	45566
SR UTILITIES MAINT WORKER	17.00	17.00	43	173528
MEDIUM EQUIPMENT OPERATOR	6.00	6.00	45	74925
HEAVY CONST EQUIP OPERATOR	1.00	1.00	54	17070
UTIL MAINT CREW CHIEF	5.00	5.00	56	70615
UTIL MAINT SUPERVISOR	2.00	2.00	67	36742
SEWAGE COLLECTION SUPT	1.00	1.00	70	21261
TOTAL	37.00	37.00		


SEWER MAINTENANCE
Budget: $990,006
Personnel: 37
Maintain Sewage flow through the gravity system.
1 Superintendent
1 Sedan
SYSTEM REPAIRS
$592,810
$1,603/repair site
1 Supervisor
4 Crew Chiefs
17 Sr.Util.Mnt.Workers
3 Util.Maint. Workers
3 Crew Trucks
2 Backhoes
1 P & H Machine
1 Pickup
CLEAR EMERGENCY STOPPAGES
$248,245
$124/stoppage
1 Supervisor
1 Heavy Equip. Operator
4 Med. Equip. Operators
3 Jet Trucks
1 Eductor
1 Pickup
PERFORM LINE CLEANING SERVICES & TELEVISING
$129,094
$.70/foot
1 Crew Chief
2 Med.Equip.Operators
1 Jet Truck
1 Eductor
1 Pickup
PERFORM LAWN CARE SERVICES FOR STATIONS
$19,857
$313/station
2 Util.Maint.Workers
1 Crew Truck

SEWER MAINTENANCE

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Repair system	354	360	370	$483	$542	$593	$1,603 per site
	Number of repair sites						
Replace & repair lines	2,498	2,500	2,500				
	Feet of Line						
Build & repair manholes	119	100	100				
	Number of manholes						
Stoppage clearing & service calls	2,400	2,200	2,000	$220	$226	$248	$124 per stoppage
	Number of stoppages						
Preventive maintenance cleaning & evaluation of lines	79,200	184,800	184,800	$115	$117	$129	$.70 per foot
	Feet cleaned						
Maintain lawns at Lift Stations	60	62	64	$ 18	$ 18	$ 20	$313 per station
	Stations maintained						

SEWER MAINTENANCE

GOAL: TO MAINTAIN A CONTINUOUS FLOW OF WASTEWATER THROUGHOUT THE GRAVITY SEWER SYSTEM.

		1982	1983	1984
OBJECTIVE: To insure that no planning unit experiences a stoppage rate in exceess of 6 per mile.				
Planning Units with high stoppage rate:	PU 1	5.67	6.46	6.0
	PU 3	8.68	6.48	6.0
	PU 9	8.83	7.32	6.0
	PU 19	9.08	6.91	6.0
		Stoppage Rates		
OBJECTIVE: To reduce repair times by 29% and promote better safety.		7 days	7 days	5 days
		Repair times		

STRATEGY
1. Increase the footage cleaned with the purchase of 2 jet vacuum machines and 2 additional personnel.
2. Evaluate different cleaning methods.

STRATEGY
1. Evaluate different practices used by private contractors.
2. Train personnel in proper methods of installing sheating.

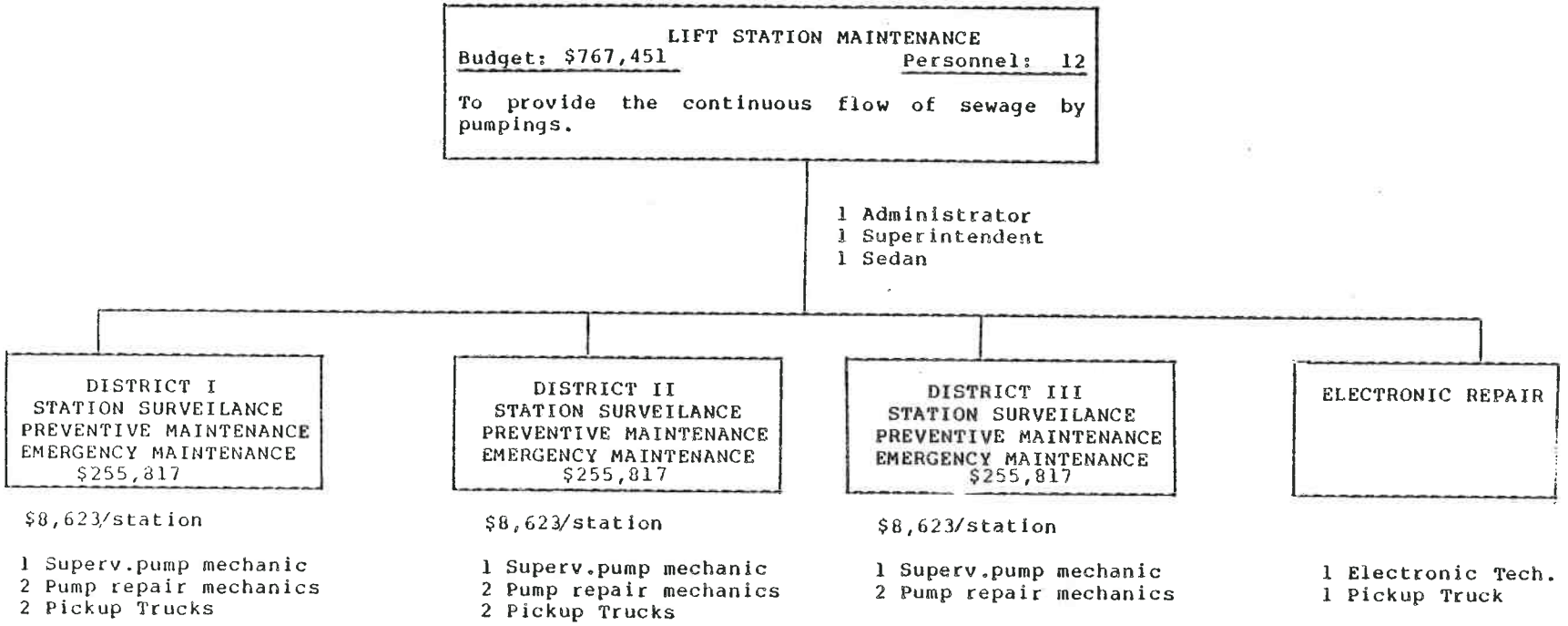
LIFT STATION MAINTENANCE

PURPOSE: TRANSFER WASTEWATER BY PUMPING TO HIGHER LEVEL COLLECTOR LINES AS REQUIRED TO MAINTAIN AN UNINTERRUPTED FLOW.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	191639	233648*	255416*
CONTRACTUAL SERVICES	333095*	361694*	352966*
COMMODITIES	51334*	64623*	69957*
REVOLVING FUNDS	62815*	54458*	65026*
CAPITAL OUTLAY	4938*	9650*	9905*
INTERFUND TRANSFERS	59724*	12332*	14181*
TOTAL	$ 703545*	$ 736405*	$ 767451*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
PUMP REPAIR MECHANIC	6.00	6.00	58	85759
SUPV PUMP REPAIR MECHANIC	3.00	3.00	61	46003
ELECTRONIC CONTROL SYST TECH	1.00	1.00	64	17070
LIFT STATION MAINT SUPT	1.00	1.00	70	19284
WSTWTR COLLECTIONS ADM	1.00	1.00	73	26480
TOTAL	12.00	12.00		


LIFT STATION MAINTENANCE
Budget: $767,451
Personnel: 12
To provide the continuous flow of sewage by pumpings.
1 Administrator
1 Superintendent
1 Sedan
DISTRICT I
STATION SURVEILANCE
PREVENTIVE MAINTENANCE
EMERGENCY MAINTENANCE
$255,817
$8,623/station
1 Superv.pump mechanic
2 Pump repair mechanics
2 Pickup Trucks
DISTRICT II
STATION SURVEILANCE
PREVENTIVE MAINTENANCE
EMERGENCY MAINTENANCE
$255,817
$8,623/station
1 Superv.pump mechanic
2 Pump repair mechanics
2 Pickup Trucks
DISTRICT III
STATION SURVEILANCE
PREVENTIVE MAINTENANCE
EMERGENCY MAINTENANCE
$255,817
$8,623/station
1 Superv.pump mechanic
2 Pump repair mechanics
ELECTRONIC REPAIR
1 Electronic Tech.
1 Pickup Truck

LIFT STATIONS

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Operate & maintain Lift Stations	81	86	89	$683	$736	$767	$8,623 per station
	Number of Stations						

LIFT STATIONS

GOAL: TO MAINTAIN CONTINUOUS FLOW IN THE SYSTEM BY ELEVATING SEWAGE THROUGH A SERIES OF PUMPING FACILITIES.

	1982	1983	1984	
OBJECTIVE: To limit total station failures to 4 per year for the activity.	11	6	4	STRATEGY 1. Continue the present mechanical crew set-up established in 2nd Quarter 1983. 2. Provide additional training. 3. Continue to add dialing boxes to the stations. 4. Utilize the mapper system to the greatest extent possible to track progress.
	Total Station Failures			
OBJECTIVE: To limit lift station appearance complaints to 3 per year.	4	3	3	STRATEGY 1. Follow the cutting schedule and spray when possible.
	Number of Complaints			

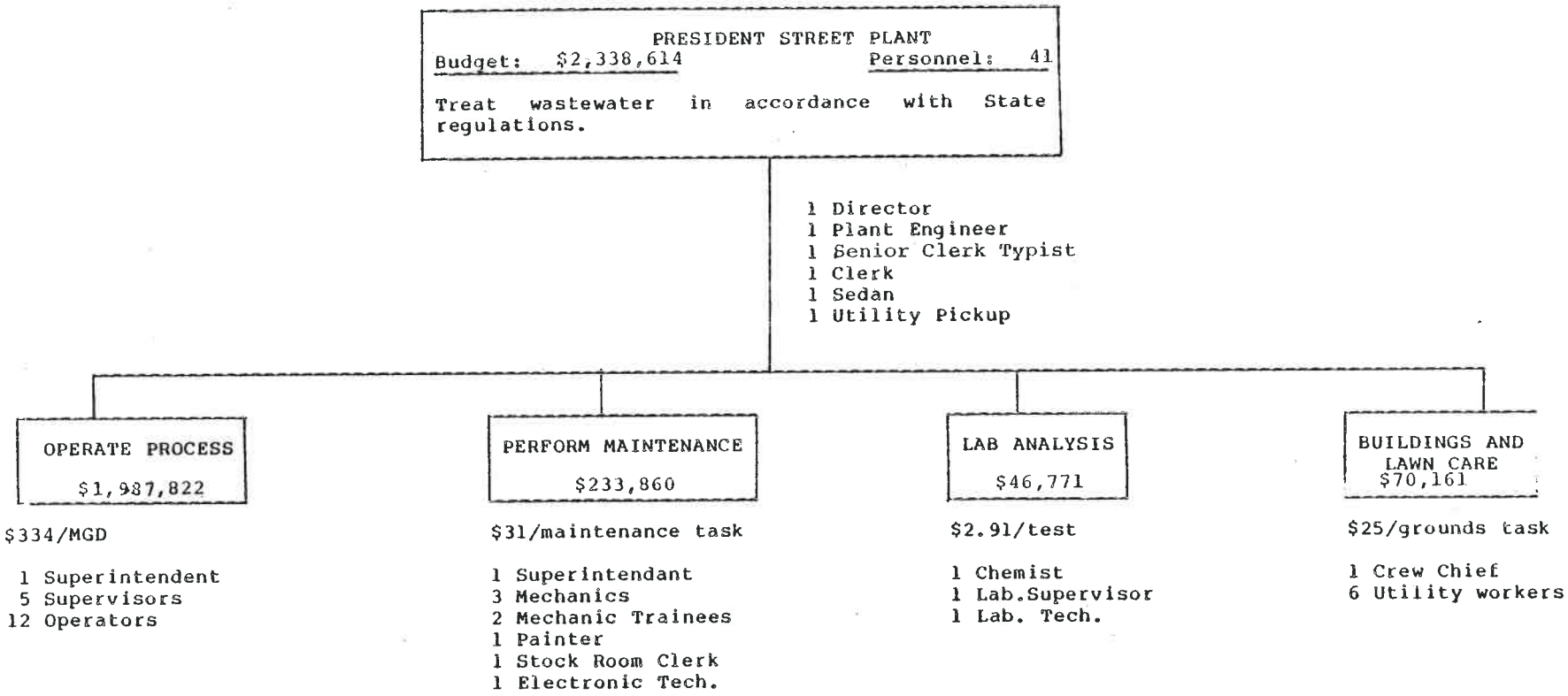
PRESIDENT STREET PLANT

PURPOSE: RECEIVE, TREAT AND DISPOSE OF COLLECTED WASTEWATER AND CONTAINED SOLIDS TO MEET NPDES CRITERIA AND OTHER EPD REGULATIONS GOVERNING WASTEWATER TREATMENT.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	626278*	702260*	752441*
CONTRACTUAL SERVICES	806762*	855104*	919316*
COMMODITIES	396703*	509697*	549933*
REVOLVING FUNDS	59850*	77916*	81557*
CAPITAL OUTLAY	9057*	21820*	21595*
INTERFUND TRANSFERS	10414	11976	13772
TOTAL	$ 1909064*	$ 2178773*	$ 2338614*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
CLERK	2.00	2.00	37	20119
UTILITIES MAINT WORKER	6.00	6.00	40	46071
SENIOR CLERK TYPIST	1.00	1.00	45	10444
PUMP REPAIR MECHANIC TRAINEE	2.00	2.00	48	24327
SEW TRMT PLANT OPERATOR I	7.00	7.00	53	84768
SEW TRMT PLANT OPERATOR II	5.00	5.00	53	63525
PAINTER	1.00	1.00	53	16257
LAB TECHNICIAN	1.00	1.00	54	13052
UTIL MAINT CREW CHIEF	1.00	1.00	56	14043
PUMP REPAIR MECHANIC	2.00	2.00	58	28780
ELECTRONIC CONTROL SYST TECH	1.00	1.00	64	17923
MASTER PUMP REPAIR MECHANIC	1.00	1.00	66	17491
PROCESS CONTROL SUPERVISOR	1.00	1.00	67	17923
SEWAGE TRMT PLANT SUPERVISOR	4.00	4.00	67	68260
LAB SUPERVISOR	1.00	1.00	67	17491
CHEMIST	1.00	1.00	68	22875
CNT SEWAGE PLANT MECH SUPT	1.00	1.00	70	19284
PLANT ENGINEER	1.00	1.00	70	20248
CNT SWG TNT PLANT OP SUPT	1.00	1.00	70	19284
WATER POLL CONT DR	1.00	1.00	85	31412
TOTAL	41.00	41.00		


PRESIDENT STREET PLANT
Budget: $2,338,614
Personnel: 41
Treat wastewater in accordance with State regulations.
1 Director
1 Plant Engineer
1 Senior Clerk Typist
1 Clerk
1 Sedan
1 Utility Pickup
OPERATE PROCESS
$1,987,822
$334/MGD
1 Superintendent
5 Supervisors
12 Operators
PERFORM MAINTENANCE
$233,860
$31/maintenance task
1 Superintendant
3 Mechanics
2 Mechanic Trainees
1 Painter
1 Stock Room Clerk
1 Electronic Tech.
LAB ANALYSIS
$46,771
$2.91/test
1 Chemist
1 Lab.Supervisor
1 Lab. Tech.
BUILDINGS AND LAWN CARE
$70,161
$25/grounds task
1 Crew Chief
6 Utility workers

PRESIDENT STREET PLANT

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Operate Plant	5,475	5,840	5,950 Million Gallons per year	$1,604	$1,850	$1,988	$334 per MG
Collect & analyze lab samples	13,193	13,800	16,126 Number of Tests	$ 38	$ 44	$ 47	$2.91 per test
Maintain plant	7,200	7,491	7,500 Maintenance Tasks	$189	$220	$234	$ 31 per task
Maintain buildings & grounds	2,781	2,800	2,800 Grounds Tasks	$ 57	$ 65	$ 70	$ 25 per task

PRESIDENT STREET PLANT

GOAL: TO TREAT WASTEWATER IN ACCORDANCE WITH STATE NATIONAL POLLUTANT DISCHARGE AND ELIMINATION SYSTEM STANDARDS.

	1982	1983	1984
OBJECTIVE: To limit NPDES violations to:	74	71	36
		Suspended solids	
	66	60	36
		BOD 5	
	26	20	14
		Fecal Coliform	

STRATEGY

1. Determine the optimum removal of solids.
2. Make in-house improvements which allow the plant to operate more efficiently.
   For example:
   1) Utilizing jet inductor in chlorine contact chamber;
   2) Adding lime to thickener tanks for better thickening;
   3) Injecting floculating agent into mix liquor to obtain better settleability.
3. Evaluate the use of various polymers to reduce the chemical cost.
4. Reduce power consumption when process allows for possible savings.

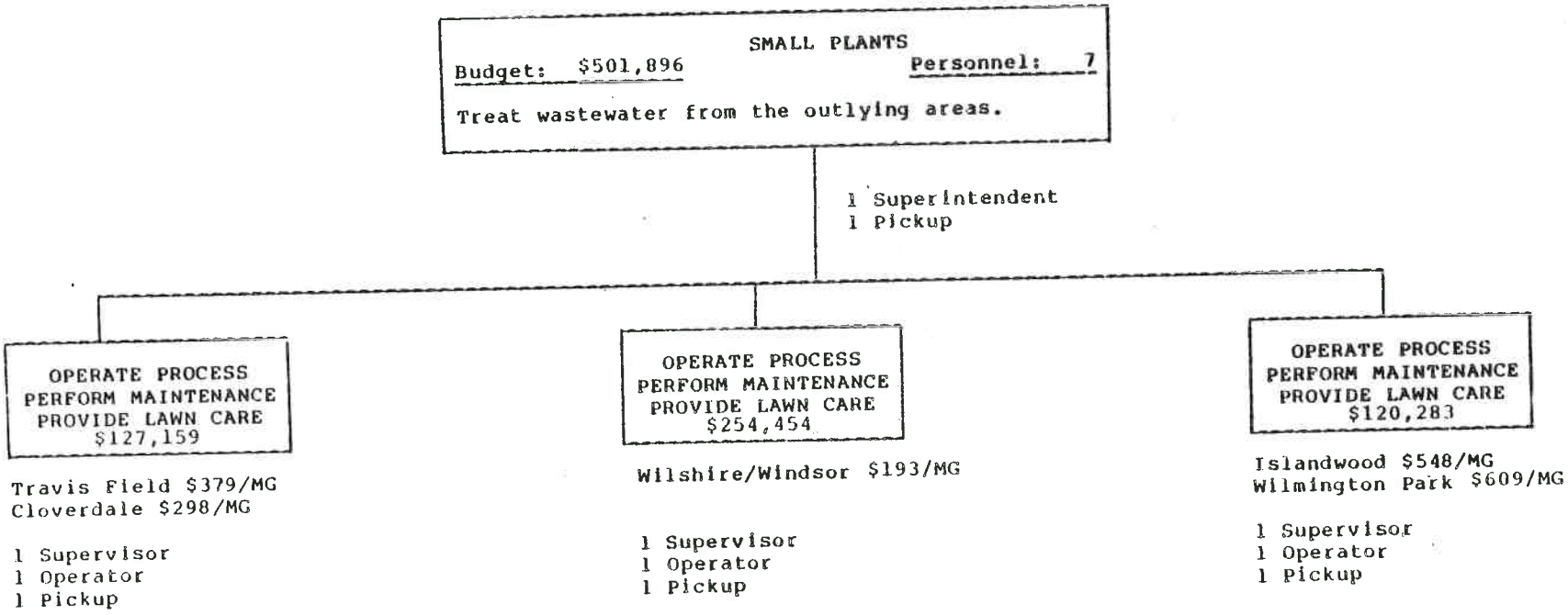
SMALL PLANTS OPERATIONS

PURPOSE: RECEIVE, TREAT AND DISPOSE OF COLLECTED WASTEWATER AND CONTAINED SOLIDS TO MEET NPDES CRITERIA AND OTHER EPD REGULATIONS GOVERNING WASTEWATER TREATMENT.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	127608	141520	144617
CONTRACTUAL SERVICES	175484*	226330*	241197*
COMMODITIES	39282*	41103*	42864*
REVOLVING FUNDS	26348*	21447*	22757*
CAPITAL OUTLAY	4116*	33126*	36000*
INTERFUND TRANSFERS	10935*	12575*	14461*
TOTAL	$ 383773*	$ 476101*	$ 501896*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
SEW TRMT PLANT OPERATOR I	1.00	1.00	53	12738
SEW TRMT PLANT OPERATOR II	2.00	2.00	53	28095
SEWAGE TRMT PLANT SUPERVISOR	3.00	3.00	67	51769
SM PLANTS SEWAGE TRT SUPT	1.00	1.00	70	20748
TOTAL	7.00	7.00		


SMALL PLANTS
Budget: $501,896
Personnel: 7
Treat wastewater from the outlying areas.
1 Superintendent
1 Pickup
OPERATE PROCESS
PERFORM MAINTENANCE
PROVIDE LAWN CARE
$127,159
Travis Field $379/MG
Cloverdale $298/MG
1 Supervisor
1 Operator
1 Pickup
OPERATE PROCESS
PERFORM MAINTENANCE
PROVIDE LAWN CARE
$254,454
Wilshire/Windsor $193/MG
1 Supervisor
1 Operator
1 Pickup
OPERATE PROCESS
PERFORM MAINTENANCE
PROVIDE LAWN CARE
$120,283
Islandwood $548/MG
Wilmington Park $609/MG
1 Supervisor
1 Operator
1 Pickup

SMALL PLANTS

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Operate and maintain the following plants:							
Travis Field	166.4	182.5	210.9	$ 69	$ 75	$ 79	$375 per MG
	Million Gallons per year						
Cloverdale	143.8	146.7	164.2	$ 42	$ 45	$ 49	$298 per MG
	Million Gallons per year						
Windsor/Wilshire	1,065.8	1,241.0	1,314.0	$237	$242	$254	$193 per MG
	Million Gallons per year						
Islandwood	36.8	54.7	73.0	$ 34	$ 38	$ 40	$548 per MG
	Million Gallons per year						
Wilmington Park	115.7	127.7	131.4	$ 71	$ 76	$ 80	$609 per MG
	Million Gallons per year						

SMALL PLANTS

GOAL: TO PROVIDE TREATMENT OF WASTEWATER IN ACCORDANCE WITH NATIONAL POLLUTANT DISCHARGE AND ELIMINATION SYSTEM PERMIT REQUIREMENTS.

OBJECTIVE: To limit violations to:	1982	1983	1984
A. Travis Field	13	17	20
B. Cloverdale	2	10	10
C. Islandwood	1	4	4
D. Wilmington Island	2	5	5
E. Windsor Forest	38	20	26
		Suspended Solids	
A. Travis Field	11	20	20
B. Cloverdale	4	9	10
C. Islandwood	1	4	4
D. Wilmington Island	0	5	5
E. Windsor Forest	23	20	20
		BOD 5	
A. Travis Field	1	3	3
B. Cloverdale	3	3	3
C. Islandwood	1	3	3
D. Wilmington Island	0	3	3
E. Windsor Forest	0	4	4
		Fecal Coliform	

STRATEGY:

1. Conduct sampling of local industrial discharges. This could lead to additional revenue in the form of increased surcharges.
2. Examine the options on Wilmington Island and Southside for long-range planning improvements to increase control over violations. Two options to be studied are: the expansion of two existing plants or the building of a regional plant.

NOTE: The figures shown in the table above reflect the effect that the expected increase in flow will have on violations.

SEWER INTERDEPARTMENTAL

EXPENDITURE CODE	1983 PROJECTED EXPENDITURE	1984 PROPOSED BUDGET
Contractual Services	$ 2,321	$ 147,353
Debt Service	1,122,357	1,121,626
Interfund Transfers and Contingencies	1,396,305	1,425,405
Total	$2,520,983	$2,694,384
CONTRACTUAL AND INTERFUND ACCOUNTS		
Services by the General Fund	$ 622,595	$ 603,725
Services by the Water Fund *	0	77,452
Investment Fund	602,900	615,828
Bad Debt Expenses	107,000	128,400
CIP Contribution	63,810	0
Agent and Bank Fees	2,321	2,553
Contingencies	0	144,800
Sub Total	$1,398,626	$1,572,758
DEBT SERVICE		
General Obligation Bonds	$ 24,566	$ 23,835
Revenue Bonds	1,097,791	1,097,791
Sub Total	$1,122,357	$1,121,626
Total	$2,520,983	$2,694,384

* Water/Sewer Administrative Staff

Industrial and Domstic Water Supply Fun

I & D WATER FUND

The 1984 I & D Water Fund budget totals $2,306,344 for the base budget. There are no capital improvements or program improvements. Summaries of the planned expenditures and projected revenues are presented below. Detailed explanations of the base budget expenses and revenue sources follow the summaries.

I & D WATER FUND EXPENDITURE SUMMARY

	1982 Actual	1983 Projected	1984 Proposed	1983-1984 Difference
Personal Services	$ 473,090	$ 532,499	$ 584,061	$ 51,562
Contractual Services	730,527	962,955	1,042,719	79,764
Commodities	357,038	331,073	470,962	139,889
Revolving Fund	28,580	27,535	27,591	56
Capital Outlay	71,327	56,245	40,298	-15,947
Debt Service	280,499	338,051	333,713	-4,338
Interfund Transfers	81,288	57,986	82,884	24,898
Total Base Budget	$2,022,349	$2,306,344	$2,582,228	$275,884
Capital Improvements	N/A	N/A	N/A	N/A
Program Improvements	N/A	N/A	N/A	N/A
Total Budget	$2,022,349	$2,306,344	$2,582,228	$275,884

I & D WATER FUND REVENUE SUMMARY

1984 Base Revenue	$2,582,228
1984 New Revenues	-
1984 Total Available Revenue	$2,582,228

Revenue Source	1983 Projection	1984 Projection	% Change
I & D Water Customers	$2,306,344	$2,582,228	+12.0%

1984 I AND D WATER FUND BUDGET

I. BASIC PROGRAM COSTS:

A. Personal Services: The single largest allocation under the proposed 1984 budget of $584,061 for Personal Services is $438,074 for Salaries and Wages. Other substantial accounts are Pension $33,416; Medical Insurance, $32,393; Social Security, $32,696; and Overtime, $31,951.

Major changes are:

Salaries and Wages	up	$37,157 due to the 3% general wage and 2.5% job anniversary date pay increases plus modular and pay adjustments.
Pension	up	$3,528 due to higher wages and increased contributions to the Pension Fund.
Social Security	up	$5,835 because of higher salaries and the higher social security rate.
Medical Insurance	up	$957 due to a projected increase in claims costs.

B. Contractual Services: Contractual Services costs in 1984 are expected to reach $1,042,719, $742,000 of which is for Electricity to provide water to industrial customers. Two other major allocations are $121,653 in Equipment Maintenance for motors, valves, pumps, boilers, etc., and $105,000 for the painting of a 10 mg. storage tank. These three accounts contain most of the 1983/84 increase:

Electricity	up	$51,700 for a 5% rate increase of $33,150, plus an $18,550 quantity change.
Building Repair	up	$10,000 due to the cost of painting a 10 mg storage tank.
Equipment Maintenance	up	$6,761 due to price increases.

C. Commodities: Expenditures totalling $470,962, $139,889 greater than 1983 costs, are recommended in the Commodities category. The $254,508 for Chemicals (alum, lime, chlorine, etc.) and $163,000 for Equipment Repair Parts produce most of the 1984 allocation.

Major changes are:

Chemicals	up	$13,668 for a 5.7% price increase.
Equipment Repair Parts	up	$123,000 to fund 5 major repair projects identified in the Comprehensive I & D Multiyear Maintenance Plan:

1.	Add dust collector on No.1 Lime Machine	$15,000
2.	Replace 60 floculator tank bearings	30,000
3.	Increase capacity of chlorine applicator	15,000
4.	Replace 5 Distribution Pump Check Valves	50,000
5.	Purchase Wash Water Valve Controller	13,000

D. Revolving Fund: The total recommended 1984 budget for services provided by the Revolving Fund departments is $27,591. There are two major expenditure accounts in this series: Vehicle Maintenance and Operations for a fleet of 12 vehicles, $8,909; and Central Services (primarily communications and building and electrical projects), $16,537.

There are no major changes in this series.

E. Capital Outlay: The proposed Capital Outlay for 1984 is $40,298. A list of the recommended purchases is presented in the Appendix.

F. Debt Service: Debt retirement costs decrease $4,338 to $333,713.

G. Interfund Transfers: A 1984 budget of $48,150, $3,150 higher than 1983 costs, is recommended for Services by the General Fund. Also included in this section are $19,800 for a new flatbed dump truck and radio for maintenance and groundskeeping, and $14,934 for Vehicle Depreciation, up $1,948 due to the higher cost of replacing vehicles.

II. I & D WATER FUND REVENUE PROGRAM: A revenue budget of $2,582,228 is proposed for the I and D Water Fund. This is exactly equivalent to the recommended expenditure appropriation. The entire water operation is funded by charges to its customers which include contract and non-contract users. Over 96% of I and D Water revenue comes from five contract users: American Cyanamid, Union Camp, Continental Can, Savannah Sugar Refinery, and Kaiser Chemicals. The non-contract users represent the remaining revenue sources.

Revenue Source	1983	1984	Change
I & D Water Customers	$2,306,344	$2,582,228	12%

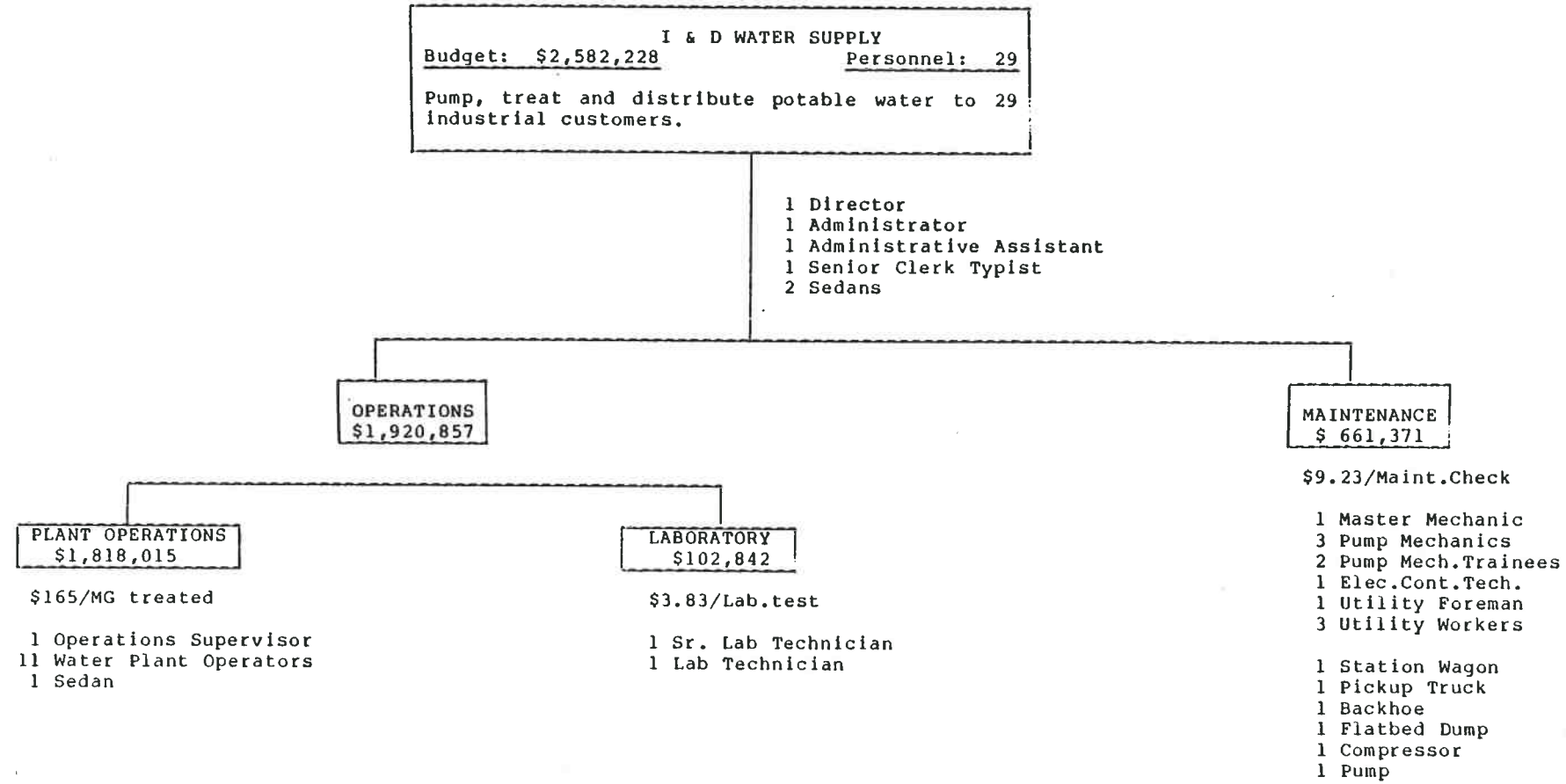
I & D WATER

PURPOSE: PROVIDE QUALITY, POTABLE WATER TO ALL INDUSTRIAL AND DOMESTIC CUSTOMERS AND SERVE AS A BACKUP SOURCE OF WATER SUPPLY FOR THE CLOSED WELL SYSTEM.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	473090	532499	584061
CONTRACTUAL SERVICES	730527*	962955*	1042719*
COMMODITIES	357038	331073*	470962*
REVOLVING FUNDS	28580*	27535*	27591*
CAPITAL OUTLAY	71327	56245*	40298*
BOND AMORTIZATION	280499	338051	333713
INTERFUND TRANSFERS	81288*	57986*	82884*
TOTAL	$ 2022349*	$ 2306344*	$ 2582228*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
WATER OPERATIONS SUPERINTENDEN	1.00	1.00	30	18271
UTILITIES MAINT WORKER	3.00	3.00	40	27298
SENIOR CLERK TYPIST	1.00	1.00	45	10479
PUMP REPAIR MECHANIC TRAINEE	2.00	2.00	48	22278
ADMINISTRATIVE ASSISTANT	1.00	1.00	53	16558
WATER PLANT OPERATOR I	2.00	2.00	53	25422
WATER PLANT OPERATOR II	6.00	6.00	53	84786
WATER PLANT OPERATOR III	3.00	3.00	53	48388
UTIL MAINT CREW CHIEF	1.00	1.00	56	13705
SENIOR LAB TECHNICIAN	2.00	2.00	56	28086
WTR TREAT PLANT MECHANIC	3.00	3.00	58	45850
ELECTRONIC CONTROL SYST TECH	1.00	1.00	64	16558
WTR TR PLANT MASTER MECHANIC	1.00	1.00	66	20248
I&D PLANT OPERATIONS ADMIN	1.00	1.00	71	21786
WATER OPERATIONS DIRECTOR	1.00	1.00	85	31412
TOTAL	29.00	29.00		


I & D WATER SUPPLY
Budget: $2,582,228
Personnel: 29
Pump, treat and distribute potable water to 29 industrial customers.
1 Director
1 Administrator
1 Administrative Assistant
1 Senior Clerk Typist
2 Sedans
OPERATIONS
$1,920,857
MAINTENANCE
$ 661,371
PLANT OPERATIONS
$1,818,015
LABORATORY
$102,842
$165/MG treated
1 Operations Supervisor
11 Water Plant Operators
1 Sedan
$3.83/Lab.test
1 Sr. Lab Technician
1 Lab Technician
$9.23/Maint.Check
1 Master Mechanic
3 Pump Mechanics
2 Pump Mech.Trainees
1 Elec.Cont.Tech.
1 Utility Foreman
3 Utility Workers
1 Station Wagon
1 Pickup Truck
1 Backhoe
1 Flatbed Dump
1 Compressor
1 Pump

I & D WATER SUPPLY

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Pump raw water, treat, distribute, and bill water purchased.	11,035,541,246	11,036,541,246	11,037,000,000	$1,815	$1,671	$1,818	$165 per MG
	Gallons water treated per year						
Perform laboratory tests and retain records.	26,808	26,900	26,900	$40	$87	$103	$3.83 per test
	Chemical & bacteriological tests per year						
Perform preventive maintenance and repairs and maintain plant and grounds.	70,855	70,855	70,855	$167	$548	$661	$9.23 per check
	Mechanical and electrical checks per year						

I & D WATER SUPPLY

GOAL: TO MEET ALL INDUSTRIAL REQUIREMENTS FOR POTABLE WATER WITH NO UNPLANNED PLANT SHUTDOWNS.

	1982	1983	1984
OBJECTIVE: To produce safe potable water in compliance with the Safe Water Drinking Act Rules and Regulations.	0	0	0
		EPD violations	

STRATEGY
1. Perform chemical and bacteriological tests as required.
2. Improve operator training and certification with increased operator participation in American Water Works and the Georgia Water and Pollution Control Association sponsored seminars and certification school.
3. Designate responsibility of operations to Shift Leader.
4. Implement Cross Connection Control Program by January 1, 1984.

OBJECTIVE: To produce potable water which does not exceed industrial maximum permissible levels for operation.

pH not to exceed 8.3 units	5	5	0
pH not to fall below 7.0 units	0	0	0
Hardness not to exceed 50 PPM	59	6	0
Silica max - 15 PPM	0	0	0
Turbidity max - 1.0 PPM	4	0	0
Color max - 1.0 PPM	12	1	0
Aluminum max - 0.2 PPM	104	84	0
Chlorines max - 12.0 PPM	132	7	0
Solids max - 110 PPM	3	0	0
Iron max - 0.3 PPM	0	0	0
Alkalinity 20 to 30 PPM	0	0	0
		Number of days	
	Maximum or minimum levels exceeded		

STRATEGY
1. Perform chemical tests as required.
2. Improve operator training.
3. Designate responsibilities of operators to Shift Leader.
4. Continue calibration and preventive maintenance on process control equipment.
5. Increase laboratory personnel training.
6. Continue extensive complaint investigations.

OBJECTIVE: To continue to strengthen all maintenance efforts at the I & D Filtration Plant.	0	0	0
		Plant shutdowns	

STRATEGY
1. Designate all maintenance scheduling and accountability to maintenance supervisor position created in 1984.
2. On a monthly basis, evaluate the operating status of all equipment.
3. Coordinate all Priority One Maintenance Work that will involve a limited Plant shutdown or service curtailment with contract users.

Golf Course Fund

GOLF COURSE FUND

The 1984 Golf Course Fund budget totals $617,633 for the base budget, capital improvements and program improvements. Summaries of the planned expenditures and projected revenues are presented below. Detailed explanations of the base budget expenses, capital improvement projects, program improvements and revenue sources follow the summaries.

GOLF COURSE FUND EXPENDITURE SUMMARY

	1982 Actual	1983 Projected	1984 Proposed	1983-1984 Difference
Personal Services	$240,871	$275,531	$289,239	$ 13,708
Contractual Services	26,042	43,599	41,620	-1,979
Commodities	57,932	84,190	88,299	4,109
Revolving Fund	25,463	17,099	23,757	6,658
Capital Outlay	28,362	30,347	39,895	9,548
Debt Service	18,725	0	0	0
Interfund Transfers	43,937	77,123	52,423	-24,700
Total Base Budget	$441,332	$527,889	$535,233	$ 7,344
Capital Improvements	N/A	N/A	75,000	N/A
Program Improvements	N/A	N/A	7,400	N/A
Total Budget	$441,332	$527,889	$617,633	$ 89,744

GOLF COURSE FUND REVENUE SUMMARY

1984 Base Revenues		$ 542,633
1984 New Revenues:		
Annual Green Fees	$ 3,412	
Regular Green Fees	11,350	
Cart Rentals	9,665	
Golf Card International	8,000	
Additional General Fund Contribution	42,573	
		75,000
1984 TOTAL AVAILABLE REVENUES		$ 617,633

NOTE: Previous proposals for a round fee for Annual Green Fee Holders and a reservation fee have been deleted.

GOLF COURSE FUND REVENUES

	1983 Projection	1984 Base Only Projection	1984 New Revenue	1984 Total Revenue	% Change
Green Fees	$174,581	$206,287	$ 17,350	$223,637	+28.1%
Annual Green Fees	42,400	45,500	3,412	48,912	+15.4%
Golf Club Rental	851	1,225	0	1,225	+43.9%
Pull Cart Rental	3,833	4,375	0	4,375	+14.1%
Motorized Cart Rental	132,551	158,981	11,665	170,646	+28.7%
Pro Shop	7,425	8,000	0	8,000	+ 7.7%
Concessions	42,581	45,100	0	45,100	+ 5.9%
Driving Range	21,291	21,875	0	21,875	+ 2.7%
Instructional Program	300	300	0	300	N/A
Sub-Total	$ 425,813	$ 491,643	$ 32,427	$ 524,070	+23.1%
General Fund Contribution	102,076	50,990	42,573	93,563	- 8.3%
Total	$ 527,889	$ 542,633	$ 75,000	$ 617,633	+17.0%

1984 GOLF COURSE FUND BUDGET

I. BASIC PROGRAM COSTS:

A. Personal Services: Expenses for Personal Services total $289,239 in 1984. Wages and Salaries cost $221,418. Other major allocations are provided for Group Medical Insurance, $20,665; Pension, $16,890; and Social Security, $15,499.

Major changes are:

Salaries and Wages	up	$12,019 due to wage increases.
Worker's Compensation	down	$2,253 due to an adjustment in the charge method to reflect actual injury rates and expenses.
Pension	up	$1,279 due to higher wages and increased contributions to the Pension Fund.
Social Security	up	$1,469 due to the pay adjustments and social security rate increase.

B. Contractual Services: Contractual Services cost $41,620. The major expense in this series is Electricity, at $17,250. Professional Services is budgeted at $9,660 for fumigation and liming ($7,100), advertising ($1,800), and pest control ($760).

Major changes are:

Professional Services Fees	down	$3,860 due to a decrease in areas to be limed in 1984.
Other Contractual Services	up	$2,519 due to the purchase of a new sign for the Course entrance.

C. Commodities: The total expense for Commodities in 1984 is $88,299. The major expense in this series is Chemicals at $38,770. Other major allocations are Gasoline, $12,384; Construction Supplies and Materials, $11,950; and Equipment Repair Parts, $11,649.

Major changes are:

Operating Supplies and Materials	down	$2,685 due to the one-time purchase of 15 chairs in 1983 ($1,350) and fewer supplies scheduled for purchase in 1984.
Chemicals	up	$2,378 due to anticipated price increases.
Gasoline	up	$1,084 due to an increase in gas prices from $1.13 per gallon in 1983 to $1.21 per gallon in 1984.

D. Revolving Fund: Chargebacks for services provided by the Revolving Fund are budgeted at $23,757 in 1984. The major planned expenditures are $13,242 for Vehicle Maintenance Services and $10,515 for Central Services Charges.

The major change is:

Central Services	up	$6,765 due to price increases and changes in the service provided to the Golf Course.

E. Capital Outlay: Expenses for Capital Outlay items in 1984 total $39,895, $9,548 more than in 1983. A list of recommended Capital Outlays appears in the Appendix.

F. Interfund Transfers: In 1984, Services by the General Fund will cost the Golf Course $34,184 and $18,239 will be needed for Vehicle Depreciation.

Major changes are:

Fleet Addition Contribution	down	$27,640 due to a one-time contribution in 1983 for three fleet additions.
Services by General Fund	up	$1,628 due to a 5% price increase.
Vehicle Depreciation	up	$2,379 due to increasing vehicle replacement costs.

II. CAPITAL PROJECTS: A capital projects program in the amount of $1 million is proposed for the Golf Course in 1984.

The improvements proposed are as follows:

Renovation of three holes	$ 20,000
Construction of six new holes	480,000
Improvement/installation of irrigation system	115,000
Bridge installation/repairs	15,000
Maintenance building	15,000
Parking lot improvements	10,000
Clubhouse improvements	10,000
Landscaping and beautification	5,000
Architectural fee	60,000
Topography map	10,000
Legal fees, printing, distribution, etc.	100,000
Equipment	50,000
Contingencies	110,000
Total	$1,000,000

To finance these capital projects, a revenue bond issue of $1 million is proposed for 1984. The annual cost to retire this bond issue will be approximately $117,500. A partial year debt payment of $75,000 will be necessary in 1984. To help provide the funds needed to retire the bonds, changes in the fees charged by the Course are recommended for 1984. These will be described under the Revenue Program for 1984.

III. PROGRAM IMPROVEMENTS: The following program improvement is recommended:

Increase Starter/Ranger position from .5 to 1.0 staff year	$7,400

The increased staff allocation for this position will permit more control and management of course play and cart rentals, thereby increasing revenues by an estimated $9,464 (see the following page for details).

Title: Upgrade Starter/Ranger Position from .5 to 1.00 man year.

Estimated Cost: $7,400

Goal: To increase Golf Course revenues through better enforcement of course rules, increased monitoring of play, and patrolling of grounds.

Condition Analysis:

Current Service Level: The current starter/ranger position's major responsibilities include:

1. Controlling order of assigning tees.
2. Checking revenue receipts for proper fee payments and checking annual membership cards for expiration dates.
3. Controlling cart rentals by assigning carts by a specific number.
4. Periodic patrolling of course to monitor speed of play, enforce course rules, and check for unsafe play areas and persons entering grounds without paying.
5. Monitoring of driving range and retrieving balls.

Because the current starter/ranger position is only part-time (20 hours per week), most of the above items can only be done on weekends. Monitoring of the driving range is handled by maintenance personnel who should be performing their own responsibilities. Limited performance of the starter/ranger's duties has a negative impact on course play and, correspondingly, course revenues.

Objective: To increase Golf Course revenues by $9,464 or 2%.

Program Planning: By increasing the starter/ranger position from .50 to 1.00 man year and scheduling his time during peak play periods, it is anticipated that revenues will increase by $9,464. To evaluate the effectiveness of the program change, records will be kept of the following items in 1984:

a. Frequency of complaints by golfers over slow play.
b. Number of persons caught without paying proper fees.
c. Number of golfers teeing off at the required 7-minute interval.
d. Number of range balls retrieved by starter/ranger. for re-rental.

IV. GOLF COURSE FUND REVENUES: Under the existing fees charged at the Golf Course, the revenues produced are not adequate to cover the cost of operating and maintaining the course and making needed capital improvements.

A. "Basic Budget and Program Improvements" Revenue: The proposed appropriation for 1984 to cover operating costs is $535,233. Another $7,400 is proposed for program improvements. The total for expenditures to be financed in 1984 is $542,633. As both components affect the general fund subsidy, these will be considered together.

Projected revenues under the current fee structure total $491,643, which is 15.4% over 1983. This is $50,990 short of the amount needed to balance the budget. A subsidy from the General Fund is proposed to fund this deficit. The table below lists the major revenue sources for 1983 and 1984.

SOURCE	1983 Projected	1984 Projected
Green Fees	$ 174,581	$ 206,287
Annual Green Fees	42,400	45,500
Golf Club Rental	851	1,225
Pull Cart Rental	3,833	4,375
Motorized Cart Rental	132,551	158,981
Pro Shop	7,425	8,000
Concessions	42,581	45,100
Driving Range	21,291	21,875
Instructional program	300	300
Sub-Total	$ 425,813	$ 491,643 *
General Fund Contribution	102,076	50,990
Total	$ 527,889	$ 542,633

* Includes an additional $9,464 increase resulting from implementation of the starter/ranger program improvement

B. Capital Improvements: As explained under the Capital Projects section, a $1 million bond issue is recommended to fund desired capital improvements. A $75,000 allocation for debt service is required in 1984. It is recommended that the funds be raised by:

1. Increasing Green Fees and Cart Rental Fees	$24,427
2. Affiliating with the Gold Golf Card	8,000
3. Increasing the General Fund subsidy to the Golf Course Fund	42,573
Total	$75,000

Details on the fee increases and golf card affiliation are presented on the following pages.

Golf Course Revenue Proposals

Through previously implemented new and increased fees and limited growth in operating costs, the Golf Course has made major progress in its efforts to become self-supporting. Projected 1984 operating revenues, with no fee changes, are expected to cover 91% of operating costs (excluding capital improvements) compared to 81% in 1983. This represents a 10% increase. However, to continue this upward trend and to provide for additional operating and debt retirement costs associated with the planned $1,000,000 bond issue, additional revenue must be generated.

The following revenue-producing Golf Course improvements are discussed in detail below.

I. ANNUAL GREEN FEE INCREASES:

Findings:

1. Annual green fee holders account for 31% of play, but contribute only 18% of green fee revenues. (The number of green fee holders projected for 1984 is 210: 35 regulars, 23 juniors, and 152 seniors.)

2. In 1983, the average annual green fee holder will pay only 41% of the cost of producing a round of golf.

Recommendations:

1. Increase annual green fee for regulars and juniors by 10%: +$30 for regulars; +$20 for juniors.

2. Increase annual green fee for seniors by 5%, or $10.

Anticipated Results:

1. In 1984, annual green fee holders will pay 45% of the costs of producing a round of golf. The percentage will be only 42% without the surcharge.

2. Additional revenue of $3,412 will be generated in 1984.

II. REGULAR GREEN FEE INCREASES:

Findings:

1. In 1984, base revenue from regular green fee players will cover 97% of the cost of producing a round of golf.

2. If the $1,000,000 bond issue for course improvements is passed, the cost of producing a round of golf will increase significantly; plus an annual debt retirement cost of $75,000 in 1984 and $117,500 in later years must be funded.

Recommendations:

1. Increase all Green Fees by $.50 per round.

Anticipated Results:

1. Additional revenues of $11,350 will be generated to cover increasing course maintenance and debt retirement costs.

2. Revenue per round of regular green fee play will increase 5.6% from $6.88 to $7.26.

III. CART RENTAL FEE INCREASE:

Findings:

1. Additional golf revenue is needed to cover increasing golf course operating costs and the proposed $1 million bond issue.

2. Revenue from Cart Rentals is 32% of total Golf operating revenues.

Recommendations:

1. Increase Cart Rental fee for 9-hole players by $.50.

2. Increase Cart Rental fee for 18-hole players by $1.00.

Anticipated Results:

1. Additional revenue of $9,665 will be generated.

2. Additional revenue will help make the Golf Course more self-sustaining.

IV. THE GOLF CARD:

Findings:

1. Golf Card International has 1,300 member courses.

2. It has 50,000 member golfers.

3. There is no charge to member courses.

4. Courses provide two complimentary 18-hole rounds of golf per year to members.

5. Members are required to rent golf carts and are likely to purchase golf equipment and concession items.

6. Member courses are advertised in The Golf Traveler magazine, which is distributed to members at member courses.

Recommendation:

1. Bacon Park Golf Course should become a member course in Golf Card International.

Anticipated Results:

1. A 660 or 1% increase in rounds of play.

2. Additional revenue of $8,000 in 1984: $6,000 in green fees and $2,000 in cart rentals.

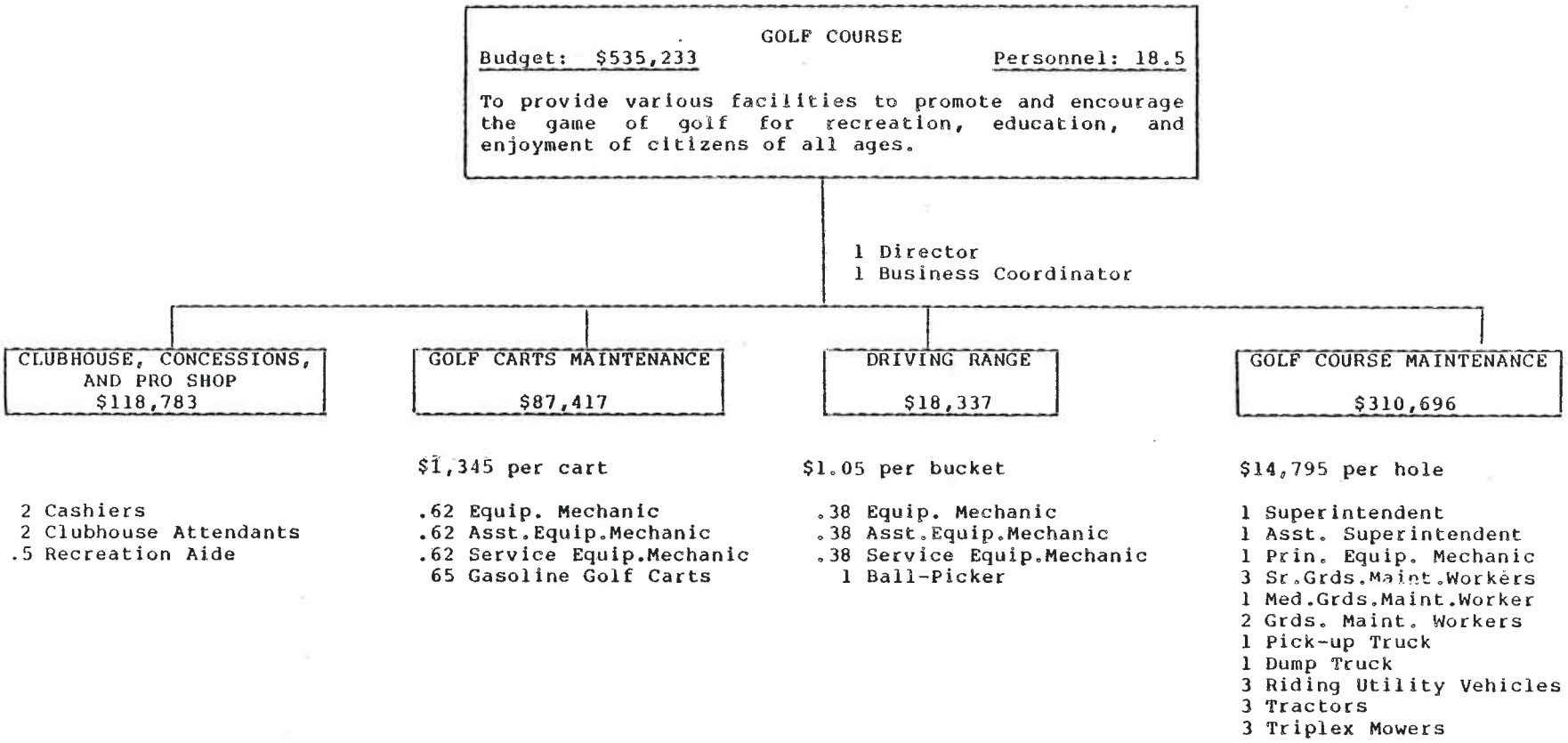
GOLF COURSE

PURPOSE: PROVIDE A GOLF COURSE COMPLEX FOR PUBLIC USE THAT IS AESTHETICALLY PLEASING AND MEETS USGA STANDARDS.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	240871	275531	289239
CONTRACTUAL SERVICES	26042*	43599*	41620*
COMMODITIES	57932*	84190*	88299*
REVOLVING FUNDS	25463*	17099*	23757*
CAPITAL OUTLAY	28362*	30347	39895
BOND AMORTIZATION	18725	0	0
INTERFUND TRANSFERS	43937*	77123	52423
TOTAL	$ 441332	$ 527889*	$ 535233*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
RECREATION AIDE	0.50	0.50	36	4105
GRNDS MAINT WORKER	2.00	2.00	40	17135
EQUIPMENT SERVICE ATTENDANT	1.00	1.00	42	9615
CASHIER	2.00	2.00	43	18516
CLUBHOUSE ATTENDANT	2.00	2.00	43	17720
MEDIUM EQUIPMENT OPERATOR	1.00	1.00	45	10227
APPRENTICE EQUIPMENT MECHANIC	1.00	1.00	48	11275
ASSISTANT GREENS KEEPER	1.00	1.00	49	12884
SR GRNDS MAINT WORKER	3.00	3.00	53	33013
EQUIP MECHANIC	1.00	1.00	58	14745
PRINCIPAL EQUIPMENT MECHANIC	1.00	1.00	64	19760
BUSINESS COORDINATOR	1.00	1.00	65	17070
GREENS KEEPER SUPERINTENDENT	1.00	1.00	68	18366
GOLF COURSE DIRECTOR	1.00	1.00	76	25220
TOTAL	18.50	18.50		



Budget excludes Program Improvements

GOLF COURSE

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Maintain 18-hole golf course, clubhouse area, and 2 practice greens	1	1	1	$193	$274	$311	$14,795 per hole
		18-hole golf course					
	3	3	3				
		Reserve holes					
	1	1	1				
		Practice Chipping Green					
	1	1	1				
		Practice Putting Green					
	1	1	1				
		3-acre Clubhouse area					
Provide player services	49,580	48,502	55,143	$150	$166	$119	N/A
		Rounds of Golf					
Supervise and maintain driving range	13,500	17,033	17,500	$ 10	$11	$18	$1.05 per bucket
		Buckets of Balls Rented					
Operate and maintain 65 gasoline golf carts and 16 pull carts	20,050	14,631	16,111	$69	$77	$87	$1,345 per gasoline cart
		Riding golf carts rented					
	3,782	3,066	3,500				
		Pull golf carts rented					
Debt Retirement	N/A	N/A	N/A	$19	-	-	N/A

GOLF COURSE

GOAL: TO MAINTAIN AN 18-HOLE GOLF COURSE COMPLEX IN ACCORDANCE WITH USGA AND CITY-ESTABLISHED STANDARDS. *

	1982	1983	1984
OBJECTIVE: To meet the course maintenance standards by 100% at the end of each month and by the end of 1984.	75%	63%	100%
		Fairways mowed	
	43%	83%	100%
		Roughs mowed	
	100%	85%	100%
		Greens mowed	
	100%	100%	100%
		Tees mowed	
	100%	100%	100%
		Traps raked	
	100%	100%	100%
		Effective %	

STRATEGY

1. Evaluate effective percentage of work programs incompleted and their impact on course maintenance.
2. Offer incentive programs to reduce sick leave taken by maintenance employees to insure 100% planned percentages.
3. Properly train all employees on the maintenance requirements of each different equipment.
4. Evaluate mechanic preparation of each equipment before usage.
5. Reduce ryegrass seeding rates to reduce mowing on tees and greens.

* Detailed Maintenance Standards for fairways, greens, roughs, clubhouse, etc. are listed in the Bacon Park Maintenance Manual.

GOLF COURSE

GOAL: TO MAKE THE GOLF COURSE SELF-SUPPORTING

	1982	1983	1984
OBJECTIVE: To increase the number of rounds of golf played from 48,502 to 55,143 by December 31, 1984.			
	Rounds of Golf		
Regular Green Fees	32,197	29,463	35,643
Seniors	3,381	2,839	3,300
Annual Green Fees	14,002	16,120	16,120
Total	49,580	48,422	55,063
OBJECTIVE: To increase the number of driving range balls rented from 17,033 to 17,500 by December 31, 1984.	13,500	17,033	17,500
	Buckets of Balls Rented		

STRATEGY

1. Increase turf quality by up-grading maintenance procedures.
2. Advertise the golf course through attractive folders at the Visitors Center and selected motels, hotels, and inns.
3. Offer competitive fee rates against other golf courses.
4. Join various golf affiliations which offer discount rates through their membership roster.
5. Encourage less blitz play and more public play during the weekends.

STRATEGY

1. Expand the tee area by 6,125 square feet allowing more participants at any one time.
2. Offer golf clinics every two months.
3. Provide clean range by mechanical and chemical use.
4. Insure that adequate supply of range balls is on hand at all times.
5. Beautify the driving range area by landscaping and making the range more appealing to use.
6. Build three target greens so that participants' practicing will improve.

Ggolf course

	1982	1983	1984
	N/A	5	1
	Carts down per day		

OBJECTIVE: To reduce the down-time on gas golf carts from 5 per day to 1 per day by December 31, 1984.

STRATEGY
1. Implement a comprehensive preventive maintenance schedule.
2. Improve cleanliness of carts to be more appealing through the use of a high-pressure washer.
3. Install cart paths to minimize frame damages and mud on the engines.
4. Stock necessary and frequently used inventory parts to prevent delays from back-orders.
5. Assign maintenance mechanic to attend cart manufacturer training school.

OBJECTIVE: To increase concession net revenue from $42,581 to $45,100 by December 31, 1984.

Concession Net Revenue			
Prepared Foods	$10,884	$10,016	$10,824
Fountain Drinks	7,710	7,497	7,667
Can Drinks	3,628	3,528	3,608
Beer	19,500	18,012	19,393
Packaged Foods	3,628	3,528	3,608
Total	$45,350	$42,581	$45,100

STRATEGY
1. Utilize a drink sprayer for higher profit.
2. Evaluate the revenue-cost ratio of various food and beverage items to expand use of those with higher profitability.
3. Establish price mark-ups on a level equivalent to that of comparable operations.
4. Achieve optimum sales.
5. Solicit competitive bids from food vendors and their services.

Civic Center Fund

CIVIC CENTER FUND

The 1984 Civic Center Fund budget totals $1,218,839 for the base budget and program improvements. No capital improvements are proposed. Summaries of the planned expenditures and projected revenues are presented below. Detailed explanations of the base budget expenses, program improvements and revenue sources follow the summaries.

CIVIC CENTER FUND EXPENDITURE SUMMARY

	1982 Actual	1983 Projected	1984 Proposed	1983-1984 Difference
Personal Services	$ 374,907	$ 403,903	$ 421,154	$ 17,251
Contractual Services	205,715	233,755	240,182	6,427
Commodities	26,584	34,385	38,129	3,744
Revolving Fund	5,824	6,321	7,732	1,411
Capital Outlay	27,758	40,000	17,000	-23,000
Debt Service	422,560	410,520	398,480	-12,040
Interfund Transfers	36,888	2,105	2,162	57
Total Base Budget	$1,100,236	$1,130,989	$1,124,839	$ -6,150
Capital Improvements	N/A	N/A	64,000	N/A
Program Improvements	N/A	N/A	$ 30,000	N/A
Total Budget	$1,100,236	$1,130,989	$1,218,839	$ 87,850

CIVIC CENTER FUND REVENUE SUMMARY

1984 Base Revenues		$ 635,000
1984 Contribution from General Fund		489,839
1984 New/Additional Revenues		94,000
Additional Contribution from General Fund	$94,000	
1984 TOTAL AVAILABLE REVENUES		$ 1,218,839

CIVIC CENTER FUND REVENUES

REVENUES	1983 Projection	1984 Base Only Projection	1984 New Revenue	1984 Total Revenue	% OPERATING
Building Rentals	$295,000	$300,000	$ 0	$ 300,000	+ 1.7%
Parking	35,000	40,000	0	40,000	+14.3%
Commissions	20,000	30,000	0	30,000	+50.0%
Equipment Rentals	30,000	40,000	0	40,000	+33.3%
Box Office Rentals	40,000	40,000	0	40,000	0.0%
Concessions*	150,000	160,000	0	160,000	+ 6.7%
Alcohol Concessions*	10,000	10,000	0	10,000	0.0%
Advertising	5,000	15,000	0	15,000	+300.0%
Sub-Total	$ 585,000	$ 635,000	$ 0	$ 635,000	+ 8.5%
GENERAL FUND CONTRIBUTIONS					
Operating Contributions	$ 135,469	$ 91,359	$94,000	$ 185,359	+36.8%
Debt Service	410,520	398,480	0	398,480	- 2.9%
Sub-Total	$ 545,989	$ 489,839	$94,000	$ 583,839	+ 6.9%
TOTAL CIVIC CENTER FUND REVENUES	$1,130,989	$1,124,839	$94,000	$1,218,839	+ 7.8%

* Less Purchases

1984 CIVIC CENTER FUND BUDGET

I. BASIC PROGRAM COSTS:

A. Personal Services: Expenses for Personal Services total $421,154 in 1984. Wages and Salaries is budgeted at $241,377. Temporary Labor is allocated $99,000 primarily for: concessions, $40,000; maintenance, $32,000; and box office, $12,000. Other major allocations are provided for Social Security, $25,103, and Pension, $18,412.

Major changes are:

Salaries and Wages	up	$15,972 due to 3% general wage increases and the 2.5% job anniversary date pay adjustments.
Worker's Compensation	down	$7,435 due to an adjustment in the charge method to reflect actual injury rates and expenses.
Temporary Labor	up	$4,600 due to a 5% price increase.
Social Security	up	$2,563 resulting from the social security rate increase and coverage of higher salaries.

B. Contractual Services: Total cost of Contractual Services is $240,182. The major expense in this series is Electricity at $132,000. Equipment Maintenance is budgeted at $30,000 for maintenance of the air conditioning and heating system ($18,700), elevators ($6,600), and other equipment ($4,700). Other major allocations are provided for Insurance ($20,024), and Natural Gas ($18,750).

Major changes are:

Natural Gas	up	$3,130 due to an anticipated rate increase.
Equipment Maintenance	up	$1,500 due to expected price increases.

C. Commodities: Commodities total $38,129 in 1984. The major expense in this series is Operating Supplies and Materials, budgeted at $28,500 for supplies for restrooms, cleaning, plumbing, lighting, catering, and decorator equipment. There is one major change:

Operating Supplies and Materials	up	$2,470 due to price increases.

D. Revolving Fund: Chargebacks for services provided by the Revolving Fund are budgeted at $7,732 in 1984. The major expense in this area is Central Services charges at $5,215. Also budgeted is Vehicle Maintenance Services, $2,517. There is one major change:

Central Services	up	$2,275 due to price increases.

E. Capital Outlay: Expenses for Capital Outlay items in 1984 total $17,000, $23,000 (57.5%) less than in 1983. A list of approved Capital Outlays appears in the Appendix.

F. Bond Amortization and Interest: Bond Amortization costs total $398,480 in 1984. Of this amount, $280,000 is allocated for Bond Redemption and $118,480 is allocated for Bond Interest.

Bond Interest	down	$12,040 due to bond payment schedule.

G. Interfund Transfers: Services provided by the General Fund to the Civic Center are offset by services rendered to the General Fund by the Civic Center. The Vehicle Depreciation allocation is only $2,162.

II. PROGRAM IMPROVEMENTS:

The following program improvements are recommended for 1984:

A. Convention Use Study — $30,000

The City of Savannah proposes to retain a private consulting firm to develop methods for increasing convention revenues at the Savannah Civic Center.

It is hoped that with some structural modifications, the Civic Center will become a good facility for conventions. This proposal has the endorsement of the Savannah Jaycees, Metropolitan Planning Commission, and Savannah Area Chamber of Commerce, as well as City officials.

B. Ceiling Repairs — $64,000

Ceiling repairs for the Civic Center Arena will cost approximately $64,000.

The ceiling tiles in the Arena, besides being unsightly, have proven dangerous to the spectators. Over the years, the ceiling tiles have absorbed moisture and become too heavy to stay in place. Some tiles and their metal dividers have fallen during various events. Because of this safety hazard, it is too dangerous for events which utilize heavy equipment to be scheduled in the Arena. This can also result in substantial revenue loss.

In 1984, we plan to remove the current ceiling tile. We further plan to paint the exposed fixtures black or re-tile with a better type of material, depending on the results of a professional acoustical test to be conducted after the tile removal.

III. CIVIC CENTER FUND REVENUES:

A. Base Budget Funding: The "Base Budget" component (excluding debt) is $726,359. The earned revenues are $635,000 for a deficit of $91,359.

Efforts have been made to control Civic Center expenditure growth. The proposed operating budget for 1984 actually represents a decrease of .6%, while revenues are expected to increase by 8.5%. A General Fund subsidy of $489,839 (a decrease of 10.3% from 1983) is recommended to fund debt service ($398,480) and the operating deficit ($91,359).

CIVIC CENTER BASE REVENUES

	1983 Projected	1984 Projected	% Change
OPERATING REVENUES			
Building Rentals	$295,000	$300,000	1.7
Parking	35,000	40,000	14.3
Commissions	20,000	30,000	50.0
Equipment Rentals	30,000	40,000	33.3
Box Office Rentals	40,000	40,000	-
Concessions - Less Purchases	150,000	160,000	6.7
Alcohol Concessions - Less Purchases	10,000	10,000	-
Advertising	5,000	15,000	300.0
Total	$585,000	$635,000	8.5
OPERATING EXPENDITURES			
Base Budget	$700,469	$726,359	3.7
Program Improvements	20,000	0	-
Total	$720,469	$726,359	.8
Net Operating Loss	$-135,469	$-91,359	-32.6
GENERAL FUND CONTRIBUTIONS			
Operating Contributions	$135,469	$ 91,359	-32.6
Debt Service	410,520	398,480	-2.9
Total Contribution	$545,989	$489,839*	-10.3

* Excludes $64,000 for the recommended CIP for Ceiling Repairs and $30,000 for a Convention Use Study.

B. New Programs and Projects Funding:

1. Convention Use Study: An increase of $30,000 to the proposed $489,839 General Fund subsidy to the Civic Center is required to fund the Convention Use Study.

2. Ceiling Repairs: A $64,000 allocation from the General Fund's contribution to the Capital Improvement account is recommended to fund the Ceiling Repair project.

If both the proposed improvements are approved, the subsidy contribution from the General Fund will be raised by $94,000 to $583,839.

CIVIC CENTER

PURPOSE: OPERATE THE CIVIC CENTER FACILITY FOR THE PUBLIC ENJOYMENT OF MUSICAL, CULTURAL, AND OTHER EVENTS.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	374907	403903	421154
CONTRACTUAL SERVICES	205715*	233755*	240182*
COMMODITIES	26584*	34385*	38129*
REVOLVING FUNDS	5824*	6321*	7732*
CAPITAL OUTLAY	27758*	40000*	17000*
BOND AMORTIZATION	422560	410520	398480
INTERFUND TRANSFERS	36888*	2105	2162
TOTAL	$ 1100236*	$ 1130989*	$ 1124839*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
CUSTODIAN	2.00	2.00	38	17072
MAINTENANCE SERVICE WORKER	3.00	3.00	40	27604
CASHIER	1.00	1.00	43	9881
SR MNT SERVICE WORKER	1.00	1.00	45	13052
SENIOR CLERK-STENO	1.00	1.00	48	11275
BLDG MNT MECHANIC	3.00	3.00	59	41648
BUILDING OPERATIONS SUPERVISOR	1.00	1.00	61	18819
SOUND SYSTEMS TECHNICIAN	1.00	1.00	61	15482
BOX OFFICE/CONC SUPERVISOR	1.00	1.00	65	17070
BUILDING MECHANIC SUPT	1.00	1.00	66	19284
CIVIC CENTER PROGRAMS COORD	1.00	1.00	74	21050
CIVIC CENTER ADMINISTRATOR	1.00	1.00	83	29916
TOTAL	17.00	17.00		

CIVIC CENTER

Budget: $1,124,839 **Personnel: 17**

To provide a quality building for entertainment and meeting purposes.

1 Director
1 Secretary

MAINTENANCE	ENGINEERING	ADMINISTRATION AND PROGRAM	BOX OFFICE	CONCESSIONS	DEBT RETIREMENT
$185,741	$190,476	$180,840	$81,901	$87,401	$398,480
$339 per event	$522 per day	$330 per event	$920 per event	$624 per event	
1 Supervisor 4 Service Workers 2 Custodians	1 Supervisor 4 Bldg. Mechanics 1 Pickup Truck	1 Program Coordinator	1 Supervisor 1 Cashier	All part-time 1 Van	

LEISURE SERVICES

CIVIC CENTER

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Clean all areas of building	531	531 Events	549	$167	$176	$186	$339 per event
Maintain mechanical equipment	365	365 Days	365	$172	$181	$190	$522 per day
Schedule, monitor and settle events:							
	N/A	29 Major Concerts	29				
	N/A	33 Sporting events	27				
	N/A	45 Family events	30				
	N/A	155 Cultural events	160				
	N/A	20 Trade shows	23				
	N/A	55 Social events	60				
	N/A	30 Religious events	30				
	N/A	24 Conventions	40				
	N/A	140 Meetings	150				
	531	531 Total Events	549	$185	$201	$181	$330 per event

CIVIC CENTER

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Sell tickets and maintain records for events	89	89 Events	89	$75	$78	$82	$920 per event
Operate concessions	140	140 Events	140	$78	$84	$87	$624 per event
Debt Retirement *				$423	$411	$399	N/A

* At the end of 1984, the 1967 Civic Center Bond issue of $7,000,000 will have a remaining balance of $2,579,240 ($2,520,000 in principle and $159,240 in interest). Date of final pay-off is 1992.

LEISURE SERVICES

CIVIC CENTER

GOAL: TO OPERATE THE CIVIC CENTER EFFICIENTLY AT A PROFIT

	1982	1983	1984	
OBJECTIVE: To operate the facility at a revenue/ operating expenditure of 91%.*	89% Expenditure/operating ratio			STRATEGY 1. Pursue new avenues of revenue. 2. Assure all charges are being billed. 3. Provide close supervision over temporary labor. 4. Manage energy consumption properly. 5. Bid all purchases. 6. Conduct aggressive sales approach to promoters through repetitive contact.
OBJECTIVE: To maintain an average daily cash discrepancy of less than 1/10 of 1% in Box Office.	.00015 Average daily cash discrepancy	.001	.001	STRATEGY 1. Conduct daily administrative review of Box Office receipts. 2. Maintain proper ticket selling techniques as per Box Office procedure manual. 3. Maintain audits by Management & Auditing as dictated by Management & Auditing Department.
OBJECTIVE: To maintain a net profit rate in concessions of over 50%.	53% Net Profit Rate	53%	53%	STRATEGY 1. Solicit competitive prices from vendors. 2. Set price according to cost by four times. 3. Keep level of spoilage to less than 2%. 4. Properly schedule concessions workers so that labor costs are kept below 18%.

* Ratio in 1980 was 74%
Ratio in 1981 was 85%

Revolving Fund

REVOLVING FUND

The 1984 Revolving Fund budget totals $7,247,429. There are no new programs or capital projects scheduled for this fund in 1984. Summaries of the planned expenditures and projected revenues are presented in this section and followed by more detailed explanations of the budget expenses.

REVOLVING FUND EXPENDITURE SUMMARY

	1982 Actual	1983 Projected	1984 Proposed	1983-84 Difference
Personal Services	$2,589,914	$2,725,454	$2,913,741	$188,287
Contractual Services	1,935,061	2,196,388	2,277,350	80,962
Commodities	1,869,465	1,746,611	1,771,766	25,155
Revolving Fund	247,246	220,914	230,649	9,735
Capital Outlay	85,577	58,422	23,302	-35,120
Interfund Transfers	37,790	26,628	30,621	3,993
Total Base Budget	$6,765,053	$6,974,417	$7,247,429	$273,012
Capital Improvements	N/A	N/A	0	N/A
Program Improvements	N/A	N/A	0	N/A
Total Budget	$6,765,053	$6,974,417	$7,247,429	$273,012

REVOLVING FUND ACTIVITY SUMMARY

DEPARTMENT/ACTIVITY	1982 ACTUAL	1983 PROJECTED	1984 PROPOSED	1983-84 PERCENT CHANGE
Data Processing	$1,362,123	$1,399,602	$1,573,924	+12.5%
Engineering	396,489	400,195	443,795	+10.9%
Vehicle Maintenance	3,776,567	3,729,359	3,879,079	+ 4.0%
Central Services	1,024,549*	1,176,267*	1,085,783	- 7.7%
Service Desk	205,325	268,994	264,848	- 1.5%
GRAND TOTAL	$6,765,053	$6,974,417	$7,247,429	+ 3.9%

REVOLVING FUND REVENUE SUMMARY

Monies for the operation of Revolving Fund Departments are derived from charges to all City departments and outside agencies based on their use of these services. A complete listing of the estimated revenue sources for each of the five Revolving Fund departments is provided on the following page.

* Includes Print Shop

REVOLVING FUND

ESTIMATED 1984 OPERATING REVENUE BY SOURCE[1]

	Service Desk	Data Processing	Engineering	Vehicle Maintenance	Central Services	Total
General Fund	$194,654	$1,160,949	$ 37,596[2]	$3,286,007	$ 740,510	$5,419,716
Revolving Fund	10,880	72,044	0	67,443	80,282	230,649
Golf Fund	0	0	0	13,242	10,515	23,757
Civic Center	0	0	0	2,517	5,215	7,732
Water Fund	44,048	30,000	10,201	181,701	59,797	325,747
Sewer Fund	14,086	0	10,201	272,414	62,495	359,196
I & D Water Fund	1,145	0	1,000	8,909	16,537	27,591
Community Development	35	7,232	0	7,825	75,879	90,971
Labor Resources	0	1,877	0	1,298	12,985	16,160
CIP	0	0	384,797	0	0	384,797
Outside Agencies	0	301,822[3]	0	37,723[4]	21,568[5]	361,113
Total	$264,848	$1,573,924	$443,795	$3,879,079	$1,085,783	$7,247,429

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1 Does not include revenues for the purchase of vehicles.
2 Funded through program improvements.
3 Includes: $ 15,000 Metropolitan Planning Commission
$286,822 Chatham County
4 Includes charges for fuel (gasoline) for:
$ 1,944 Metropolitan Planning Commission
1,545 Georgia Bureau of Investigation
31,788 Senior Citizens, Inc.
2,446 Savannah Transit Authority
5 City Central Services charges to Metropolitan Planning Commission for janitorial services.

REVOLVING FUND
MINOR CODE EXPENDITURE COMPARISONS

PERSONAL SERVICES	1983 PROJECTED EXPENDITURES	1984 PRICE CHANGE	1984 QUANTITY CHANGE	1984 PROPOSED EXPENDITURES	PERCENT CHANGE
Salaries & Wages	$ 2,181,819	$ 154,891	$ -19,952	$ 2,316,758	6.2%
Social Security	148,275	19,249	-1,337	166,187	12.1%
Group Medical Insurance	151,220	4,537	-2,170	153,587	1.6%
Group Life Insurance	10,800	0	-119	10,681	-1.1%
Unemployment Compensation	12,083	785	-172	12,696	5.1%
Worker's Compensation	9,918	28,527	624	39,069	193.9%
Pension	163,343	14,867	-1,487	176,723	8.2%
Longevity	8,878	1,508	1,169	11,555	30.2%
Overtime	36,421	1,302	-13,397	24,326	-33.2%
Temporary Labor	2,697	114	-652	2,159	-19.9%
Total	$ 2,725,454	$ 225,780	$ -37,493	$ 2,913,741	6.9%

1984 REVOLVING FUND BUDGET

Basic Program Costs:

A. Personal Services: Expenses for Personal Services are $2,913,741 in 1984. A $2,316,758 allocation for Salaries and Wages is provided. Other major budget components in this group are: Social Security, $166,187; Pension, $176,723; Group Medical Insurance, $153,587; and Worker's Compensation, $39,069. Overall, Personal Services increase $188,287 or 6.9% over 1983 Projected Expenditures.

Major changes are:

Salaries and Wages	up	$134,939 or 6.2%. This amount includes $65,454 for the 3% general wage increase and $89,437 for the anniversary increase, pay adjustments and modular increases. There is also a $19,952 decrease due to other personnel actions including the deletion of positions in D.P.C. and in the Print Shop.
Worker's Compensation	up	$29,151 to reflect actual injury rates.
Pension	up	$13,380 as a result of increases in wages and the City's contribution to the Pension Fund.
Social Security	up	$17,912 to reflect wage increases and the rate increase from 6.7% to 7.0%.

REVOLVING FUND
MINOR CODE EXPENDITURE COMPARISONS

CONTRACTUAL SERVICES	1983 PROJECTED EXPENDITURES	1984 PRICE CHANGE	1984 QUANTITY CHANGE	1984 PROPOSED EXPENDITURES	PERCENT CHANGE
Electricity	$ 119,750	$ 4,600	$ 5,000	$ 129,350	8.0%
Natural Gas	41,620	4,030	0	45,650	9.7%
Communications	185,482	23,880	-118	209,244	12.8%
Transportation	25,672	275	-6,637	19,310	-24.8%
Advertising	2,000	0	-2,000	0	-100.0%
Insurance	12,419	334	-835	11,918	-4.0%
Rentals	724,389	93,789	68,832	887,010	22.4%
Dues & Subscriptions	3,938	239	0	4,177	6.1%
Professional Services Fees	177,378	13,549	-16,965	173,962	-1.9%
Building Repair	82,250	1,525	-15,706	68,069	-17.2%
Equipment Maintenance	61,984	6,607	-2,806	65,785	6.1%
Outside Vehicle Repair	590,937	29,516	-48,538	571,915	-3.2%
Photocopying	17,073	2,798	355	20,226	18.5%
Printing	90,318	0	-83,817	6,501	-92.8%
Towing Services	41,205	2,061	0	43,266	5.0%
Medical Costs	1,034	15	0	1,049	1.5%
Other Contractual Service	18,939	979	0	19,918	5.2%
Total	$2,196,388	$184,197	$-103,235	$2,277,350	3.7%

B. Contractual Services: Contractual Services cost $2,277,350 in 1984 which is an increase of $80,962 or 3.7% over 1983 Projected Expenditures. The major item in this series is Rentals at $887,010. Within Rentals, $879,372 is for data processing equipment and office space. Another major Contractuals account is Outside Vehicle Repair at $571,915. A budget of $209,244 is provided for Communications, most of which is for Central Switchboard operations. Professional Services Fees, budgeted at $173,962, includes $78,372 for cleaning and security services at the City Lot, $44,317 for the City Hall and Gamble Building janitorial services, and $36,453 for security services at the Agonic Road facility. Other major Contractual Services are: Electricity, $129,350; Building Repair, $68,069; Natural Gas, $45,650; and Equipment Maintenance, $65,785.

Major changes are:

Rentals	up	$162,621 due to increases in Data Processing of $93,670 for the current service level and the addition of 5 word processors. An additional $69,000 is for memory expansion.
Outside Vehicle Repair	down	$19,022 or 3.2% attributable to reduced fleets in Residential and Commercial Refuse due to the 4-day work week and lower commercial volume as well as increased reliance on in-house repairs for Street Cleaning.
Communications	up	$23,762 or 12.8% in anticipation of telephone service rate increases.
Printing	down	$83,817 due to the closing of the City Print Shop. The printing expense is now in each activity's budget.

REVOLVING FUND
MINOR CODE EXPENDITURE COMPARISONS

COMMODITIES	1983 PROJECTED EXPENDITURES	1984 PRICE CHANGE	1984 QUANTITY CHANGE	1984 PROPOSED EXPENDITURES	PERCENT CHANGE
Office Supplies	$ 8,983	$ 278	$ -974	$ 8,287	-7.7%
Postage	6,425	65	4,650	11,140	73.4%
Clothing & Personal Supp.	2,468	42	75	2,585	4.7%
Operating Supp. & Materials	72,901	2,021	-14,379	60,543	-17.0%
Chemicals	1,397	81	-13	1,465	4.9%
Repair Parts-Equipment	17,648	441	0	18,089	2.5%
Supp. & Materials, Constr.	62,097	2,913	-5,931	59,079	-4.9%
Tools & Shop Supplies	11,361	554	0	11,915	4.9%
Vehicle Parts	573,760	28,687	-35,678	566,769	-1.2%
Propane	129,560	16,400	0	145,960	12.7%
Gasoline	526,140	24,827	0	550,967	4.7%
Diesel Fuel	221,715	19,957	-18,055	223,617	0.9%
Oils & Grease	110,761	4,305	-4,716	110,350	-0.4%
Other Commodities	1,395	0	-395	1,000	-28.3%
Total	$1,746,611	$100,571	$- 75,416	$1,771,766	1.4%

C. Commodities: Expenses for Commodities total $1,771,766 in 1984 for an overall increase of $25,155 or 1.4% over 1983 Projected Expenditures. The primary Commodity purchase is Fuel, budgeted at $920,544 in 1984 for: Gasoline, $550,967; Diesel, $223,617; and Propane, $145,960. An allocation of $566,769 is provided for the other major expense in this account, Vehicle Parts. Other large Commodity accounts are: Oils and Grease, $110,350; Operating Supplies, $60,543; and Construction Supplies, $59,076.

Major changes are:

Gasoline	up	$24,827 due to an anticipated price increase from $1.11 to $1.17 per gallon.
Operating Supplies	down	$12,358 due to the closing of the City Print Shop.
Vehicle Parts	down	$6,991 or 1.2% due to the fleet reductions in Sanitation.
Propane	up	$16,400 due to a projected price increase from $.79 to $.89 per gallon.

REVOLVING FUND
MINOR CODE EXPENDITURE COMPARISONS

REVOLVING FUND	1983 PROJECTED EXPENDITURES	1984 PRICE CHANGE	1984 QUANTITY CHANGE	1984 PROPOSED EXPENDITURES	PERCENT CHANGE
Service Desk	$ 6,478	$ 4,402	$ 0	$ 10,880	68.0%
Data Processing	75,032	946	-3,934	72,044	-4.0%
Garage Charges	59,884	7,693	-134	67,443	9.9%
Central Services	72,475	13,290	-5,483	80,282	10.8%
Print Shop	7,045	0	-7,045	0	-100.0%
Total	$ 220,914	$ 26,331	$- 16,596	$ 230,649	4.4%
CAPITAL OUTLAY					
Bldgs. & Fixed Equipment	$ 23,175	$ 0	$ -23,175	$ 0	-100.0%
Office Furn. & Equipment	3,583	37	-2,178	1,442	59.8%
Operations & Const. Equip.	31,664	0	-9,804	21,860	-31.0%
Total	$ 58,422	$ 37	$- 35,157	$ 23,302	-60.1%
INTERFUND TRANSFERS					
Vehicle Depreciation	26,628	3,993	0	30,621	15.0%
GRAND TOTAL	$ 6,974,417	$ 540,909	$-267,897	$7,247,429	3.9%

D. Revolving Fund: The 1984 charges for services provided between the Revolving Fund activities are budgeted at $230,649. These charges include: Central Services, $80,282; Data Processing, $72,044; Vehicle Maintenance, $67,443; and Service Desk, $10,880. Overall, Revolving Fund charges increase $9,735 or 4.4% over 1983 Projected Expenditures.

Major changes are:

Central Services	up	$7,807 due to changes in the manner of computing chargebacks. The mail service charge will be based on drops per site rather than mileage and the basis for distributing Building and Electrical maintenance costs has been changed to include number of manhours required in addition to value of materials.
Vehicle Maintenance	up	$7,559 in response to garage cost increases.

E. Capital Outlay: Expenses for Capital Outlay items total $23,302 in 1984. This amount is a decrease of 60% from 1983 projected expenditures of $58,422. Within this series, $1,442 is budgeted for Office Furniture and Equipment and $21,860 is budgeted for Operational and Construction Equipment. A complete list of Capital Outlay items is included in the Appendix.

F. Interfund Transfers: For 1984, Vehicle Depreciation is budgeted at $30,621. This amount is an increase of $3,993 or 15% over 1983 charges.

REVOLVING CHARGEBACKS VS. ACTIVITY BUDGETS

1983

	Service Desk	Data Processing	Engineering	Vehicle Maintenance	Central Services	Print Shop	Vehicle Depreciation	Total
General Fund	$212,565	$1,064,868	$ 29,596	$3,185,921	$ 716,051	$124,678	$1,376,219	$6,709,898
Labor Resources	0	1,600	0	1,384	16,117	0	0	19,101
Public Development	0	5,876	0	8,179	74,602	0	0	88,657
Revolving Fund	6,478	75,032	0	59,884	72,475	7,045	26,628	247,542
Golf Course	0	0	0	13,349	3,750	0	15,860	32,959
Civic Center	0	0	0	2,281	2,940	1,100	1,880	8,201
Water Fund	32,172	0	9,715	164,800	68,420	887	51,979	327,973
Sewer Fund	17,519	0	4,129	250,586	48,958	379	91,835	413,406
I and D Fund	260	0	500	9,478	16,218	1,079	12,986	40,521
Outside Agencies	0	252,226	0	33,497	21,568	0	0	307,291
CIP	0	0	356,255	0	0	0	0	356,255
Total	$268,994	$1,399,602	$400,195	$3,729,359	$1,041,099	$135,168	$1,577,387	$8,551,804
Activity Budget	$268,994	$1,399,602	$400,195	$3,729,359	$1,041,099	$135,168	$1,577,387	$8,551,804

REVOLVING CHARGEBACKS VS. ACTIVITY BUDGETS

1984

	Service Desk	Data Processing	Engineering	Vehicle Maintenance	Central Services	Print Shop	Vehicle Depreciation	Total
General Fund	$194,654	$1,160,949	$ 37,596[1]	$3,286,007	$ 740,510	$ 0	$1,511,352	$6,931,068
Labor Resources	0	1,877	0	1,298	12,985	0	0	16,160
Public Development	35	7,232	0	7,825	75,879	0	0	90,971
Revolving Fund	10,880	72,044	0	67,443	80,282	0	30,621	261,270
Golf Course	0	0	0	13,242	10,515	0	18,239	41,996
Civic Center	0	0	0	2,517	5,215	0	2,162	9,894
Water Fund	44,048	30,000	10,201	181,701	59,797	0	61,004	386,751
Sewer Fund	14,086	0	10,201	272,414	62,495	0	105,609	464,805
I and D Fund	1,145	0	1,000	8,909	16,537	0	14,934	42,525
Outside Agencies	0	301,822	0	37,723	21,568	0	0	361,113
CIP	0	0	384,797	0	0	0	0	384,797
Total	$264,848	$1,573,924	$443,795	$3,879,079	$1,085,783	$ 0	$1,743,921	$8,991,350
Activity Budget	$264,848	$1,573,924	$443,795	$3,879,079	$1,085,783	$ 0	$1,743,921	$8,991,350

[1] Program improvement funding

DATA PROCESSING

Budget Proposals: The 1984 Basic Program budget recommended for Data Processing is listed below. Compared with 1983 projected expenditures, the 1984 Data Processing budget increases $174,322. The largest component of the D.P.C. budget is the Rentals Account. The proposed Rentals budget for 1984 is $879,372, which is a 23% increase over 1983 projected expenditures of $716,702. When Rentals are excluded, the D.P.C. budget increases only 1.7%. This tight budgeting has held budget increases to 12.5% overall. Included in this increase is a memory expansion in the Central Processor Unit at a cost of $69,264. This memory expansion is not included as a program improvement because it is needed to meet the basic processing needs of City and County programs.

Expenditure Areas	1983 Projected Expenditures	1984 Proposed Budget	Difference
Personal Services	$ $564,493	$ 567,580	$ 3,087
Contractual Services	793,200	970,629	177,429
Commodities	28,000	28,452	452
Revolving Fund	3,309	5,993	2,684
Capital Outlay	9,496	0	-9,496
Interfund Transfers	1,104	1,270	166
Grand Total	$1,399,602	$1,573,924	$174,322

Basic Program Costs:

(1) Personal Services: Expenses for Personal Services are $567,580 in 1984. Wages and Salaries cost $456,148. Other major allocations are provided for Pension, $34,795; Social Security, $31,930; and Group Medical Insurance, $30,159.

Major changes are:

Worker's Compensation	up	$6,524 due to an adjustment in the charge method to reflect actual injury rates and expenses.
Salaries and Wages	down	$5,047 due to the deletion of 2 positions. These positions are a computer programmer and a programmer intern.

(2) Contractual Services: Contractual Services cost $970,629. The major expense is Rentals. At $879,372, Rentals includes both leasing and maintenance costs for the main processor terminals, printers and other equipment as well as $20,529 for office space rental. Also included is $69,264 for memory expansion and $31,608 for 5 word processors. The other major Contractual Services are: Electricity at $30,000, Equipment Maintenance at $25,428, and Communications at $18,189.

Major changes are:

Rentals	up	$162,670 due to memory expansion ($69,264), and the addition of 5 word processors ($31,608). The remaining increase of $61,798 is the anticipated 8.6% cost increase of maintaining the current service level.

(3) Commodities: Expenses for Commodities total $28,452 in 1984. The major expense is $26,250 for Operating Supplies which include stock forms, printer ribbons, ink, and binding supplies.

There are no major changes in this series.

(4) Revolving Fund: The 1984 chargebacks for services provided by the Revolving Fund activities are budgeted at $5,993. The individual charges are $3,960 for Central Services, and $2,033 for Vehicle Maintenance.

Major changes are:

Central Services	up	$2,642 due to the increased costs of providing mail service and the distribution of the costs of training and risk management provided to the operating departments by Central Services.

(5) Capital Outlay: No capital outlay purchases are planned in 1984.

(6) Interfund Transfers: A contribution of $1,270 is included for Vehicle Depreciation.

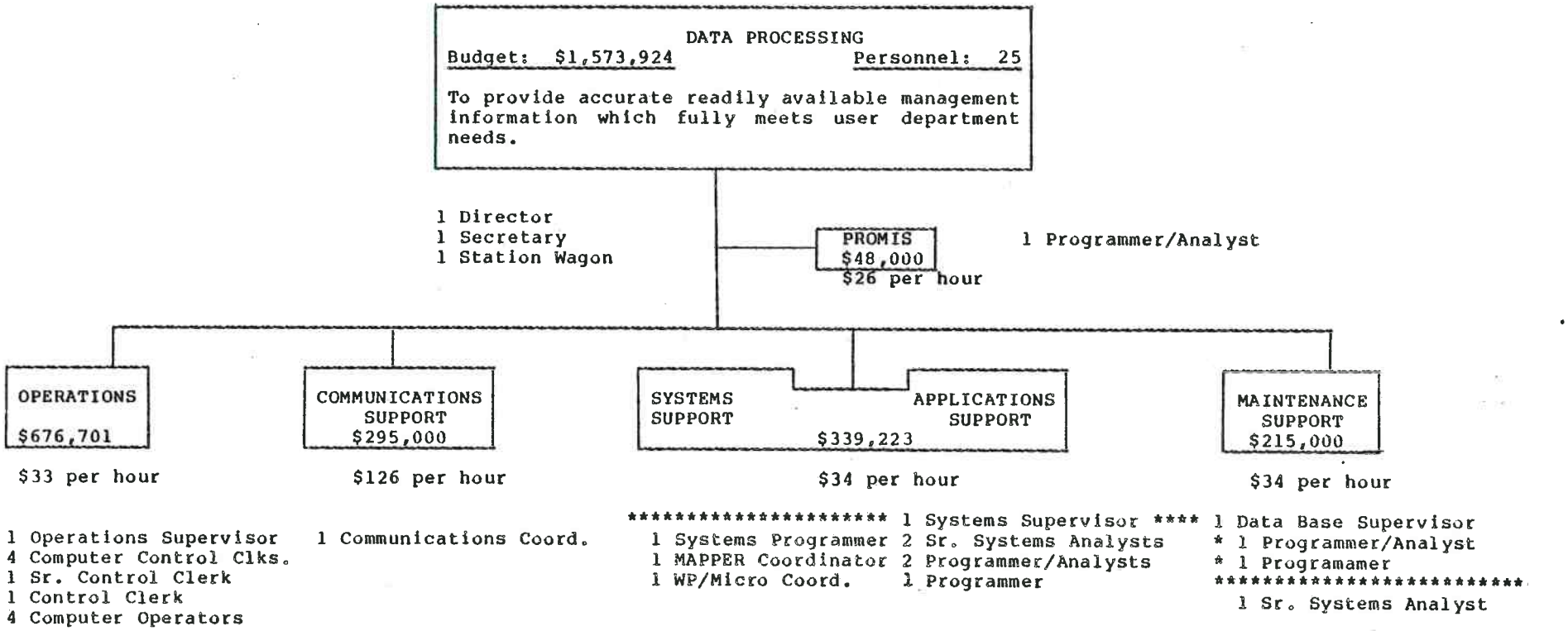
DATA PROCESSING

PURPOSE: PROVIDE THE HIGHEST LEVEL OF DATA PROCESSING SUPPORT TO THE USER DEPARTMENTS AT THE LOWEST POSSIBLE COST.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	527247	564493	567580
CONTRACTUAL SERVICES	746845*	793200*	970629*
COMMODITIES	38632*	28000*	28452*
REVOLVING FUNDS	5905*	3309*	5993*
CAPITAL OUTLAY	42534*	9496*	0*
INTERFUND TRANSFERS	960	1104	1270
TOTAL	$ 1362123*	$ 1399602*	$ 1573924*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
COMPUTER PROGRAMMER INTERN	1.00	0.00		0*
COMPUTER OPERATOR	1.00	0.00		0*
DATA CONTROL CLERK	1.00	1.00	42	10738
SENIOR CLERK TYPIST	1.00	1.00	45	11275
SENIOR DATA CONTROL CLERK	1.00	1.00	47	11553
COMPUTER OPERATOR	4.00	4.00	53	50674
SENIOR COMPUTER OPERATOR	1.00	1.00	60	14745
COMPUTER PROGRAMMER	2.00	2.00	63	33879
COMPUTER PROGRAMMER INTERN	1.00	1.00	63	15865
COMPUTER OPERATIONS SUPERVISOR	1.00	1.00	66	21261
COMMUNICATIONS COORDINATOR	1.00	1.00	67	19760
COMPUTER PROGRAMMER ANALYST	2.00	2.00	71	34920
MICRO/WORD PROCESSING COORDINATOR	1.00	1.00	74	22462
COMPUTER SYSTEMS PROGRAMMER	1.00	1.00	74	21261
SENIOR SYSTEMS ANALYST	4.00	4.00	74	87708
MAPPER COORDINATOR	1.00	1.00	74	20748
DATA BASE SUPERVISOR	1.00	1.00	79	24018
SYSTEMS SUPERVISOR	1.00	1.00	83	28491
DPC ADMINISTRATOR	1.00	1.00	90	35486
TOTAL	27.00	25.00		


DATA PROCESSING
Budget: $1,573,924
Personnel: 25
To provide accurate readily available management information which fully meets user department needs.
1 Director
1 Secretary
1 Station Wagon
PROMIS
$48,000
$26 per hour
1 Programmer/Analyst
OPERATIONS
$676,701
$33 per hour
1 Operations Supervisor
4 Computer Control Clks.
1 Sr. Control Clerk
1 Control Clerk
4 Computer Operators
COMMUNICATIONS SUPPORT
$295,000
$126 per hour
1 Communications Coord.
SYSTEMS SUPPORT
APPLICATIONS SUPPORT
$339,223
$34 per hour
1 Systems Supervisor
1 Systems Programmer
1 MAPPER Coordinator
1 WP/Micro Coord.
2 Sr. Systems Analysts
2 Programmer/Analysts
1 Programmer
MAINTENANCE SUPPORT
$215,000
$34 per hour
1 Data Base Supervisor
1 Programmer/Analyst
1 Programamer
1 Sr. Systems Analyst

DATA PROCESSING CENTER

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Provide a Stable & Responsive Operations function i.e. Information Resource Security Programs Staffing Training Daily Logs Tape Library Environmental Equipment Hardware & Software Status	15,378	15,378 Employee Hours	15,378	$427	$439	$677	$ 33 per hour
Provide an Integral Computer Communications Network i.e. Terminals Printers Modems Terminal Multiplexers Circuits	2,330	2,330 Employee Hours	2,330	$ 65	$ 67	$295	$126 per hour
Promis	1,864	1,864 Employee Hours	1,864	$ 40	$ 43	$ 48	$ 26 per hour
Provide System Development and Implementation to satisfy the users' needs on schedule.	11,538	11,538 Employee Hours	10,019	$320	$330	$339	$ 34 per hour
Provide & maintain existing applications i.e. Recorder's Court Systems Utility Billing Citations Sales Tax Collections Payroll Mapper Applications	6,636	6,636 Employee Hours	6,338	$184	$190	$215	$ 34 per hour

DATA PROCESSING CENTER

GOAL: TO PROVIDE ACCURATE READILY AVAILABLE MANAGEMENT INFORMATION WHICH FULLY MEETS USER DEPARTMENT NEEDS.

	1982	1983	1984
OBJECTIVE: Operations To assure available computer resources for all batch, on-line and real time processing and to reduce the per cent of service interruptions due to Computer Mainframe downtime.	**Computer Operations**		
	155	155	155
	1100/81 Hours per week		
	168	168	168
	Varians-425 Hours/week		
	N/A	120	120
	Prime - Hours per week		
	Interruptions		
	N/A	45	30
	1100/81 Min. downtime/week		
	N/A	45	30
	Varians-425 Min. downtime/week		
	N/A	45	30
	Prime - Min. downtime/week		
OBJECTIVE: Communications Networks: To maintain a computer communications network which supports all user terminals with an up-time no less than 90% and an average response time no greater than 5 seconds.	80%	85%	90%
	Up-time		
	7 sec.	6 sec.	3 sec.
	Response time		

STRATEGY

1. Identify weaknesses in staff training contributing to computer interruptions.
2. Identify causes of failures in environmental, electrical, alarms and security systems.
3. Identify and provide disaster recovery procedures which prevent computer processing interruptions.

STRATEGY

1. Identify weakness in the Network Hardware which contributes to terminal downtime.
2. Identify communications and operating software configurations which impede system response time.
3. Conduct studies to evaluate the latest technology in Network Equipment and Design.

DATA PROCESSING CENTER

GOAL: TO OPERATE EXISTING AND NEW PROGRAM APPLICATIONS ON TIME, WITHIN BUDGET AND WITH BENEFITS AS PLANNED.

	1982	1983	1984	
OBJECTIVE: To improve by 5% the percentage of new projects completed on time and within budget.	85%	90%	95%	STRATEGY 1. Timely processing of Use Project Request. 2. Provide adequate times to conduct a thorough system analysis to facilitate a complete system design. 3. Provide a forecast of project goals (schedule) based on the system design. 4. Conduct studies of current software systems (Dog List) in an effort to identify, analyze and recommend their replacement with new software either in-house developed or purchased. 5. Identify educational and training needs for staff to keep them abreast of current state of the art for systems software and problem solving techniques.
	Projects completed			
OBJECTIVE: To run existing programs on time and without errors requiring reruns.	100%	100%	100%	STRATEGY 1. Timely processing of User Requests for change or modification. 2. Conduct studies to identify and recommend needed replacement or improvement of existing software systems. 3. Maintain documentation of modifications to all existing application systems.
	Progams run on time and without errors			

ENGINEERING DEPARTMENT

Budget Proposals: The Engineering Department is a part of the Bureau of Public Development. Its recommended basic program budget for 1984 is presented below along with projected 1983 expenditures. An increase of $43,600, 10.9% over 1983 costs, is provided in the 1984 proposal of $443,795.

Expenditure Areas	1983 Projected Expenditures	1984 Proposed Budget	Difference
Personal Services	$ 327,780	$ 364,950	$ 37,170
Contractual Services	16,134	12,261	-3,873
Commodities	6,567	8,113	1,546
Revolving Fund	44,456	51,756	7,300
Capital Outlay	455	1,192	737
Debt Service	0	0	0
Interfund Transfers	4,803	5,523	720
Grand Total	$ 400,195	$ 443,795	$ 43,600

Basic Program Costs:

(1) Personal Services: The 1984 allocation of $364,950 for Personal Services contains $297,215 for Salaries and Wages. Other significant budget categories are: Pension, $22,672; Social Security, $20,805; and Medical Insurance, $17,872.

Major changes are:

Salaries and Wages	up	$30,009 due to general wage increases plus $8,000 for the higher salary of the City Engineer and $6,500 for a temporary .5 clerk position in the Paving Assessment program.
Pension	up	$2,752 due to higher wages and increased contributions to the Pension Fund.
Social Security	up	$2,902 because of higher salaries and higher social security rate.

(2) Contractual Services: Contractual Services will cost $12,261 in 1984. Four accounts contain most of the allocations in this series: Travel for Training and Educational Courses, $4,940; Photocopying, $1,587; Communications, $1,190; and Rental of Communications Beepers, $1,134.

The recruitment of a new City Engineer required $5,000 in Transportation and Advertising expenditures in 1983 which are excluded from 1984 costs. This decrease is slightly reduced to $-3,873 by small increases in other accounts, including:

Photocopying	up	$228 due to the cost of a new copier.
Travel	up	$240 because of expected price increases.
Communications	up	$70 due to price increases.
Printing	up	$405 due to the transfer of these costs from the Revolving Fund series.

(3) Commodities: Expected 1984 expenditures for Commodities total $8,113. Major cost items include: Office Supplies, $2,009; Postage, $1,155; and Operating Supplies (special drafting and printing paper and supplies), $4,716.

Major changes are:

Operating Supplies	up	$1,386 for a new property map ($500), a new real estate atlas ($700), and price increases ($186).
Office Supplies	up	$95 due to price increases.

(4) Revolving Fund: The recommended 1984 chargebacks for services provided by the Revolving Fund activities total $51,756. The major expenditure areas in this series are: $36,452 for Central Services, primarily heating, air conditioning, and communications; $10,434 for Maintenance and Operation of four assigned vehicles; and $4,800 for Data Processing services.

Major changes are:

Central Services	up	$6,854 due to an expected 5% cost increase and an improved cost allocation system.
Data Processing	up	$601 for cost increases.

(5) Capital Outlay: The proposed Capital Outlay for 1984 is $1,192. A list of approved capital outlays is located in the Appendix.

(6) Interfund Transfers: The total allocation in this series is $5,523 for Vehicle Depreciation, up $720 due to the higher cost of replacing vehicles.

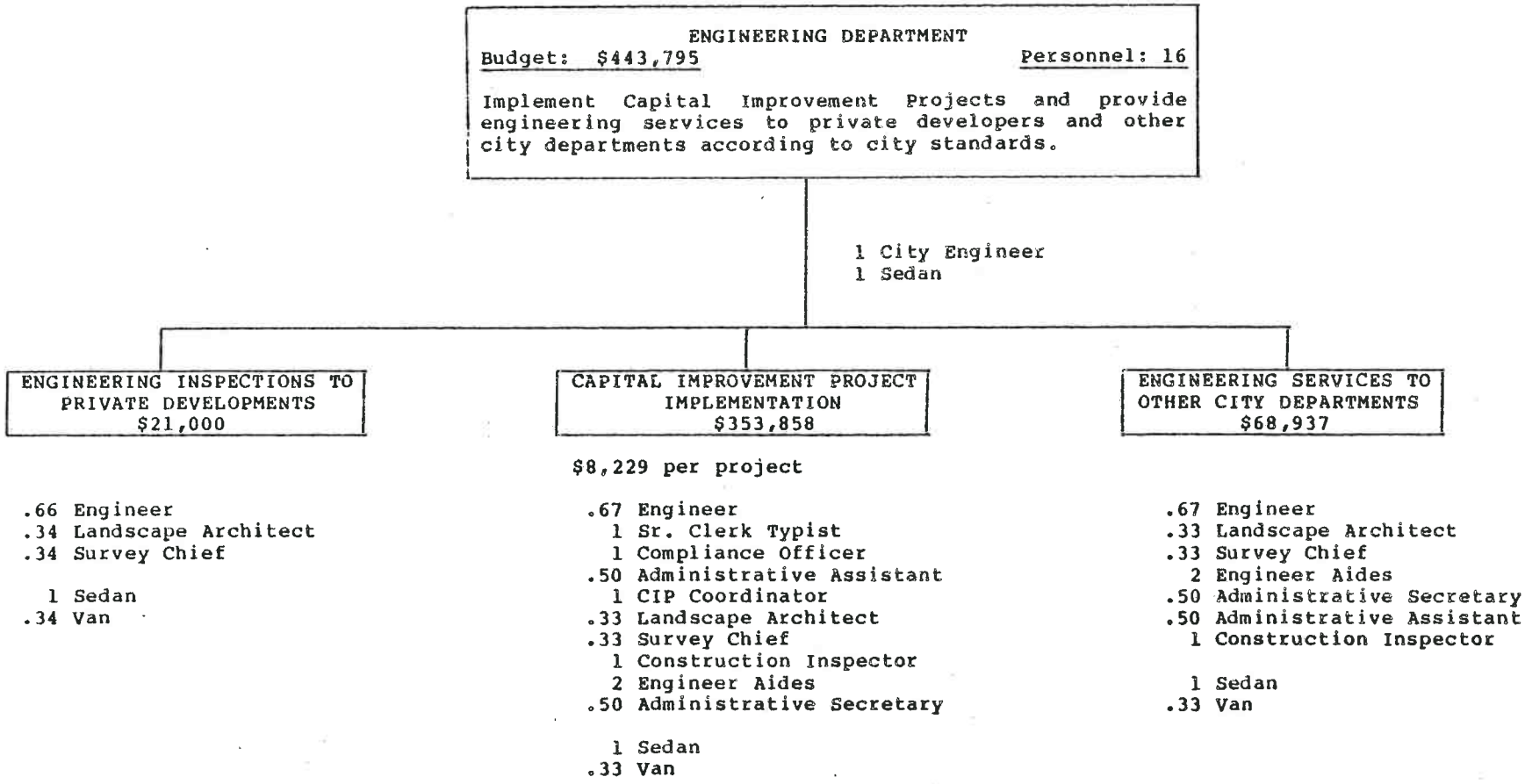
ENGINEERING

PURPOSE: ENSURE CITY'S CAPITAL IMPROVEMENTS PROJECTS ARE DESIGNED AND CONSTRUCTED IN ACCORDANCE WITH ACCEPTABLE ENGINEERING STANDARDS AND ARE IMPLEMENTED ON A SCHEDULED BASIS, AND TO ENSURE THAT PRIVATE PROPERTY DEVELOPMENTS MEET THE CITY'S STANDARDS.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	334867	327780*	364950*
CONTRACTUAL SERVICES	11161*	16134*	12261*
COMMODITIES	7196*	6567*	8113*
REVOLVING FUNDS	35511*	44456*	51756*
CAPITAL OUTLAY	2457*	455*	1192*
INTERFUND TRANSFERS	5297	4803*	5523*
TOTAL	$ 396489*	$ 400195*	$ 443795*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	45	10738
ENGINEERING AIDE	4.00	4.00	51	48524
ADMINISTRATIVE ASSISTANT	1.00	1.00	53	15865
ADMINISTRATIVE SECRETARY	1.00	1.00	53	12738
CONSTRUCTION INSPECTOR	1.00	1.00	60	19284
SURVEY PARTY CHIEF	1.00	1.00	61	15482
SR CONSTRUCTION INSPECTOR	1.00	1.00	63	18819
LANDSCAPE ARCHITECT	1.00	1.00	70	19284
CIVIL ENGINEER	2.00	2.00	70	43585
COMPLIANCE OFFICER	1.00	1.00	71	23440
CIP COORDINATOR	1.00	1.00	74	22627
CITY ENGINEER	1.00	1.00	90	39523
TOTAL	16.00	16.00		


ENGINEERING DEPARTMENT
Budget: $443,795
Personnel: 16
Implement Capital Improvement Projects and provide engineering services to private developers and other city departments according to city standards.
1 City Engineer
1 Sedan
ENGINEERING INSPECTIONS TO PRIVATE DEVELOPMENTS $21,000
.66 Engineer
.34 Landscape Architect
.34 Survey Chief
1 Sedan
.34 Van
CAPITAL IMPROVEMENT PROJECT IMPLEMENTATION $353,858
$8,229 per project
.67 Engineer
1 Sr. Clerk Typist
1 Compliance Officer
.50 Administrative Assistant
1 CIP Coordinator
.33 Landscape Architect
.33 Survey Chief
1 Construction Inspector
2 Engineer Aides
.50 Administrative Secretary
1 Sedan
.33 Van
ENGINEERING SERVICES TO OTHER CITY DEPARTMENTS $68,937
.67 Engineer
.33 Landscape Architect
.33 Survey Chief
2 Engineer Aides
.50 Administrative Secretary
.50 Administrative Assistant
1 Construction Inspector
1 Sedan
.33 Van

ENGINEERING DIVISION

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Implement capital improvement program	47	39	43	$308	$319	$354	$8,229 per project
	Total projects designed						
	14	10	10	$127	$108	$143	$14,300 per project
	Street paving projects/ design implemented						
	4	4	4	$ 4	$ 34	$ 5	$1,250 per project
	Drainage renewal (on-going projects) projects, designs, etc.						
	4	4	4	$ 21	$ 44	$ 21	$5,250 per project
	Waste supply treatment						
	4	4	4	$ 21	$ 23	$ 21	$5,250 per project
	Waste water collection						
	10	6	10	$ 34	$ 35	$ 39	$3,900 per project
	Parks and Recreation						
	1	1	1	$ 25	$ 6	$ 29	$29,000 per project
	Solid waste disposal, landfill project/resource recovery design implemented						
	10	10	10	$ 76	$ 69	$ 96	$9,600 per project
	Misc. project designs						

ENGINEERING DIVISION

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Provide engineering inspections in private developments	200	200	200	$ 25	$ 34	$ 21	N/A
	Private development requests answered						
Provide engineering services to City agencies	640	640	680	$ 63	$ 47	$ 69	N/A
	225	225	225				
	Public Development						
	100	100	100				
	Traffic and Streets						
	25	25	25				
	Drainage						
	40	40	55				
	Sanitation						
	10	10	10				
	Cemeteries						
	125	125	150				
	Parks and Trees						
	20	20	20				
	Leisure Services						
	5	5	5				
	Police						
	30	30	30				
	Fire						
	60	60	60				
	Water and Sewer						

ENGINEERING DIVISION

GOAL: TO ENSURE THAT THE CAPITAL IMPROVEMENTS NEEDS OF THE CITY ARE PLANNED AND IMPLEMENTED IN ACCORDANCE WITH CITY STANDARDS 100% OF THE TIME.

OBJECTIVE: To insure that long range capital improvement needs are planned, updated annually, and implemented according to City standards 100% of the time.

1982	1983	1984	
N/A	90%	100%	Projects completed on schedule
N/A	N/A	100%	Contract modifications made per project according to City standards
N/A	N/A	100%	CIP plans updated annually

STRATEGY

1. Perform analysis to determine an acceptable number of contract modifications per project and an acceptable project implementation schedule. 2/84
2. Institute annual review of the CIP construction monitoring system to determine necessary improvements or modifications. 12/84
3. Develop long-range CIP plans for street resurfacing, downtown development, and other public facilities.
4. Develop a finance strategy for all long-range projects. 7/84
5. Develop a monthly CIP financial report to be evaluated by a CIP Committee on a quarterly basis. The CIP Committee will consist of the CIP Coordinator, City Engineer, and Finance Director. A summary CIP report will be produced which will be reviewed quarterly by Bureau Chiefs for Public Development and Management Services, the CIP Committee, and the Research and Budget Director. 4/84
6. Develop a standard operating procedure to update long-range CIP plans. 3/84

ENGINEERING DIVISION

GOAL: TO PROVIDE ALL ENGINEERING-RELATED SERVICE DEMANDS REQUESTED BY CITY DEPARTMENTS 100% OF THE TIME.

	1982	1983	1984
OBJECTIVE: To prioritize requests from other City departments so that the services can be completed within one week of the request 100% of the time.	N/A	N/A	100% Services completed within one week of request

STRATEGY

1. Develop a list of requests needed from each department on an annual basis, prioritize and schedule the requests for the year. Staff to be included in this effort will be the City Engineer, 1 draftperson, 1 field crewmember, 1 engineering inspector. 2/84
2. Develop a log to report the number of additional requests not scheduled during the year. 2/84
3. Develop a summary report of the number of requests serviced and the number completed on schedule for the year. 12/84

GOAL: TO ENSURE THAT THE GENERAL PUBLIC BENEFITS 100% OF THE TIME FROM PROVIDING SERVICES TO PRIVATE DEVELOPERS.

	1982	1983	1984
OBJECTIVE: To ensure that services provided to private developers that exceed the general services rendered category are charged back to developers according to City standards.	N/A	N/A	100% Services exceeding City standard to private developers charged back to developers

STRATEGY

1. Define the categories of general services rendered and services which exceed the general service category.
2. Develop a standard operating procedure to charge developers for services that exceed the City standard.

VEHICLE MAINTENANCE

Budget Proposals: The 1984 Basic Program budget recommended for Vehicle Maintenance is $3,879,079. Compared with 1983 projected expenditures, the Vehicle Maintenance budget for 1984 increases $149,720 or 4%. Major changes are detailed below.

Expenditure Areas	1983 Projected Expenditures	1984 Proposed Budget	Difference
Personal Services	$1,186,580	$1,304,508	$117,928
Contractual Services	811,199	801,693	-9,506
Commodities	1,594,797	1,631,098	36,301
Revolving Fund	110,189	115,197	5,008
Capital Outlay	20,000	19,000	-1,000
Debt Service	0	0	0
Interfund Transfers	6,594	7,583	989
Grand Total	$3,729,359	$3,879,079	$149,720

Basic Program Costs:

(1) Personal Services: Expenses for Personal Services are $1,304,508 in 1984. Wages and Salaries cost $1,034,945. Other major allocations are provided for Pension, $78,946; Social Security, $76,460; Group Medical, $67,020; and Overtime, $19,150.

Major changes are:

Salaries and Wages	up	$89,601 due to a $44,631 or 3% general wage increase plus 2.5% anniversary date increase plus $44,970 in special pay and modular adjustments.
Pension	up	$8,471 due to higher wages and increased contributions to the Pension Fund.
Social Security	up	$11,231 reflecting both higher wages plus an increase in the rate charged from 6.7% to 7% of wages.
Worker's Compensation	up	$8,627 due to an adjustment in the charge method to reflect actual injury rates and expenses.

(2) Contractual Services: Contractual Services cost $801,693. The major expense in this area is the $571,915 budget for Outside Repairs. Funds are also allocated for Building Repairs, $50,000; Towing Services, $43,266; Professional Services Fees, primarily for security services, $36,453; Natural Gas, $30,030; and Electricity, $24,700.

Major changes are:

Outside Repair	down	$19,022 due to program changes in Sanitation which enabled a reduction of $48,538 in outside repair needs to more than offset general price increases of $29,516 or 5%. Substantial reductions in the Commercial Refuse operation will enable the Vehicle Maintenance Department to assign more in-house mechanics to the Street Sweeping fleet, thus reducing outside repair needs for that activity.
Towing	up	$2,061 due to an average price increase of 5% anticipated in the contract.
Professional Services	up	$1,736 due to a 5% price increase for security at the Agonic Road site.

(3) Commodities: Costs for Commodities total $1,631,098. The primary Commodity purchased is Fuel, budgeted at $920,544 in 1984 for: Gasoline $550,967; Diesel $223,617; and Propane $145,960. An allocation of $566,769 is provided for the other major expense in this account, Parts. A budget of $110,350 is provided for Oils and Grease.

Major changes are:

Gasoline	up	$24,827 due to an increase in the price per gallon from an average 1983 cost of $1.11 to $1.17 in 1984. Gallons budgeted total 470,912.
Diesel	up	$1,902 due to a per gallon price increase from $.98 to $1.07 in 1984 totalling $19,957, which is almost entirely offset by a reduction of $18,055 due to decreases in

		the Sanitation fleet. Gallons budgeted for 1984 total 208,987 or 17,253 less than in 1983.
Propane	up	$16,400 due to an increase in the price from $.79/gallon to $.89/gallon for the 164,000 gallons of propane purchased in 1984.
Parts	down	$6,991 because price increases of $28,687 or 5% are offset by reductions of $35,678 resulting from smaller Sanitation fleets.

(4) Revolving Fund: The 1984 charges for services provided by the Revolving Fund activities are budgeted at $115,197. The primary expense is for Data Processing services totalling $45,000 in 1984. Vehicle expenses, $35,558, and Central Services, $30,757, are also budgeted in this series.

Major changes are:

Garage Charges	up	$4,915 due to overall price increases.
Central Services	up	$3,794 due to price increases.
Data Processing	down	$4,050 as a result of implementation of the new equipment system.

(5) Capital Outlay: Equipment expenses are $19,000 in 1984. A list of approved equipment purchases is provided in the Appendix.

(6) Interfund Transfers: An allocation of $7,583 is provided for depreciation on vehicles used in fleet maintenance.

VEHICLE MAINTENANCE

ACTIVITY	1982 ACTUAL EXPENDITURE	1983 PROJECTED EXPENDITURE	1984 TOTAL BASE
Vehicle Maintenance	$1,521,861	$1,519,646	$1,649,821
Commercial Refuse Fleet	212,485	162,987	97,331
Street Sweeping Fleet	136,043	187,332	180,979
Residential Refuse Fleet	228,205	220,741	214,938
Police Patrol Fleet	376,334	457,206	485,685
Other Police Fleet	119,004	120,353	127,462
Other Vehicle Fleet	1,182,635	1,061,094	1,122,863
TOTAL	$3,776,567	$3,729,359	$3,879,079
Personnel	60	60	60

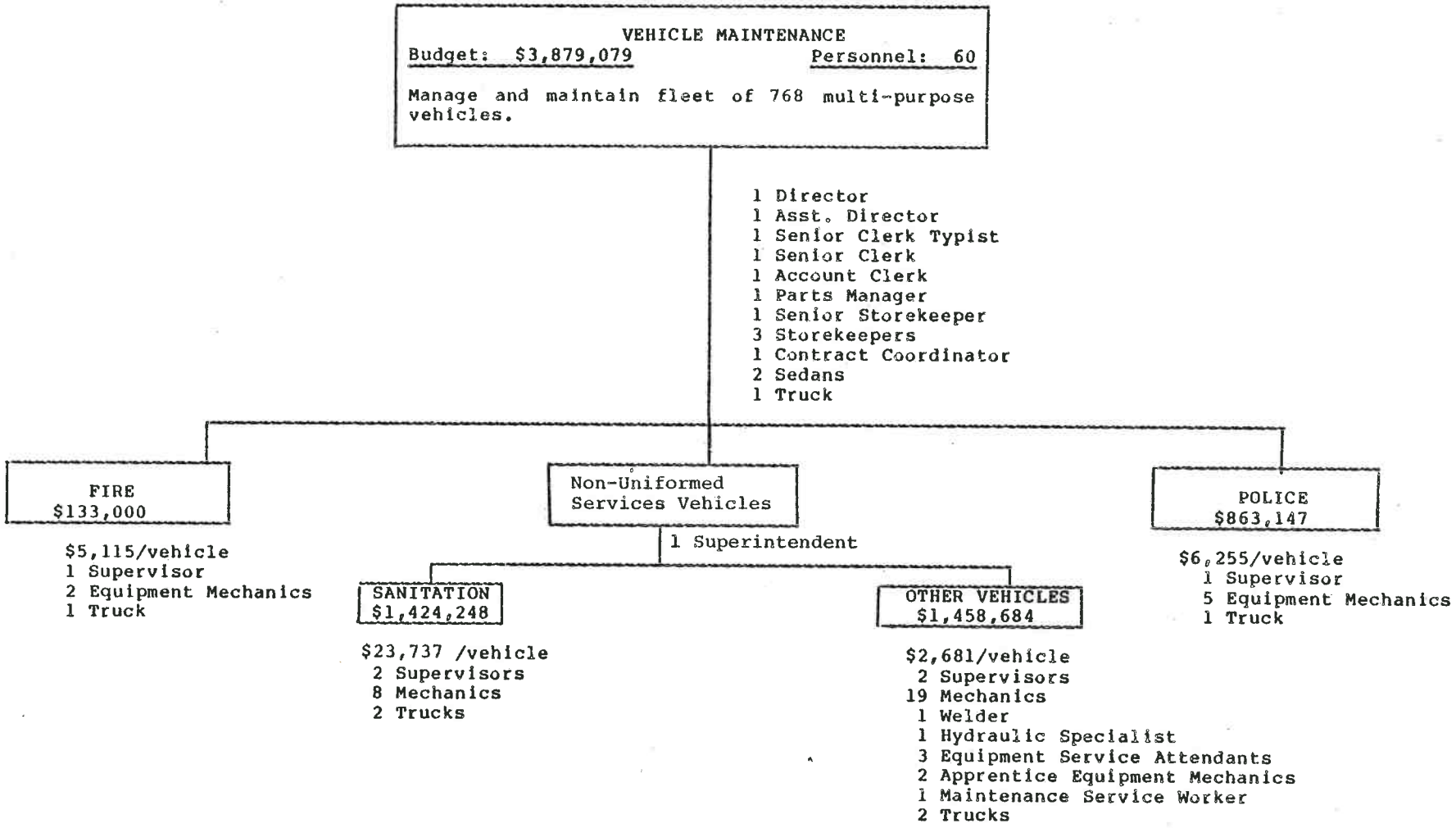
VEHICLE MAINTENANCE

PURPOSE: PROVIDE THE MAXIMUM AVAILABILITY OF VEHICLES CONSISTENT WITH PRUDENT MAINTENANCE AND REPAIR COSTS.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	1096319	1186580*	1304508*
CONTRACTUAL SERVICES	159973*	163422*	170098*
COMMODITIES	70777*	32861*	33435*
REVOLVING FUNDS	167697*	110189*	115197*
CAPITAL OUTLAY	21291*	20000*	19000*
INTERFUND TRANSFERS	5814	6594*	7583*
TOTAL	$ 1521861*	$ 1519646*	$ 1649821*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
MAINTENANCE SERVICE WORKER	1.00	1.00	40	9276
EQUIPMENT SERVICE ATTENDANT	3.00	3.00	42	32098
SENIOR CLERK	1.00	1.00	44	12131
ACCOUNT CLERK	1.00	1.00	44	10075
STOREKEEPER	2.00	2.00	44	20207
SENIOR CLERK TYPIST	1.00	1.00	45	13705
SENIOR STOREKEEPER	1.00	1.00	48	11832
APPRENTICE EQUIPMENT MECHANIC	2.00	2.00	48	22278
EQUIP MECHANIC	10.00	10.00	58	126591
SENIOR EQUIPMENT MECHANIC	2.00	2.00	58	34140
WELDER	1.00	1.00	58	16927
BUYER	1.00	1.00	60	19760
HYDRAULICS SPECIALIST	1.00	1.00	60	19760
PRINCIPAL EQUIPMENT MECHANIC	22.00	22.00	64	434720
EQUIP MAINT SUPERVISOR	6.00	6.00	68	137250
PARTS MANAGER	1.00	1.00	70	21786
PARTS SERVICE COORDINATOR	1.00	1.00	73	20748
EQUIP MAINT SUPERINTENDENT	1.00	1.00	73	24018
ASST VEHICLE MAINTENANCE DIR	1.00	1.00	74	24018
VEHICLE MAINTENANCE DIRECTOR	1.00	1.00	88	33796
TOTAL	60.00	60.00		


VEHICLE MAINTENANCE
Budget: $3,879,079
Personnel: 60
Manage and maintain fleet of 768 multi-purpose vehicles.
1 Director
1 Asst. Director
1 Senior Clerk Typist
1 Senior Clerk
1 Account Clerk
1 Parts Manager
1 Senior Storekeeper
3 Storekeepers
1 Contract Coordinator
2 Sedans
1 Truck
FIRE
$133,000
$5,115/vehicle
1 Supervisor
2 Equipment Mechanics
1 Truck
Non-Uniformed
Services Vehicles
1 Superintendent
SANITATION
$1,424,248
$23,737 /vehicle
2 Supervisors
8 Mechanics
2 Trucks
OTHER VEHICLES
$1,458,684
$2,681/vehicle
2 Supervisors
19 Mechanics
1 Welder
1 Hydraulic Specialist
3 Equipment Service Attendants
2 Apprentice Equipment Mechanics
1 Maintenance Service Worker
2 Trucks
POLICE
$863,147
$6,255/vehicle
1 Supervisor
5 Equipment Mechanics
1 Truck

VEHICLE MAINTENANCE

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Commercial Refuse	10	9 Vehicles in fleet	6	$342	$337	$360	$60,000 per vehicle
Street Sweeping	9	9 Vehicles in fleet	9	$333	$316	$389	$43,222 per vehicle
Residential Refuse	50	45 Vehicles in fleet	45	$666	$637	$675	$15,000 per vehicle
Police	124	138 Vehicles in fleet	138	$755	$779	$863	$ 6,225 per vehicle
Fire	26	26 Vehicles in fleet	26	$161	$130	$133	$ 5,115 per vehicle
Sedans	N/A	210 Vehicles in fleet	210	N/A	$294	$290	$ 1,380 per vehicle
Pickups, Dumps, Flatbeds	N/A	199 Vehicles in fleet	199	N/A	$855	$825	$ 4,146 per vehicle
Tractors	N/A	36 Vehicles in fleet	36	N/A	$126	$125	$ 3,472 per vehicle
Pumps, Air Compressors	N/A	53 Vehicles in fleet	53	N/A	$ 95	$ 95	$ 1,792 per vehicle
Miscellaneous	N/A	46 Vehicles in fleet	46	N/A	$156	$124	$ 2,696 per vehicle

VEHICLE MAINTENANCE

GOAL: TO PROVIDE A CITY FLEET SUFFICIENT TO MEET ALL DEPARTMENTAL WORK PROGRAMS AT THE LOWEST POSSIBLE COST.*

	1982	1983	1984
OBJECTIVE: To meet the departmental work program requirements 95% of the time.	90%(E)	92%(E)	95%
	Vehicle availability		

	Type	Fleet Size	# Required Per Shift
(1)	Commercial Refuse	6	4
(2)	Street Cleaning	9	4
(3)	Residential Refuse	45	36
(4)	Police Patrol	37	35
(5)	Fire	26	23
(6)	Sedans	297	282
(7)	Pickups, Dump, Flatbeds	199	189
(8)	Tractors	36	33
(9)	Pumps, Air Compressors	53	45
(10)	Miscellaneous	46	40

STRATEGY
1. Schedule repair efforts based on availability exception reports derived from the new EMIS.
2. Reduce vehicle downtime through preventive maintenance servicing involving 1 supervisor, 4 mechanics, and 2 apprentices.
3. Reduce vehicle downtime through a vehicle inspection program in which a Principal Mechanic will inspect City vehicles to identify operational neglect and/or abuse.

* Vehicle availability standards have been developed for each vehicle type within each department. Vehicle Maintenance must meet those standards while operating within its budget.

OBJECTIVE: To achieve a budget savings equal to 4% of the budgeted amount for variable maintenance cost items.	5%	5%	5%
	% savings - Parts		
	$28,509	$29,276	$24,097
	$ savings - Parts		
	2%	3%	3%
	% savings - outside repairs		
	$11,847	$18,870	$28,406
	$ savings - outside repairs		
	3%	4%	4%
	Total % savings		
	$40,356	$48,146	$52,503
	Total $ savings		

1. Manage the parts inventory system in order to plan purchases to a greater extent possible than before and therefore obtain the lowest price available.
2. Conduct the on-going preventive maintenance and inspection program which will reduce overall maintenance demands therefore allowing more work to be accomplished by City forces. This program utilizes 25% of Vehicle Maintenance direct labor personnel.

	Industry Average	1982	1983	1984
OBJECTIVE: To achieve a vehicle parts turnover and deviation consistent with industry standards as reported by Management & Auditing	3.3	3.78	3.70	3.5
		Inventory Turnover		
	Industry Standard	1982	1983	1984
	0.5%	0.2%	0.2%	0.2%
		Inventory Deviation		
		$162,674	$160,000	$140,000
		Inventory Value		

STRATEGY
1. Maintain inventory control standards which have produced results in the past 2 years.
2. Improve inventory management by reducing total dollar value through removal of obsolescence, and elimination of duplication through cross referencing.

CENTRAL SERVICES

Budget Proposals: Central Services consists of six activities of the Revolving Fund: the Central Service Director's Office; Service and Supplies Management; Central Switchboard; Custodial and Messenger Service; Building and Electrical Maintenance; and Electronic Equipment Repair. The 1984 Basic Program budget recommended for Central Services is listed below. Compared with 1983 projected expenditures, the 1984 budget increases $44,684 or 4.3% to $1,085,783. Major changes are explained below.

Expenditure Areas	1983 Projected Expenditures	1984 Proposed Budget	Difference
Personal Services	$ 517,717	$ 567,360	$ 49,643
Contractual Services	368,673	370,587	1,914
Commodities	97,653	93,387	-4,266
Revolving Fund	33,049	36,344	3,295
Capital Outlay	9,880	1,860	-8,020
Interfund Transfers	14,127	16,245	2,118
Grand Total	$1,041,099	$1,085,783	$ 44,684

Basic Program Costs:

(1) Personal Services: Expenses for Personal Services are $567,360 in 1984. Wages and Salaries cost $441,233. Other major allocations are provided for: Pension, $33,657, Group Medical Insurance, $31,834; and Social Security, $30,887.

Major changes are:

Salaries and Wages	up	$35,928 due to a wage increase.
Worker's Compensation	up	$12,512 due to an adjustment in the charge method to reflect actual injury rates and expenses.
Overtime	down	$8,039 due to the anticipated filling of the vacant position in Electronic Equipment Repair ($-7,688).

(2) Contractual Services: Expenses for Contractual Services total $370,587. The major expense in this area is Communications at $181,882, which includes $181,000 for the Central Switchboard. Other major expenses are: Electricity, $61,000; Professional Services Fees, $50,087; and Equipment Maintenance, $31,857. Professional Services

Fees includes $39,187 for the cleaning contract on City Hall and the Gamble Building in Custodial and Messenger Services. Also budgeted in Custodial and Messenger Services is $30,400 in Equipment Maintenance for maintenance contracts ($19,088), routine air conditioning and heating maintenance, and plumbing and building maintenance.

Major changes are:

Communications	up	$22,209 due to anticipated rate increases.
Professional Services Fees	down	$12,534 due to a one-time fee for a telephone consultant in 1983 (-$15,000).
Electricity	up	$3,000 due to anticipated rate increases.

(3) Commodities: Expenses for Commodities total $93,387 in 1984. The major expense in this series is Construction Supplies at $59,079 for paint, tile, shelving, glass, and other supplies in Building and Electrical Maintenance. Equipment Repair Parts is budgeted at $18,089 for electronic equipment parts in Electronic Equipment Repair. Of the $10,963 budgeted for Operating Supplies and Materials, $6,199 is allocated in Custodial and Messenger Services for trash bags, restroom supplies, and cleaning supplies.

Major changes are:

Construction Supplies	down	$3,018 due to lower planned expenditures in Building and Electrical Maintenance projects.
Operating Supplies and Materials	down	$1,510 due to the purchase of chairs and telephone guides in 1983 by Central Switchboard ($-860) and fewer 1984 supplies planned for Custodial and Messenger Services ($-500).

(4) Revolving Fund: Revolving Fund chargebacks are budgeted at $36,344 for 1984. The major expense in this series is $19,418 for Vehicle Maintenance Services. Other major allocations are provided for Data Processing, $9,998, and Service Desk, $6,928. The Service Desk provides electricity, natural gas, and security for Building and Electrical Maintenance and Service and Supplies Management.

Major changes are:

Service Desk	up	$2,261 due to anticipated price increases.
Vehicle Maintenance	up	$2,027 due to an anticipated 5% increase in related expenses.

(5) Capital Outlay: Expenses for capital outlay items cost $1,860 in 1984, $8,020 (81%) less than in 1983. A list of approved capital outlays can be found in the Appendix.

(6) Interfund Transfers: Vehicle Depreciation is budgeted at a total of $16,245. This amount is a $2,118 or 15% increase over 1983 charges.

CENTRAL SERVICES

ACTIVITY	1982 ACTUAL EXPENDITURE	1983 PROJECTED EXPENDITURE	1984 TOTAL BASE
Central Services Director	$ 119,123	$ 133,580	$ 139,548
Service & Supplies Management	68,757	78,436	84,812
Central Switchboard	216,018	235,650	246,645
Custodial & Messenger Service	208,688	221,048	236,831
Building & Electrical Maint.	257,559	263,240	262,359
Electronic Equipment Repair	109,318	109,145	115,588
TOTAL	$ 979,463	$1,041,099	$1,085,783
Personnel	28.5	29	29

CENTRAL SERVICES

POSITION TITLE	RANGE	STAFF YEARS
CENTRAL SERVICES DIRECTOR	86	1.00
RISK MANAGEMENT OFFICER	69	1.00
BLDG & ELEC MNT SUPERVISOR	68	1.00
SAFETY/TRAINING OFFICER	67	1.00
ELECTRONIC EQUIPMENT SUPT	67	1.00
CUST & MESSENGER SERV SUPVR	67	1.00
ELECTRONIC EQUIPMENT TECH	64	2.00
SENIOR CARPENTER	59	1.00
CENTRAL STORES SUPERVISOR	57	1.00
ELECTRICIAN	57	1.00
SENIOR PAINTER	56	1.00
ADMINISTRATIVE ASSISTANT	53	1.00
ELECT EQUIP TECH TR	53	1.00
PAINTER	53	1.00
CARPENTER	53	3.00
SUPERV SWITCHBOARD OPERATOR	51	1.00
SENIOR CLERK TYPIST	45	1.00
STOREKEEPER	44	2.00
MAIL CLERK/CUSTODIAN	42	3.00
SWITCHBOARD OPERATOR	39	3.00
SECURITY GUARD	39	1.00
		29.00

CENTRAL SERVICES DIRECTOR

PURPOSE: PROVIDE EFFECTIVE AND EFFICIENT MANAGEMENT OF THE CITY'S SAFETY, TRAINING, AND CASUALTY INSURANCE PROGRAMS, THE CENTRAL SWITCHBOARD, WAREHOUSE, BUILDING AND ELECTRICAL MAINTENANCE, ELECTRONIC REPAIR, AND CUSTODIAL AND MESSENGER SERVICES.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	100392*	110570	118461
CONTRACTUAL SERVICES	13520*	11076*	11297*
COMMODITIES	2976	2917*	3063*
REVOLVING FUNDS	1616*	8382*	5997*
CAPITAL OUTLAY	367	0	0*
INTERFUND TRANSFERS	552	635	730
TOTAL	$ 119123*	$ 133580*	$ 139548*

PERSONNEL SCHEDULE

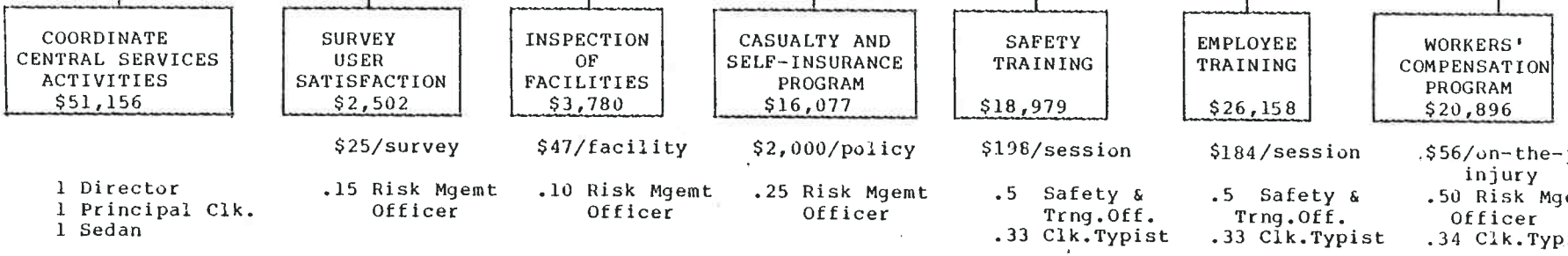
CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
SENIOR CLERK TYPIST	1.00	1.00	45	10479
ADMINISTRATIVE ASSISTANT	1.00	1.00	53	14745
SAFETY/TRAINING OFFICER	1.00	1.00	67	23440
RISK MANAGEMENT OFFICER	1.00	1.00	69	18819
CENTRAL SERVICES DIRECTOR	1.00	1.00	88	33796
TOTAL	5.00	5.00		

CENTRAL SERVICES DIRECTOR

Budget: $139,548

Personnel: 5

Provide effective and efficient management of the City's safety, training, workers' compensation, casualty and self-insurance programs, inventory control system, central switchboard, custodial and messenger services, printing services, building and electrical maintenance, and electronic equipment repair.



CENTRAL SERVICES DIRECTOR

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Coordinate Central Services activities	N/A	7	6	N/A	$ 50	$51	N/A
	Number activities coordinated						
Conduct user satisfaction survey	N/A	1	1	N/A	$ 2	$ 3	$2,500 per survey
	Number of surveys						
Inspect facilities	78	80	80	N/A	$ 4	$ 4	$ 47 per facility
	Number facilities inspected						
Coordinate casualty and self-insurance programs	4	7	8	N/A	$ 15	$16	$2,000 per policy
	Number policies maintained						
Coordinate Workers' Compensation program	468	405	375	N/A	$ 19	$21	$56 per on-the-job injury
	Number of employee injuries						
	650	700	725				
	Number of vehicles covered						
	178	180	182				
	Number of facilities covered						
	1,700	1,725	1,750				
	Number of employees covered						
Conduct safety program	48	48	48	N/A	$ 18	$19	$ 198 per session
	Number orientation sessions						
	48	48	48				
	No. operation responsible sessions						
Conduct employee training	135	129	142	N/A	$ 24	$26	$ 184 per session
	No. in-service training sessions						

CENTRAL SERVICES DIRECTOR

GOAL: TO PROVIDE COST EFFECTIVE AND EFFICIENT MANAGEMENT OF THE CITY'S RISK MANAGEMENT PROGRAMS, THE CENTRAL SWITCHBOARD, WAREHOUSE, BUILDING AND ELECTRICAL MAINTENANCE, ELECTRONICS REPAIR AND CUSTODIAL AND MESSENGER SERVICES.

TO PROTECT THE CITY FROM ALL POSSIBLE LOSS TO ITS PERSONNEL, FACILITIES AND EQUIPMENT AND TO PROVIDE QUALITY TRAINING COURSES SUPPORTIVE OF THE SAFETY PROGRAM AND OTHER VITAL CITY NEEDS IN A NUMBER AND WITH A FREQUENCY SUFFICIENT TO IMPROVE SIGNIFICANTLY THE PERFORMANCE OF THOSE WHO PARTICIPATE.

	1982	1983	1984	
OBJECTIVE: To reduce the average number of safety citations/ violations to no more than 3 per facility by December 1984.	136	155*	135*	STRATEGY 1. Develop a safety team, consisting of 4 persons, for conduct of semi-annual safety inspections. 2. Increase safety awareness of City employees by increasing the number and quality of safety courses.
	Average number of citations/ violations per first inspection			
OBJECTIVE: To maintain a property loss ratio at no more than 5% per $1,000 of insurance premiums during 1984.	$1,562	$1,500*	$1,500*	STRATEGY 1. Place all Risk Management programs on MAPPER system. 2. Place City's property schedule on MAPPER as a reference for values and coverages. 3. Review/study the special needs of catastrophic and excess liability coverages.
	Losses			
	$56,187	$59,145*	$59,145*	
	Premium cost			
	2.77%	2.54%	2.54%	
	Property loss ratio per $1,000 of premium			
OBJECTIVE: To maintain the vehicular accident ratio to 40% of vehicle fleet for 1984 and cost of repairs to no more than 3% of fleet value.	237	258*	258*	STRATEGY 1. Institute a more effective driver's training program. 2. Increase safety awareness of all City operators through inspections, classes, awards and-promotions. 3. Increase efforts to control accident-prone operators by reassignments, counselling and remedial courses.
	Accidents			
	36.46%	38.22%	38.22%	
	Accident loss ratio (as % of vehicle fleet)			
	$9,979,922	$10,007,249	$10,016,824	
	Fleet value			
	$127,743	$189,137*	$208,050*	
	Repair cost			
	1.28%	1.89%	2.07%	
	Cost of repairs (as % of fleet value)			

* Projected

CENTRAL SERVICES DIRECTOR

	1982	1983	1984	
OBJECTIVE: To reduce and maintain the injury ratio to 20% of employee work force in 1984.	468	390*	350*	STRATEGY 1. Monitor injury reports, medical bills and related Workers' Compensation correspondence. 2. Establish maximum levels of payments. 3. Institute cost-reduction procedures.
	No. of injuries			
	26.74%	21.66%	20%	
	Injury loss ratio			
OBJECTIVE: To increase the cost-effectiveness of the Workers' Compensation Program by maintaining payouts at no more than 2% of annual payroll during 1984.	1.58%	1.60%*	1.62%	
	Workers' Compensation payouts as compared to annual payroll			
OBJECTIVE: To improve the performance of City employees during 1984 by expanding the training program by at least 10% over 1983's level.	135	129	142	STRATEGY 1. Conduct user survey to determine appropriate non-mandatory training courses. 2. Upgrade the quality of course format to enhance interest and worthiness of materials offered.
	No. training courses provided			

* Projected

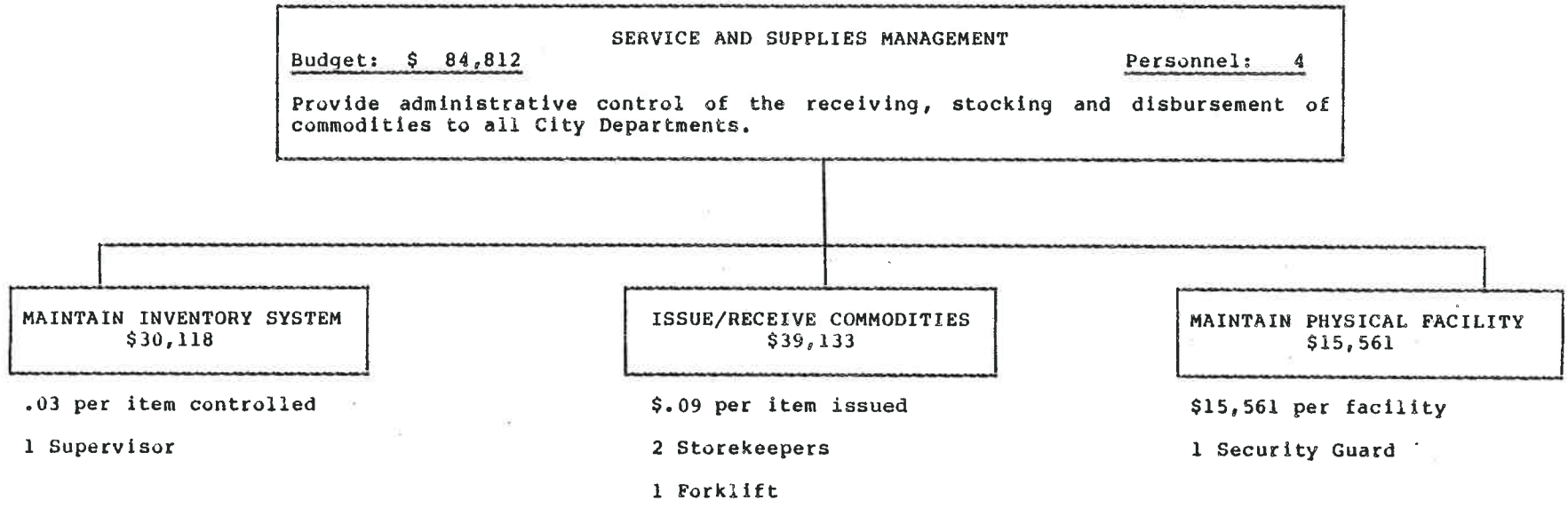
SERVICE & SUPPLY MGMT

PURPOSE: DISTRIBUTE ACCEPTABLE QUALITY GOODS AND MATERIALS TO CITY OPERATING DEPARTMENTS AT THE LOWEST POSSIBLE COST; PROVIDE ACCURATE AND TIMELY PROCESSING OF RECEIPTS AND ISSUE OF GOODS TO PREVENT WAREHOUSE LOSSES.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	61383*	64811*	70274*
CONTRACTUAL SERVICES	165*	317*	750*
COMMODITIES	1090*	3771*	2090*
REVOLVING FUNDS	5597*	6517*	9628*
CAPITAL OUTLAY	522*	1220*	0*
INTERFUND TRANSFERS	0	1800	2070
TOTAL	$ 68757*	$ 78436*	$ 84812*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
SECURITY GUARD	1.00	1.00	39	11839
STOREKEEPER	2.00	2.00	44	23374
INVENTORY MANAGER	1.00	1.00	57	17928
TOTAL	4.00	4.00		


SERVICE AND SUPPLIES MANAGEMENT
Budget: $ 84,812
Personnel: 4
Provide administrative control of the receiving, stocking and disbursement of commodities to all City Departments.
MAINTAIN INVENTORY SYSTEM
$30,118
.03 per item controlled
1 Supervisor
ISSUE/RECEIVE COMMODITIES
$39,133
$.09 per item issued
2 Storekeepers
1 Forklift
MAINTAIN PHYSICAL FACILITY
$15,561
$15,561 per facility
1 Security Guard

SERVICE AND SUPPLIES MANAGEMENT

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Maintain inventory system	N/A	1,038,383	1,048,767	N/A	$ 25	$ 30	$.03 per item
	Number items controlled						
Issue/receive commodities	N/A	441,056	449,877	N/A	$ 36	$ 39	$.09 per item
	Number items issued						
Maintain physical facility	1	1	1	N/A	$ 16	$ 16	$15,561 per facility
	Facility maintained						

CENTRAL SERVICES

SERVICES AND SUPPLIES MANAGEMENT

GOAL: TO PROVIDE QUALITY GOODS AND MATERIALS TO CITY OPERATING DEPARTMENTS AT THE LOWEST POSSIBLE COST AND TO EXERCISE PROPER CONTROLS NECESSARY TO PREVENT WAREHOUSE LOSSES.

	1982	1983	1984
OBJECTIVE: To limit warehouse losses to 1.5% of inventory during 1984.	$311,876	$282,400	$300,000*
	Inventory value		
	2.1%	1.5%	1.5%
	Loss ratio (as % of inventory)		
OBJECTIVE: To increase the turnover rate of inventory processed by 10% over 1983's level during 1984.	2.58%	2.58%	2.84%
	Inventory turnover		
OBJECTIVE: To improve the cost-effectiveness of procurements by increasing the number of commodity types purchased on annual contract by 10% during 1984.	N/A	137	151
	No. commodity types on contract		
OBJECTIVE: To assure cost-effective procurements of commodities that are not purchased on contract by limiting the difference between the items stocked to lowest market price to no more than 10% during 1984.	N/A	N/A	10%
	Price differential		

* Projected

STRATEGY

1. Implement MAPPER based inventory control system.
2. Perform monthly reconcilements of trial balance to inventory perpetual records.
3. Revise the floor plan of inventory stocking to facilitate adequate space utilization.
4. Replace several small bins in stockroom with one large shelving rack.
5. Institute procedures to allow sole users to order directly from vendors versus through warehouse.
6. Coordinate projections of commodity usage levels with departments to assure adequate stocking levels.
7. Reduce the number of issue slips processed by encouraging users to project needs and order supplies on a weekly, bi-weekly or monthly basis.

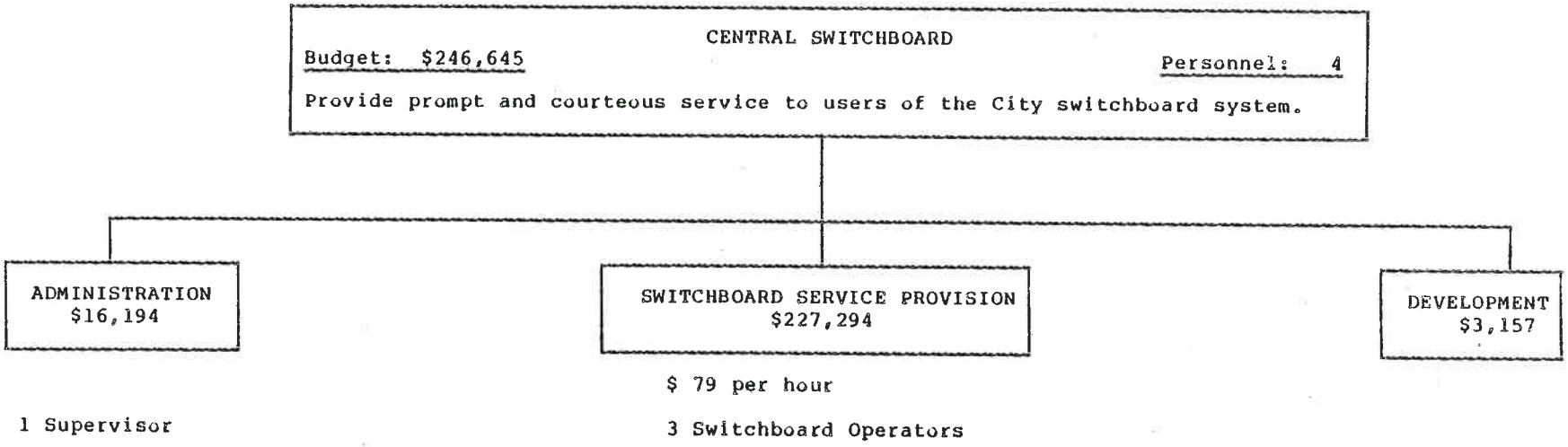
CENTRAL SWITCHBOARD

PURPOSE: PROVIDE PROMPT AND COURTEOUS SERVICE TO USERS OF THE CITY SWITCHBOARD SYSTEM.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	55469	58953	64204
CONTRACTUAL SERVICES	159533*	175088	182180
COMMODITIES	404*	1102*	209*
REVOLVING FUNDS	612*	507*	52*
CAPITAL OUTLAY	0*	0*	0*
TOTAL	$ 216018*	$ 235650*	$ 246645*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
SWITCHBOARD OPERATOR	3.00	3.00	39	34953
TELECOMM. SUPERVISOR	1.00	1.00	51	15109
TOTAL	4.00	4.00		


CENTRAL SWITCHBOARD
Budget: $246,645
Personnel: 4
Provide prompt and courteous service to users of the City switchboard system.
ADMINISTRATION
$16,194
SWITCHBOARD SERVICE PROVISION
$227,294
DEVELOPMENT
$3,157
$ 79 per hour
1 Supervisor
3 Switchboard Operators

CENTRAL SWITCHBOARD

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Furnish switchboard services	N/A	N/A	N/A	N/A	$ 15	$ 16	N/A
Provide prompt switchboard service	2,860 Hours/telephone service availability		2,860	N/A	$216	$227	$ 79 per hour
Develop and implement cost savings techniques	N/A	N/A	N/A	N/A	$ 5	$ 3	N/A

CENTRAL SWITCHBOARD

GOAL: TO ASSURE THE AVAILABILITY OF SWITCHBOARD COMMUNICATION SERVICES TO ALL USERS AT ALL TIMES.

	1982	1983	1984
OBJECTIVE: To provide a telecommunications network capable of meeting all communications requirements for 2,860 hours with no more than 1% downtime.	N/A	N/A	1%
	Switchboard downtime		
OBJECTIVE: To maintain switchboard cost at no more than $381 per station during 1984.	$328	$381	381
	Switchboard cost per station		

STRATEGY

1. Schedule 3 operators to provide complete switchboard coverage 11 hours per day, 5 days per week (except holidays).
2. Process monthly telephone charges for all departments.
3. Provide telecommunications management sessions to educate users and assure departmental efficiency and control of overall communications expenditures.
4. Assist in the design and development of a revised telecommunications network.

CUST & MESSENGER SERVICE

PURPOSE: PROVIDE THE CITY WITH JANITORIAL AND INTERNAL MAIL DELIVERY/ MESSENGER SERVICES.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	57244	62859	70582
CONTRACTUAL SERVICES	141542*	147221*	154854*
COMMODITIES	7028*	6997*	6832*
REVOLVING FUNDS	1999*	2455*	2746*
CAPITAL OUTLAY	0*	510*	660*
INTERFUND TRANSFERS	875	1006	1157
TOTAL	$ 208688*	$ 221048*	$ 236831*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
MAIL CLERK/CUSTODIAN	3.00	3.00	42	34681
CUST & MESSENGER SERV SUPVR	1.00	1.00	67	17923
TOTAL	4.00	4.00		

CUSTODIAL AND MESSENGER SERVICES

Budget: $ 236,831

Personnel: 4

Provide the City departments with janitorial and internal mail delivery and messenger services.

1 Supervisor
1 Van

MAIL SERVICES
$60,484

$1.19 per delivery

3 Mail Clerk/Custodians

CITY HALL/GAMBLE BUILDING MAINTENANCE
$176,347

CUSTODIAL AND MESSENGER SERVICES

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Provide mail services	N/A	44,980 Interoffice deliveries	51,000	N/A	$ 56	$ 60	$1.19 per delivery
Coordinate building maintenance and janitorial services	N/A	N/A	N/A	N/A	$167	$176	N/A

CENTRAL SERVICES

CUSTODIAL AND MESSENGER SERVICES

GOAL: TO PROVIDE THE CITY DEPARTMENTS WITH INTERNAL MAIL DELIVERY/MESSENGER SERVICE ON SCHEDULE 251 DAYS PER YEAR AND TO OVERSEE THE MAINTENANCE OF CITY HALL AND THE GAMBLE BUILDING.

	1982	1983	1984	
OBJECTIVE: To assure that interoffice mail schedule is met 95% of the time during 1984.	N/A	95%	95%	STRATEGY 1. Schedule mail delivery services. 2. Monitor all contractual services provided to City Hall and Gamble Building. 3. Perform regular spot-checks on mail deliveries to assure timeliness and accuracy in processing.
	Percentage of met schedules			
OBJECTIVE: To assure that overall cleanliness rating for City Hall and Gamble Building is maintained at 3 or above for each weekly evaluation during 1984.	N/A	3	3	STRATEGY 1. Perform weekly evaluations of City Hall and Gamble Building.
	Average cleanliness rating for City Hall			
	N/A	3	3	
	Average cleanliness rating for Gamble Building			

Building Condition Rating Code:
4 - Excellent (Meeting all specifications)
3 - Good (Minor problems in no more than 1 area, i.e. floors, windows, walls, ceilings, etc.)
2 - Fair (Minor problems in more than 1 area, or moderate problems in 1 or more areas)
1 - Poor (Several moderate problems or 1 or more major problem areas)

BLDG & ELEC MAINTENANCE

PURPOSE: PROVIDE MAINTENANCE AND MINOR REMODELING SERVICES FOR THE CITY'S FACILITIES.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	148486*	138218*	155872*
CONTRACTUAL SERVICES	18287*	33045*	19445*
COMMODITIES	68401*	64673*	62559*
REVOLVING FUNDS	12470*	12469*	14841*
CAPITAL OUTLAY	2624*	6450*	0*
INTERFUND TRANSFERS	7291	8385	9642
TOTAL	$ 257559*	$ 263240*	$ 262359*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
PAINTER	1.00	1.00	53	12738
CARPENTER	3.00	3.00	53	36738
SENIOR PAINTER	1.00	1.00	56	16257
ELECTRICIAN	1.00	1.00	57	14745
SENIOR CARPENTER	1.00	1.00	59	15110
BLDG MAINTENANCE ADMIN	1.00	1.00	68	22324
TOTAL	8.00	8.00		

BUILDING AND ELECTRICAL MAINTENANCE

Budget: $ 262,359 Personnel: 8

Maintain all City facilities at or above minimum acceptable standards for appearance and safety.

ADMINISTRATION $34,370	CARPENTRY SERVICES $ 98,323	PAINTING SERVICES $ 72,083	EMERGENCY REQUESTS $29,903	CONTRACTUAL REPAIRS $27,680
	$983 per project	$437 per project	$623 per call	$1,384 per repair
1 Supervisor	1 Senior Carpenter 3 Carpenters	1 Senior Painter 1 Painter	1 Electrician	
1 Sedan	2 Pick-up Trucks	1 Van	1 Van with Bucket	

CENTRAL SERVICES

BUILDING AND ELECTRICAL MAINTENANCE

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Provide administration	N/A	N/A	N/A	N/A	$ 33	$ 34	N/A
Provide carpentry services	N/A	112 Planned and scheduled projects	100	N/A	$ 99	$ 98	$983 per project
Provide painting services	N/A	118 Planned and scheduled projects	165	N/A	$ 71	$ 72	$437 per project
Respond to emergency requests	N/A	49 Emergency service calls	48	N/A	$ 30	$ 30	$623 per call
Provide contractual repairs	N/A	35 Projects	20	N/A	$ 29	$ 28	$1,384 per repair

CENTRAL SERVICES

BUILDING AND ELECTRICAL MAINTENANCE

GOAL: TO PROVIDE MAINTENANCE SERVICES AND MINOR REMODELING FOR ALL OF THE CITY'S PHYSICAL FACILITIES ENSURING THEY REMAIN STRUCTURALLY SOUND AND IN COMPLIANCE WITH ALL OF THE CITY BUILDING CODE REQUIREMENTS.

	1982	1983	1984
OBJECTIVE: To upgrade the structural integrity of at least 70% of all facilities to Condition Code 1 in the following building components: roofing, structure, floor covering, exterior/interior painting, heating, air conditioning and electrical during 1984.	N/A	60%	70%
	% of buildings evaluated as Condition 1. (sound structural condition in all building components)		
OBJECTIVE: To incorporate the services and expertise of contractors on 20 projects to upgrade and/or retain the structural soundness of 217 City facilities.	N/A	35	20
	Special contractual repairs		
OBJECTIVE: To decrease the response time for all emergency requests from 2 hours to 1 hour.	2 hours	2 hours	1 hour
	Emergency response time		

STRATEGY

1. Prioritize and schedule 1984 approved projects resulting from 1983 buildings survey and various departmental requests.
2. Provide fabrication of wooden work related items for various city departments to improve their economic and efficient operation, i.e. rehandle tools, fabricate truck bodies, tool boxes and forms for concrete construction.
3. Conduct annual building surveys noting status and/or deficiencies of building components.
4. Work with Data Processing to develop a computerized management information system to monitor conditions, status of maintenance projects, etc.
5. Perform facility condition surveys semi-annually.

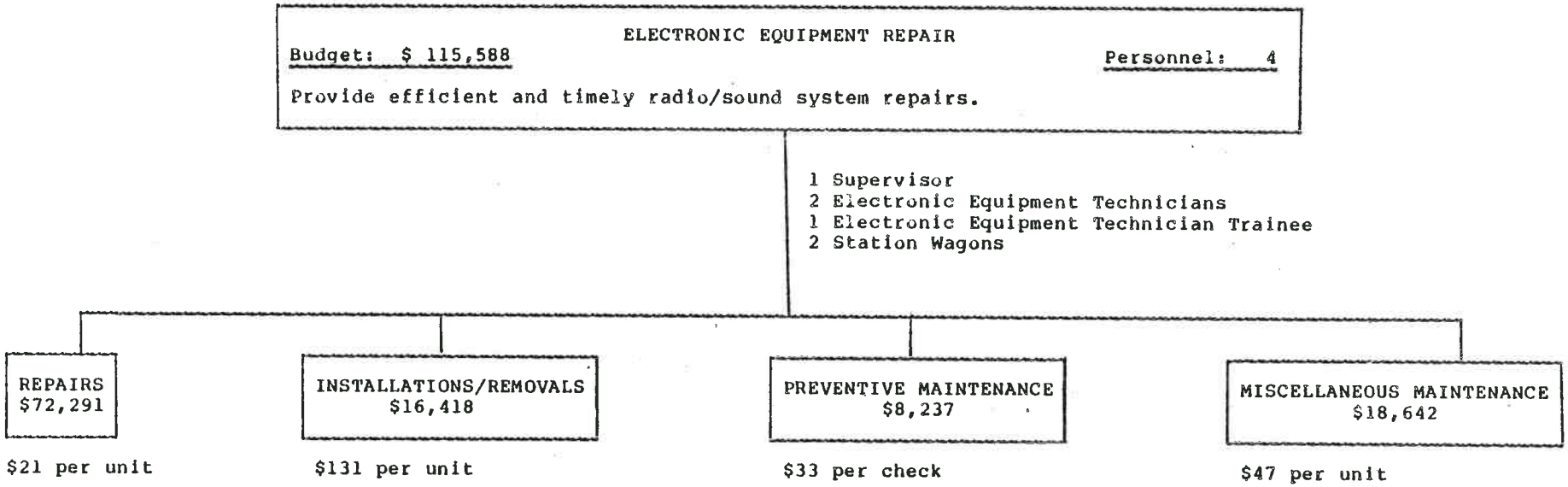
ELECTRONIC EQUIP REPAIR

PURPOSE: PROVIDE EFFICIENT AND TIMELY RADIO/SOUND SYSTEM REPAIRS.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PEPSONAL SERVICES	76629	82306*	87967*
CONTRACTUAL SERVICES	696*	1926*	2061*
COMMODITIES	18725*	18193*	18634*
REVOLVING FUNDS	5827*	2719*	3080*
CAPITAL OUTLAY	5440*	1700*	1200*
INTERFUND TRANSFERS	2001	2301	2646
TOTAL	$ 109318*	$ 109145*	$ 115588*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
ELECT EQUIP TECH TR	1.00	1.00	53	12431
ELECTRONIC EQUIPMENT TECH	2.00	2.00	64	36141
ELECTRONIC EQUIPMENT SUPT	1.00	1.00	67	22324
TOTAL	4.00	4.00		


ELECTRONIC EQUIPMENT REPAIR
Budget: $ 115,588
Personnel: 4
Provide efficient and timely radio/sound system repairs.
1 Supervisor
2 Electronic Equipment Technicians
1 Electronic Equipment Technician Trainee
2 Station Wagons
REPAIRS
$72,291
$21 per unit
INSTALLATIONS/REMOVALS
$16,418
$131 per unit
PREVENTIVE MAINTENANCE
$8,237
$33 per check
MISCELLANEOUS MAINTENANCE
$18,642
$47 per unit

CENTRAL SERVICES

ELECTRONIC EQUIPMENT REAPIR

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Furnish repairs to public safety radios and base units	N/A	2,000 Units repaired	3,500	N/A	$67	$72	$21 per unit
Install/replace radio units	N/A	125 Units installed	125	N/A	$15	$16	$131 per unit
Perform preventive maintenance on units	N/A	250 Preventive maintenance checks	250	N/A	$ 8	$ 8	$33 per check
Perform maintenance on miscellaneous non-mobile units	N/A	200 Miscellaneous repairs	400	N/A	$19	$19	$47 per unit

CENTRAL SERVICES

ELECTRONIC EQUIPMENT REPAIR

GOAL: TO PROVIDE EFFICIENT AND TIMELY REPAIRS TO ALL CITY OWNED RADIO SYSTEMS, SOUND SYSTEMS AND OTHER ELECTRONIC EQUIPMENT.

	1982	1983	1984
OBJECTIVE: To maintain 98% availability within 24 hours on all police and fire equipment repairs during 1984.	98%	98%	98%
	% availability on Police and Fire equipment		
OBJECTIVE: To maintain 85% availability within 48 hours on all public works equipment during 1984 and 99% within 5 working days.	85%	85%	85%
	% availability on Public Works equipment within 48 hours		
	99%	99%	99%
	% availability on Public Works equipment within 5 working days		
OBJECTIVE: To maintain 75% availability on all other electronic equipment (pagers, tape recorders, public address systems, stereos, etc.) within 5 working days.	75%	75%	75%
	% availability on all other electronic equipment		

STRATEGY

1. Prioritize and schedule all repairs to public safety radios, base stations and sound systems.
   Priority #1 - Police (388 pieces of equipment)
   Priority #2 - Fire (109 pieces of equipment)
   Priority #3 - Public Services (192 pieces)
   Priority #4 - All others (52 pieces of equipment)
2. Prioritize and schedule installations/replacements to all City owned radios, base stations and sound systems.
3. Schedule and perform preventive maintenance on City owned electronic equipment.
4. Prioritize and schedule maintenance on non-mobile electronic equipment.
5. Review applicability of electronic equipment maintenance to Equipment Management Information System.

PRINT SHOP

PURPOSE: Provide printing services to all City activities.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	33341*	25879*	0*
CONTRACTUAL SERVICES	1569*	95332*	0*
COMMODITIES	403	13569*	0*
CAPITAL OUTLAY	9773	388	0
TOTAL	$ 45086*	$ 135168*	$ 0*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
PRINTER	1.00	0.00		0*
APPRENTICE PRINTER	1.00	0.00		0*
TOTAL	2.00	0.00		

SERVICE DESK

Budget Proposals: The 1984 Basic Program budget proposed for the Service Desk is $264,848. The proposed amount reflects a decrease of $4,146 from 1983. The major changes are itemized below.

Expenditure Areas	1983 Projected Expenditures	1984 Proposed Budget	Difference
Personal Services	$103,005	$109,343	$6,338
Contractual Services	111,850	122,180	10,330
Commodities	6,025	10,716	4,691
Revolving Fund	29,911	21,359	-8,552
Capital Outlay	18,203	1,250	-16,953
Interfund Transfers	0	0	0
Grand Total	$268,994	$264,848	$-4,146

Basic Program Costs:

(1) Personal Services: Expenses for Personal Services are $109,343 in 1984. An $87,217 allocation for Salaries and Wages is provided. Other major budget components in this series are: Pension Contribution, $6,653; Group Medical Insurance, $6,702; and Social Security, $6,105.

Major changes are:

Wages	up	$4,400 to provide for the general wage increase.
Social Security	up	$556 as the result of the wage increase and social security rate increase.

(2) Contractual Services: Contractual Services cost $122,180 in 1984. The major item in this series is Professional Services Fees. At $78,372, this account includes security and office cleaning services for the City Lot. The other major Contractual Services are: Electricity, $13,650; Photocopying, $13,610; and Natural Gas, $4,700.

Major changes are:

Professional Services	up	$4,372 in anticipation of 6% price increases.
Photocopying	up	$2,610 due to the transfer of a larger copier to the Service Desk from the Clerk of Council's Office.

(3) Commodities: Expenses for Commodities are $10,716 in 1984. The Commodity accounts are: Postage, $8,650; Office Supplies, $1,200; and Operating Supplies, $866.

Major changes are:

Postage	up	$4,650 in anticipation of increased mailings by the reimbursable sidewalk repair program.

(4) Revolving Fund: The 1984 chargebacks for services provided by the Revolving Fund activities decrease $8,552 for a budget of $21,359. The chargebacks are: Data Processing, $12,246; and Central Services, $9,113.

Major changes are:

Central Services	down	$5,483 to reflect actual services provided.
Print Shop	down	$2,315 since printing will be done contractually in 1984.

(5) Capital Outlay: Expenses for equipment and other capital outlay items are $1,250 in 1984. A list of approved capital outlays is located in the Appendix.

(6) Interfund Transfers: No allocations in this series.

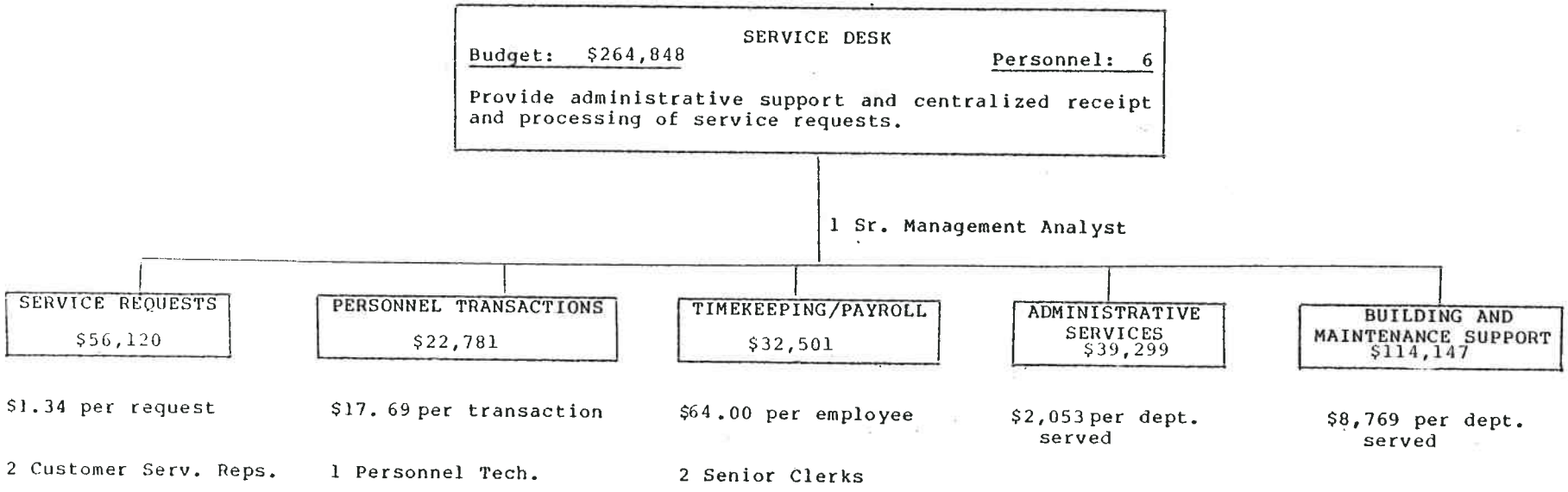
SERVICE DESK

PURPOSE: PREPARE WEEKLY PAYROLLS, PROCESS PERSONNEL TRANSACTIONS, AND OPERATE A CUSTOMER SERVICE DESK IN SUPPORT OF THE CITY'S PUBLIC SERVICE ACTIVITIES.

EXPENDITURE CODE	ACTUAL 1982	PROJECTED 1983	PROPOSED 1984
PERSONAL SERVICES	98837*	103005*	109343*
CONTRACTUAL SERVICES	88238*	111850	122180
COMMODITIES	7666*	6025*	10716*
REVOLVING FUNDS	10012*	29911*	21359*
CAPITAL OUTLAY	572*	18203*	1250*
TOTAL	$ 205325*	$ 268994*	$ 264848*

PERSONNEL SCHEDULE

CLASS TITLE	STAFF-YEARS 1983	STAFF-YEARS 1984	RANGE NUMBER	1984 ALLOCATION
SENIOR CLERK	2.00	2.00	44	21502
CUSTOMER SERV REP	2.00	2.00	46	23169
PERSONNEL TECHNICIAN	1.00	1.00	61	17070
MANAGEMENT ANALYST	1.00	1.00	69	18366
TOTAL	6.00	6.00		


SERVICE DESK
Budget: $264,848
Personnel: 6
Provide administrative support and centralized receipt and processing of service requests.
1 Sr. Management Analyst
SERVICE REQUESTS
$56,120
$1.34 per request
2 Customer Serv. Reps.
PERSONNEL TRANSACTIONS
$22,781
$17.69 per transaction
1 Personnel Tech.
TIMEKEEPING/PAYROLL
$32,501
$64.00 per employee
2 Senior Clerks
ADMINISTRATIVE SERVICES
$39,299
$2,053 per dept. served
BUILDING AND MAINTENANCE SUPPORT
$114,147
$8,769 per dept. served

SERVICE DESK

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Provide a centralized tracking system for Service requests	46,648	42,000	42,000 Service requests received	$ 45	$ 53	$ 56	$1.34 per request
Prepare payrolls for weekly employees	526	519	519 Average No. Weekly Employees	24	31	33	$64 per employee
Maintain and process all personnel transactions	725	1,350	1,300 Transactions completed	18	23	23	$17.69 per transaction
Provide administrative support to Sanitation and Facilities Maintenance Departments	18	18	19 Departments served	27	34	39	$2,053 per department
Provide building and maintenance support for departments located at the City Lot	13	13	13 Departments served	91	128	114	$8,769 per department

SERVICE DESK

GOAL: TO PROVIDE THE PUBLIC AND CITY ACTIVITIES WITH RESPONSES WITHIN ESTABLISHED STANDARDS

	1982	1983[1]	1984	
OBJECTIVE: To insure that 90% of all service requests received are completed within the standard number of days assigned.	N/A	80 Completion rate	90	STRATEGY 1. Provide all operating departments with a daily computer printout of service requests not completed.
OBJECTIVE: To schedule for completion 97% of all service requests received within 3 working days after receiving the requests.	95.6	96.4 Scheduling rate	97	STRATEGY 1. Provide all operating departments with semi-monthly and monthly computer printouts of service requests not scheduled.
OBJECTIVE: To pay all employees in the Sanitation and Facilities Maintenance Bureaus on time and correctly 99% of the time.	99.8	99.8 Accuracy rate	99	STRATEGY 1. Provide accurate payroll records for all personnel assigned to the Sanitation and Facilities Maintenance Bureaus.
OBJECTIVE: To complete 80% of all personnel functions within 10 working days of notification for the Sanitation and Facilities Maintenance Bureaus.	50	60 Completion rate	80	STRATEGY 1. Maintain complete personnel files for all activities in the Sanitation and Facilities Maintenance Bureaus.

Revolving Fund

PUBLIC DEVELOPMENT BUREAU
SUMMARY OF 1984 FUNDS

Community Development (July 1, 1983 - June 30, 1984)	$5,631,755
Labor Resources (October 1, 1983 - September 30, 1984)	992,584
Inspections (January 1, 1984 - December 31, 1984)	662,067
Engineering (January 1, 1984 - December 31, 1984)	443,795
GRAND TOTAL	$7,730,201

BUREAU OF PUBLIC DEVELOPMENT
NINTH YEAR COMMUNITY DEVELOPMENT PROGRAM BUDGETS
(July 1, 1983 - June 30, 1984)

	City Funds	9th Year HUD Grant	Recycled Funds	State Funds	Total Budget
Relocation Assistance	$	$ 35,000	$	$	$ 35,000
Downtown Services Coodination	49,896				49,896
Special Projects, BPD		75,000			75,000
Rat Control		23,230	8,837		32,067
Homemaker Program		95,000			95,000
CAMDA		86,490			86,490
Blind Title XX		12,537		91,933	104,470
Child Care		174,908		885,142	1,060,050
Housing Rehabilitation		482,759			482,759
Bureau Chief's Office		152,409			152,409
Public Human Services		125,760			125,760
Community Planning & Development		229,723	67,947		297,670
Economic Development		114,308	10,310		124,618
Housing Department		202,241			202,241
Capital Improvements		950,000	296,190		1,246,190
CD Blind		65,680			65,680
Day Care Nursing Services		12,900			12,900
Contingencies		216,055	40,000		256,055
Clean Community Program		7,000	3,000		10,000
Special Projects, Economic Development		50,000			50,000
Black Institute Matching Grant			37,500		37,500
Multi-Family Program			200,000		200,000
Total	$49,896	$3,111,000	$663,784	$977,075	$4,801,755
Emergency Jobs Bill for CIP		830,000			830,000
GRAND TOTAL	$49,896	$3,941,000	$663,784	$977,075	$5,631,755

PUBLIC DEVELOPMENT

Position Title	Range	Staff Years
ASST. CITY MANAGER/PUBLIC DEV.	99	1.00
CPD DIRECTOR	89	1.00
ECONOMIC DEV. ADMINISTRATOR	82	1.00
HOUSING GRANTS ADMINISTRATOR	82	1.00
HUMAN SERVICES ADMINISTRATOR	76	1.00
BATTLEFIELD PARK MGR.	76	1.00
ASST. CPD DIRECTOR/FINANCE	74	1.00
ASST. CPD DIRECTOR/PROGRAMS	74	1.00
DOWNTOWN SVC. COORD.	74	1.00
SENIOR MANAGEMENT ANALYST	72	2.00
SENIOR PLANNER	72	1.00
PROGRAM COORDINATOR	72	2.00
MANAGEMENT ANALYST	69	2.00
PLANNER	69	1.00
SPECIAL PROJECTS COORDINATOR	69	2.00
ACCOUNTANT	65	2.00
SENIOR REHAB. SPECIALIST	64	1.00
PROGRAM ANALYST	63	1.00
HOUSING SPECIALIST	63	1.00
REHABILITATION SPECIALIST	60	3.00
ADMINISTRATIVE ASSISTANT	53	1.00
PRINCIPAL CLERK	51	1.00
SANITATION HEALTH INSPECTOR	51	1.00
SENIOR CLERK TYPIST	45	3.00
CLERK-STENO	45	1.00
SANITATION CODE INSPECTOR	45	1.00
ACCOUNT CLERK	44	1.00
INTERMEDIATE CLERK TYPIST	41	2.00
INTERMEDIATE CLERK	41	1.00
		39.00 *

* Includes 3 non-administrative positions for the Rat Control Program

BUREAU CHIEF'S OFFICE

EXPENDITURE CODE	Seventh Year Program	Eighth Year Program	Ninth Year Program
Personal Services	$ 70,708	$ 85,347	$ 116,402
Contractual Services	12,408	12,000	15,515
Commodities	2,573	1,652	2,450
Revolving Funds	12,729	10,097	18,042
Capital Outlay	-	665	-
Bond Amortization	-	-	-
Total	$ 98,418	$ 109,761	$ 152,409

PERSONNEL SCHEDULE

Class Title	Staff-Years 1983	Staff-Years 1984	Range Number	1984 Allocation
Administrative Assistant	1.00	1.00	53	$12,738
Management Analyst	1.00	1.00	69	18,819
Senior Management Analyst	1.00	1.00	72	21,786
Asst.City Manager/Public Development	1.00	1.00	99	46,409
Total	4.00	4.00		

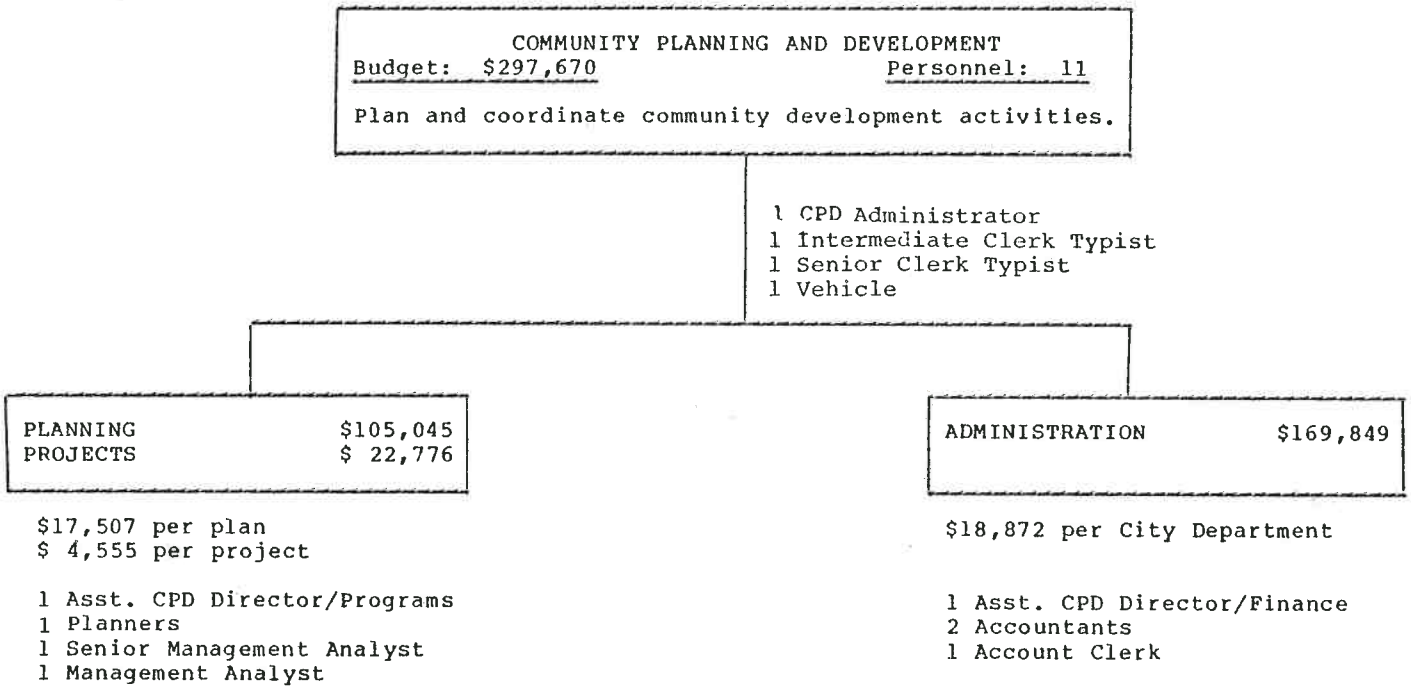
COMMUNITY PLANNING & DEVELOPMENT

PURPOSE: Plan and coordinate community development activities.

EXPENDITURE CODE	Seventh Year Program	Eighth Year Program	Ninth Year Program
Personal Services	$ 259,275	$ 248,418	$ 252,736
Contractual Services	101,306	18,519	16,617
Commodities	13,228	14,517	8,268
Revolving Funds	26,653	24,464	20,049
Capital Outlay	447	220	-
Bond Amortization	-	-	-
Total	$ 400,909	$ 306,138	$ 297,670

PERSONNEL SCHEDULE

Class Title	Staff-Years 1983	Staff-Years 1984	Range Number	1984 Allocation
Intermediate Clerk Typist	3.00	1.00	41	$12,431
Senior Clerk Typist		1.00	45	10,479
Account Clerk	1.00	1.00	44	11,275
Accountant	1.00	2.00	65	37,318
Management Analyst	2.00	1.00	69	9,000
Planner	2.00	2.00	69	18,417
Senior Management Analyst	1.00	1.00	72	21,261
Asst. CPD Director, Finance	1.00	1.00	74	24,018
Asst. CPD Director, Programs		1.00	74	24,018
Community Planning/Development Administrator	1.00	1.00	86	35,484
Total	12.00	11.00		


COMMUNITY PLANNING AND DEVELOPMENT
Budget: $297,670
Personnel: 11
Plan and coordinate community development activities.
1 CPD Administrator
1 Intermediate Clerk Typist
1 Senior Clerk Typist
1 Vehicle
PLANNING $105,045
PROJECTS $ 22,776
$17,507 per plan
$ 4,555 per project
1 Asst. CPD Director/Programs
1 Planners
1 Senior Management Analyst
1 Management Analyst
ADMINISTRATION $169,849
$18,872 per City Department
1 Asst. CPD Director/Finance
2 Accountants
1 Account Clerk

COMMUNITY PLANNING AND DEVELOPMENT

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
PLANNING Provide reports and analyses for management decision making.	4	5 PLANS a. Reponsive Public Services Program b. Housing Strategy c. Recovery Action Plan d. Comprehensive Recreation Plan e. Street Paving Plan f. Other reports	6	$ 88	$ 85	$105	$17,507 per plan
PROJECTS Provide funds for community development through grantsmanship and developing with other funding sources.	5	4 APPLICATIONS a. CDBG Application b. UPARR Application c. Recreation Bond Financing d. Cost Allocation Planning e. Grantee Performance Report	5	$ 25	$ 23	$ 23	$ 4,555 per project
CDBG ADMINISTRATION Provide supervision or assistance to 5 CDBG departments and act as advisor on federal grant requirements for other city departments. 1. CPD 2. Housing 3. Economic Development 4. Human Services 5. Bureau Chief's Office 6. Engineering 7. Leisure Services 8. Labor Resources 9. Finance Department	9	9 DEPARTMENTS a. Supervision of other departments b. Citizen inquiries c. Monitor sub-grantees and CDBG borrowers d. Initiate and monitor CIP's e. Audit of CDBG f. Financial Reports g. Budget set-up and tracking h. Maintenance and reconcilement of CDBG subsidiary records	9	$288	$198	$170	$18,872 per dept.

COMMUNITY PLANNING AND DEVELOPMENT

GOAL: TO PROVIDE TO THE BUREAU CHIEF A SYSTEM OF COMPREHENSIVE PLANNING, FINANCIAL MANAGEMENT, AND PROGRAM EVALUATION FOR DEPARTMENTS DELIVERING PROGRAMS AND SERVICES PROVIDED WITH CDBG FUNDS.

	1982	1983	1984	
OBJECTIVE: To increase management efficiency by maintaining an effective level of communication and liaison with the CDBG departments, which will result in 100% of departmental objectives being met on time in accordance with the BPD Objective Tracking Schedule.	N/A	N/A	2 Project/staff meetings per week	STRATEGY 1. Discuss departmental activities with department heads not less than twice a week. 2. Utilize the BPD project tracking system to assess departmental progress toward objective. 3. Re-examine the progress toward objectives at least 2 days before the stated target date and notify the Bureau Chief of any changes 48 hours in advance of the original target date. 4. Employ the director and one staff person.
OBJECTIVE: To complete all reports on time in conformance with the BPD Objective Tracking Schedule in order to increase the information available for planning decisions.	4	5	6 Plans per annum	STRATEGY 1. Utilize the DIME file to provide more detailed neighborhood character analyses. 2. Help other city departments to collect RPSP data by providing training and technical assistance. 3. Utilize the MAPPER to speed report preparation. 4. Employ the assistant director for programs and two staff persons.
OBJECTIVE: To maximize the funds available for community development, by leveraging the CDBG funds to produce an amount equal to 10% of the entitlement amount.	3	3	4 Projects per annum	STRATEGY: 1. Search for grants in which Savannah may be eligible. 2. Leverage CDBG funds with other funds. 3. Contract with a mortgage loan servicer to provide primary recordkeeping and initial delinquent notices. 4. Follow up on chronic delinquencies to see that Housing has scheduled counseling or that the loan has been referred to the city attorney. 5. Assign operating costs more effectively by better utilizing the cost allocation plan. 6. Employ the assistant director and a staff person.
OBJECTIVE: To complete grant reports/audits as scheduled and answer questions for state and federal representatives, which will result in no funds returned to the principal funding sources.	100%	100%	100% Completed on schedule	STRATEGY: 1. Have no problems go undiscovered for 2 quarters. 2. Pre-audit requests for reimbursements from sub-grantees. 3. Have all federal reports completed by the report's deadline. 4. Employ the assistant CPD director for finance and 3 staff persons.

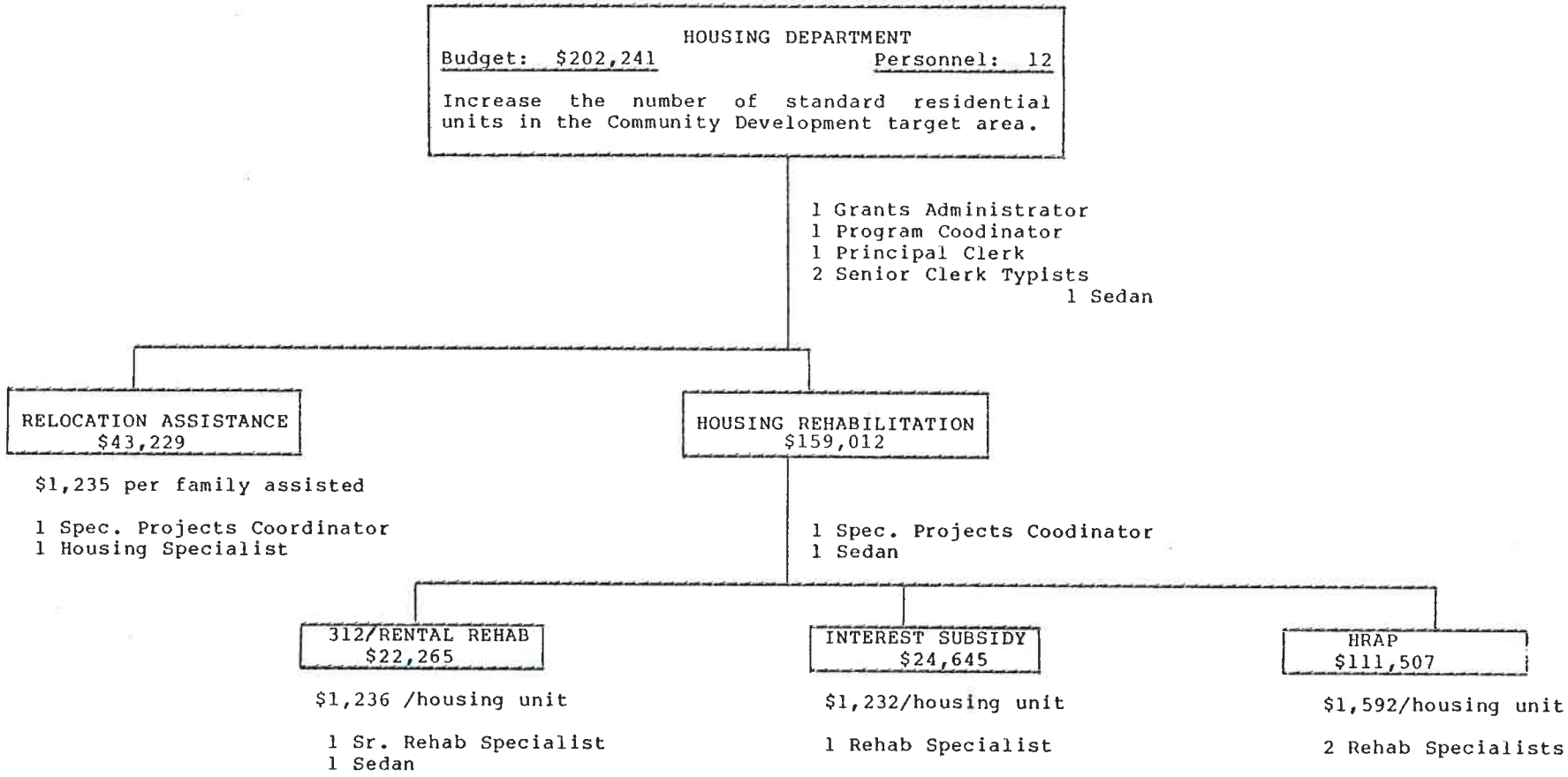
HOUSING DEPARTMENT

PURPOSE: Provide housing rehabilitation and relocation assistance to eligible participants.

EXPENDITURE CODE	Seventh Year Program	Eighth Year Program	Ninth Year Program
Personal Services	$ 131,236	$ 150,676	$ 159,137
Contractual Services	10,444	11,982	28,207
Commodities	3,821	3,627	2,290
Revolving Funds	9,020	10,036	12,307
Capital Outlay	513	-	300
Bond Amortization	-	-	-
Total	$ 155,034	$ 176,321	$ 202,241

PERSONNEL SCHEDULE

Class Title	Staff-Years 1983	Staff-Years 1984	Range Number	1984 Allocation
Senior Clerk Typist	2.00	2.00	45	$20,706
Principal Clerk	1.00	1.00	51	12,131
Rehabilitation Specialist	3.00	3.00	60	44,257
Housing Specialist	1.00	1.00	63	15,865
Senior Rehabilitation Specialist	1.00	1.00	64	18,819
Special Projects Coordinator	2.00	2.00	69	19,836
Program Coordinator	1.00	1.00	72	19,760
Housing Grants Administrator	1.00	1.00	82	29,195
Total	12.00	12.00		


HOUSING DEPARTMENT
Budget: $202,241
Personnel: 12
Increase the number of standard residential units in the Community Development target area.
1 Grants Administrator
1 Program Coodinator
1 Principal Clerk
2 Senior Clerk Typists
1 Sedan
RELOCATION ASSISTANCE
$43,229
$1,235 per family assisted
1 Spec. Projects Coordinator
1 Housing Specialist
HOUSING REHABILITATION
$159,012
1 Spec. Projects Coodinator
1 Sedan
312/RENTAL REHAB
$22,265
$1,236 /housing unit
1 Sr. Rehab Specialist
1 Sedan
INTEREST SUBSIDY
$24,645
$1,232/housing unit
1 Rehab Specialist
HRAP
$111,507
$1,592/housing unit
2 Rehab Specialists

HOUSING DEPARTMENT

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Process, approve and begin construction on HRAP eligible housing units	49	70	70 Number of housing units completed	$ 81	$ 91	$112	$1,592 per unit
Process, approve and begin construction on interest subsidy eligible housing units	0	0	20 Number of interest subsidy units completed	$ 50	$ 0	$ 25	$1,232 per unit
Process and begin construction on six 312 multifamily units	0	12	6 Number of units approved	$ 0	$ 27	$ 7	$1,212 per unit
Subsidize loans on Rental Rehab Demonstration eligible units	0	12	12 Number of units approved	$ 0	$ 14	$ 15	$1,279 per unit
Provide relocation assistance for target area families whose residence is scheduled for rehabilitation under any City-sponsored rehabilitation program	50	35	35 Number of families assisted	$ 24	$ 44	$ 43	$1,235 per family

HOUSING DEPARTMENT

GOAL: TO ACHIEVE A PERCENTAGE OF NON-STANDARD RESIDENTIAL UNITS IN EACH COMMUNITY DEVELOPMENT TARGET NEIGHBORHOOD THAT IS EQUAL TO OR LESS THAN THE PERCENTAGE OF NON-STANDARD UNITS IN THE CITY AS A WHOLE.

	1982	1983	1984
OBJECTIVE: To develop a comprehensive housing strategy for each CD target area neighborhood. PU 19K Cuyler Community PU 19J PU 21b1 Crawford Square	0	0 Housing Strategy	1

STRATEGY

1. Develop and implement a housing conditions survey.
2. Assess the housing needs of each category of housing consumer.
   a. elderly
   b. small family
   c. large families
   d. renters
   e. owners
3. Determine the number of housing units suitable for rehabilitation by:
   a. target area neighborhoods
   b. single family structures
   c. multifamily structures
4. Determine the number of housing units that are not suitable for rehabilitation and require demolition.
5. Determine the cost to provide new housing units to replace demolished units.
6. Determine the maximum affordable shelter cost for each category of housing consumer.
7. Determine the amount of public investment needed to subsidize the cost of rehabilitation and new construction for low income consumers.
8. Staff resources: 1 person, full-time, 4 months; 2 people 1/2 time, 4 months.

HOUSING DEPARTMENT

1982	1983	1984
49	70	90
Residential Units		

OBJECTIVE: To reduce the number of non-standard owner-occupied residential units in the CD target area by 90 in December 1984.

OWNER-OCCUPIED NON-STANDARD UNITS 1981[2]

PU 1	225
PU 2	715
PU 3	702
PU 5	1,012
PU 6	497
PU 17	437
PU 19	1,316
PU 20	113
PU 21	19
Total	5,786

STRATEGY

1. Provide financial assistance to low and moderate income owner-occupants.
2. Analyze the financial feasibility of rehab packages for middle income owner-occupants.
3. Provide construction monitoring and rehabilitation inspections for owner-occupants.
4. Staff resources: 3 people, 3/4 time, 12 months; 1 person, 1/4 time, 12 months.

0	24	18
Standard Rental Units		

OBJECTIVE: To increase the number of standard rental units in the CD target area by 18 in December 1984.

NON-STANDARD MULTIFAMILY UNITS 1981[2]

PU 1	219
PU 2	293
PU 3	60
PU 5	491
PU 6	87
PU 17	299
PU 19	2,098
PU 20	1,368
PU 21	322
Total	5,692

STRATEGY

1. Provide financial assistance to owners of low income rental housing units in the CD target area.
2. Perform financial feasibility analyses for owner/developers in CD target area.
3. Provide moving assistance and financial assistance to tenants being displaced.
4. Staff resources: 2 people, 1/4 time, 8 months.

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2 1981 RPSP

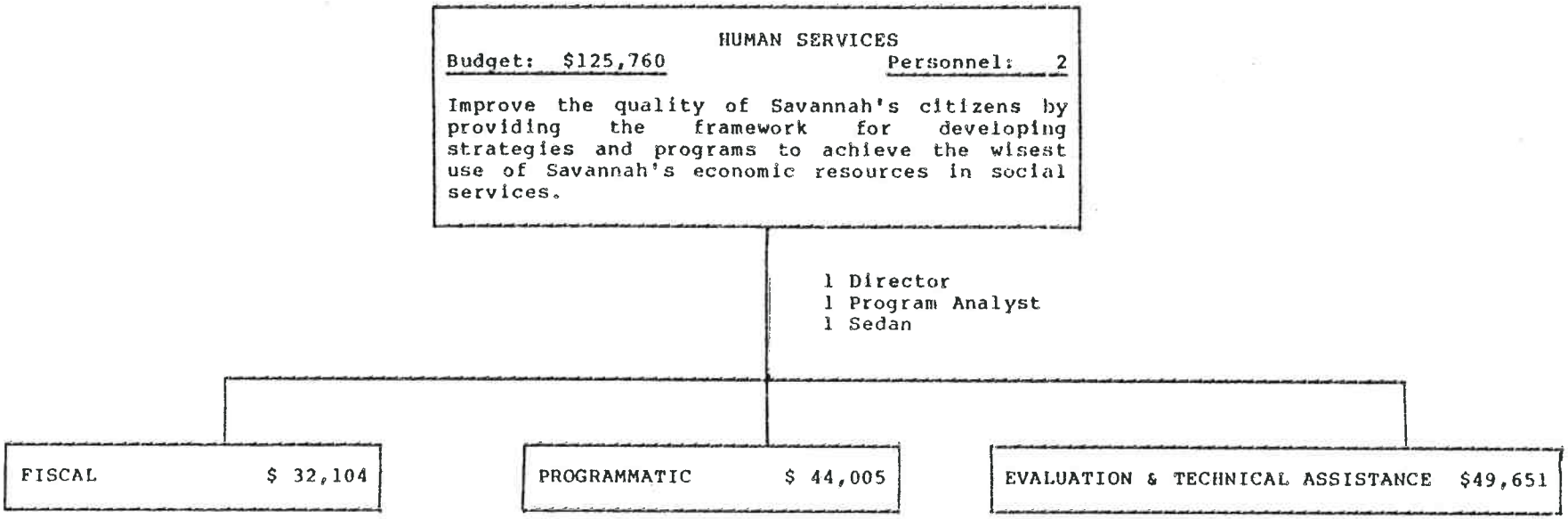
HUMAN SERVICES

PURPOSE: Provide human service programs to target populations within specified regulations and guidelines.

EXPENDITURE CODE	Seventh Year Program	Eighth Year Program	Ninth Year Program
Personal Services	$ 89,270	$ 91,451	$ 110,678
Contractual Services	5,995	1,211	6,427
Commodities	2,489	1,279	1,140
Revolving Funds	4,719	5,006	7,515
Capital Outlay	1,474	-	-
Bond Amortization	-	-	-
Total	$ 103,947	$ 98,947	$ 125,760

PERSONNEL SCHEDULE

Class Title	Staff-Years 1983 - 1984		Range Number	1984 Allocation
Account Clerk	1.00			
Senior Clerk Typist	1.00			
Program Analyst	1.00	1.00	63	$19,760
Planner	1.00			
Management Analyst	1.00			
Human Services Director	1.00	1.00	76	25,842
Total	6.00	2.00		


HUMAN SERVICES
Budget: $125,760
Personnel: 2
Improve the quality of Savannah's citizens by providing the framework for developing strategies and programs to achieve the wisest use of Savannah's economic resources in social services.
1 Director
1 Program Analyst
1 Sedan
FISCAL $ 32,104
PROGRAMMATIC $ 44,005
EVALUATION & TECHNICAL ASSISTANCE $49,651

HUMAN SERVICES

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Monitor fiscal and programmatic operations of contract agencies on a quarterly basis	74	74 Reviews	74	$ 62	$ 59	$ 76	$1,027 per review
Evaluate, analyze and provide technical assistance to human services programs	5	5 Annual Evaluations	5	$ 42	$ 40	$ 50	$9,930 per evaluation

HUMAN SERVICES

GOAL: TO ASSURE THAT CITY HUMAN SERVICES CONTRACTS ARE PROPERLY ADMINISTERED SO THAT NO AUDIT EXCEPTIONS RESULT.

OBJECTIVE: To provide 90% of the maximum hours of service* available during fiscal year 1984 in the Rehabilitation Program for the Blind.

1982	1983	1984	
N/A	N/A	1,085	Hours of service Activities of Daily Living
N/A	N/A	1,085	Hours of service Communication Skills
N/A	N/A	1,085	Hours of service Orientation and Mobility
N/A	N/A	271	Hours of service Therapeutic Recreation

STRATEGY

1. Monitor recruitment of program participants on a monthly basis.
   Schedule monthly meetings to discuss with SAB the results of their recruitment efforts.
   - Discuss with various low vision organizations in Savannah recruitment efforts of SAB for coordination of findings.
   - Incorporate findings in quarterly programmatic review.
2. Monitor training to determine if it is done according to each person's needs quarterly.
   - Perform the monitoring of training during the quarterly programmatic review.
3. Monitor client's progress via client progress summaries and on-site visits.
   - Randomly sample on a monthly basis client progress summaries. These clients randomly selected for review will be monitored on-site to ascertain the accuracy of the progress summaries.
   - On a monthly basis will randomly sample client progress summaries.
   - Monitor on-site those clients selected for review as to their progress.
   - Incorporate findings in quarterly programmatic review.
4. Staff Resources: 1 program analyst/one-fifth.

* Maximum Hours of Service

HUMAN SERVICES

	1982	1983	1984
OBJECTIVE: To increase average attendance by 10% in Adult Day Care program during fiscal year 1984.	64%	70%	80%
	Attendance rate		

STRATEGY

1. Monitor caseworker services quarterly.
   The following will be monitored:
   - Family application (form 5532)
   - Certification forms
   - Fees
   - Gaps in eligibility
   - Client notification procedures
   - Service documentation
   - Information System
   - Report of findings incorporated in quarterly programmatic review.
2. Monitor client service plan quarterly.
   - Random sample of client service plans for compliance with Adult Day Care regulations.
   - Report of findings incorporated in quarterly programmatic review.
3. Monitor quarterly the closing and opening of new cases.
   Monitor the opening and closing of new cases during the quarterly programmatic review.
   A report of findings will be incorporated in the quarterly report prior to submission to the Human Services director for forwarding to agency 15 days after completion of programmatic review.
   - Ramdom sample of caseworker's new case openings.
   - Random sample of caseworker's closing of new cases.
   - Report of findings incorporated in quarterly programmatic review.
4. Staff Resources: 1 program analyst/one-fifth.

HUMAN SERVICES

	1982	1983	1984
OBJECTIVE: To open 52 new cases each quarter while closing at least 36 cases each quarter. Cases closed will be those in which Homemaker Services have helped the client achieve self-sufficiency	N/A	24/24	52/36
	# of Cases New/Closed		

STRATEGY

1. Monitor caseworker service visits quarterly.
   The following will be monitored:
   - Family application
   - Certification
   - Eligibility
   - Client Notification Procedures
   - Case Record Information
   - SSI Information

   A report of findings will be incorporated into the quarterly report prior to submission to Human Services director for forwarding to agency 15 days after completion of review.
2. Monitor client service plan quarterly.
   - Random sample of the clients' service plans to ascertain whether the agency caseworker has complied with Homemaker program standards.
   - A report of findings will be incorporated into the quarterly programmatic review.
3. Monitor program effectiveness by random visits to clients' homes quarterly.
   - Select a sample of homemaker clients for monitoring effectiveness of service delivery.
   - A report of findings will be incorporated into the quarterly report prior to submission to Human Services director for forwarding to agency 15 days after completion of review.
4. Staff Resources: 1 program analyst/one-fifth.

OBJECTIVE: To show improvement in assessment results by 5 percentage points increase in post assessment scores over pre-assessment scores at each Daycare Center.

DAYCARE CENTER			
St. Pius	30/62	36/18	33/38
East Broad	4/33	29/15	17/22
W. W. Law	64/79	56/14	60/65
Windy's	43/43	41/86	42/47
Berean	28/59	39/61	34/39
	Pre and Post Assessment Scores		

STRATEGY

1. Chart the pre-assessed deficient behaviors in the area of cognitive development for the children at each site.
2. Develop and implement activities and experiences specifically geared toward assisting the children in the deficient behaviors.
3. Identify, request, and procure the materials needed to implement activities and experiences.
4. Observe the performance of the children during the period after pre-assessment to monitor children's progress and to further ascertain their reinforcement needs.
5. Examine and revise teaching methodology to effectively improve assessed deficiencies in the cognitive area.
6. Staff Resources: 1 program analyst/one-fifth.

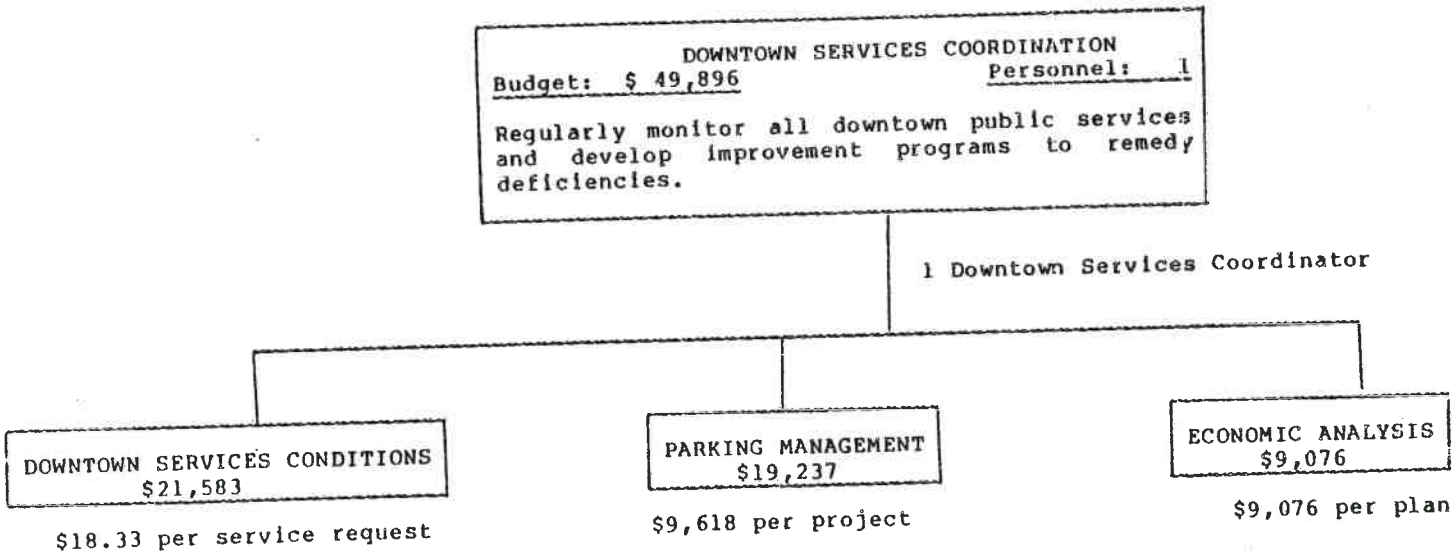
DOWNTOWN SERVICES COORDINATION

PURPOSE: Develop and manage a comprehensive parking program.

EXPENDITURE CODE	Seventh Year Program	Eighth Year Program	Ninth Year Program
Personal Services	$ 22,816	$ 27,276	$ 25,502
Contractual Services	5,868	17,966	24,034
Commodities	285	478	360
Revolving Funds	-	-	-
Capital Outlay	496	-	-
Bond Amortization	-	-	-
Total	$ 29,465	$ 45,720	$ 49,896

PERSONNEL SCHEDULE

Class Title	Staff-Years 1983	1984	Range Number	1984 Allocation
Downtown Services Coodinator	1.00	1.00	74	$21,261
Total	1.00	1.00		


DOWNTOWN SERVICES COORDINATION
Budget: $ 49,896
Personnel: 1
Regularly monitor all downtown public services and develop improvement programs to remedy deficiencies.
1 Downtown Services Coordinator
DOWNTOWN SERVICES CONDITIONS
$21,583
$18.33 per service request
PARKING MANAGEMENT
$19,237
$9,618 per project
ECONOMIC ANALYSIS
$9,076
$9,076 per plan

DOWNTOWN SERVICES COORDINATION

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Administer Downtown Services Program	N/A	150	100	N/A	$ 20	$ 22	$18 per request
	# Monthly Service Requests						
Provide Parking Management Planning	0	2	2	$ 11	$ 18	$ 19	$9,500 per project
		Projects					
Provide Economic* Analysis (for Economic Development Planning)	0	1	1	$ 18	$ 8	$ 9	$9,000 per plan
	Economic Analysis		Strategic Plan				

* See Economic Development

DOWNTOWN SERVICES COORDINATION

Downtown Service Conditions

GOAL: TO ASSURE THAT ALL STREET SEGMENTS AND SQUARES IN DOWNTOWN SAVANNAH[1] ARE MAINTAINED AT OR ACHIEVE AN ACCEPTABLE STANDARD[2] FOR ALL CONDITION CATEGORIES MONITORED.*

	1982	1983	1984	
OBJECTIVE: To reduce the incidence of street light outages (SEPCO responsibility) to a level less than 2% of the total number of street lights in the downtown area in 1984.	N/A	3-5%	2%	STRATEGY 1. Monitor all street lights in the downtown area monthly. 2. Report outages to SEPCO monthly.
		% SEPCO light outage		
OBJECTIVE: To reduce the incidence of street light outages (CITY responsibility) to a level less than 2% of the total number of city maintained street lights in 1984.	N/A	6%	2%	STRATEGY 1. Monitor all city maintained street lights in the downtown area monthly. 2. Report outages to Traffic Engineering monthly.
		% City light outage		
OBJECTIVE: To reduce the lighting deficiency rating in downtown Savannah by 5% from 1983 to 1984.	N/A	38%	33%	STRATEGY 1. Implement City's new Lighting Policy. 2. Identify sites for installation. 3. Install new street lights.
		% City deficiency		

[1] Downtown Savannah - Area bounded by River Street to the north, Randolph and East Broad to the east, Jones and Gwinnett to the south, and West Boundary to the west.

[2] Standards are those utilized in the 1982 Downtown Streetscape Study.

DOWNTOWN SERVICES COORDINATION

Downtown Service Conditions

	1982	1983	1984	
OBJECTIVE: To insure that 98% of the street segments rated monthly are at an acceptable standard concerning street cleanliness condition during 1984.	N/A	96%	98%	STRATEGY 1. Monitor monthly 20% of all street segments in the downtown area. 2. Report problems to Street Cleaning Department.
	% Street Segments in Standard Condition			
OBJECTIVE: To reduce the number of substandard streets by 1% during 1984.	N/A	6%	5%	STRATEGY 1. Monitor 25% of streets monthly. 2. Report problems to Street Director. 3. Have substandard streets submitted to LARP program.
	% Street Segments in Substandard Condition			
OBJECTIVE: To insure that 90% of the downtown parks and squares are maintained at an acceptable level monthly during 1984.	N/A	50-65%	90%	STRATEGY 1. Monitor monthly all parks and squares in the downtown area. 2. Report problems to Park and Tree monthly. 3. Review maintenance procedures in areas where unacceptable ratings persist.
	% Squares in Standard Condition			
OBJECTIVE: To insure that 95% of the street furniture fixtures rated monthly are at an acceptable standard during 1984.	N/A	90%	95%	STRATEGY 1. Monitor monthly 25% of all street segments in the downtown area. 2. Report problems to Traffic Engineering monthly. 3. Monitor quarterly all street segments in the downtown area. 4. Review maintenance procedures in areas where unacceptable ratings persist.
	% Street Fixtures in Standard Condition			

DOWNTOWN SERVICES COORDINATION

Parking Management

GOAL: TO INSURE THAT PARKING DEMAND[1] IS SATISFIED BY PARKING SPACE SUPPLY.[2]

	1982	1983	1984	
OBJECTIVE: To provide 500 or more off-street spaces by 1985.	N/A	N/A Spaces begun	500	STRATEGY 1. Begin construction of a parking garage in 1984.
OBJECTIVE: To increase the turnover of controlled parking by 10% in identified priority areas* during 1984.	N/A	N/A Turnover rate	10%	STRATEGY 1. Develop new monitoring system of these areas. 2. Review assignment of enforcement personnel. 3. Analyze types of parking violations by block and block face monthly to identify chronic problem areas. 4. Review metered spaces on a block by block basis for uniformity of time restrictions in relation to uses in the area. 5. Make changes as required.

1 Parking demand is defined as the total number of spaces required by all downtown parking generators.

2 Parking supply is the total number of spaces available to serve this demand.

* Broughton Street, River Street Ramps

DOWNTOWN SERVICES COORDINATION

Planning *

GOAL: TO ASSURE THAT A COMPREHENSIVE REDEVELOPMENT PLAN FOR DOWNTOWN SAVANNAH IS ADOPTED AND IMPLEMENTED.

	1982	1983	1984
OBJECTIVE: To formulate and begin implementation of an economic redevelopment plan for Broughton Street by June of 1984.	0	1 Plan	1

STRATEGY

1. Economic analysis of population and income trends by census tract.
2. Develop computerized data base of properties.
3. Analyze conditions which directly impact upon downtown retail sales.

* Also serves overall economic development goal.

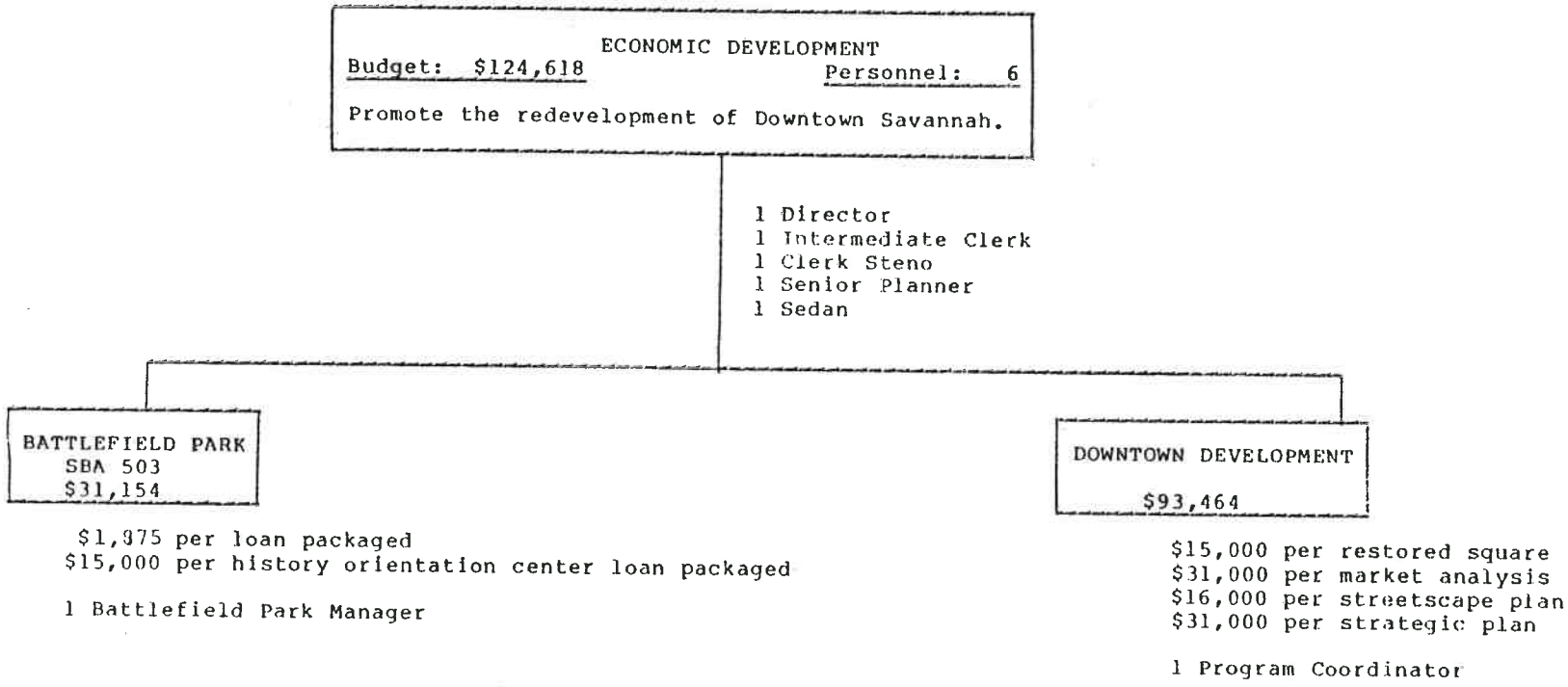
ECONOMIC DEVELOPMENT

PURPOSE: Plan and implement economic development activities and stimulate private and public investment.

EXPENDITURE CODE	Seventh Year Program	Eighth Year Program	Ninth Year Program
Personal Services	$ 72,816	$ 81,845	$ 104,957
Contractual Services	13,206	11,077	9,664
Commodities	3,431	4,349	1,489
Revolving Funds	389	1,040	8,508
Capital Outlay	386	800	-
Bond Amortization	-	-	-
Total	$ 90,228	$ 99,111	$ 124,618

PERSONNEL SCHEDULE

Class Title	Staff-Years 1983	Staff-Years 1984	Range Number	1984 Allocation
Intermediate Clerk		1.00	40	$12,131
Clerk Stenographer	1.00	1.00	45	10,227
Program Coordinator	1.00	1.00	72	19,760
Senior Planner	1.00	1.00	72	19,760
Battlefield Park Manager	1.00	1.00	76	21,786
Economic Development Administrator	1.00	1.00	82	29,195
Total	5.00	6.00		


ECONOMIC DEVELOPMENT
Budget: $124,618
Personnel: 6
Promote the redevelopment of Downtown Savannah.
1 Director
1 Intermediate Clerk
1 Clerk Steno
1 Senior Planner
1 Sedan
BATTLEFIELD PARK
SBA 503
$31,154
$1,875 per loan packaged
$15,000 per history orientation center loan packaged
1 Battlefield Park Manager
DOWNTOWN DEVELOPMENT
$93,464
$15,000 per restored square
$31,000 per market analysis
$16,000 per streetscape plan
$31,000 per strategic plan
1 Program Coordinator

ECONOMIC DEVELOPMENT

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	1983 PROJECTED	1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	1983 PROJECTED	1984 PLANNED	UNIT COST 1984
Downtown Development	0	1	1	$ 21	$ 27	$ 31	$31,000 per plan
	Broughton St. Strategic Plan						
	0	0	1	$ 14	$ 16	$ 16	$16,000 per streetscape
	NW Quadrant Streetscape Plan						
	0	0	1	$ 0	$ 0	$ 15	$15,000 per square
	Franklin Square Restoration						
	0	0	1	$ 21	$ 9	$ 31	$31,000 per analysis
	Market Analysis						
Battlefield Park/SBA 503	0	4	8	$ 0	$ 31	$ 16	$1,875 per loan
	Loans packaged						
	0	0	1	$ 20	$ 16	$ 15	$15,000 per loan
	History Orientation Center begun						
Economic Development Information	1	0	0	$ 8	$ 0	$ 0	
	Guide for New Business						
Victorian District UDAG	20	0	0	$ 6	$ 0	$ 0	
	Units Rehabilitated						

ECONOMIC DEVELOPMENT

GOAL: TO ASSURE THAT A COMPREHENSIVE ECONOMIC REDEVELOPMENT PLAN FOR DOWNTOWN SAVANNAH IS ADOPTED AND IMPLEMENTED.

	1982	1983	1984	
OBJECTIVE: To formulate and begin implementation of an economic redevelopment plan for Broughton Street by June 1984.	0	1 Plan	1	STRATEGY 1. Define goals for Broughton Street. 2. Analyze conditions which directly impact upon Broughton Street's economic conditions. 3. Present findings to Downtown commercial leaders. 4. Take lead in developing a consensus on a cause for Broughton Street's declining economic development. 5. Take lead in developing a solution to problem explicated in 4 above. 6. Utilize existing and new work program to attain objective. 7. Staff resources devoted to this objective include the full-time of Director and Program Coordinator, 50% of Battlefield Manager's time, and 30% of the Downtown Services Coodinator's time.
OBJECTIVE: To begin History Orientation Center phase of the Battlefield Park Project by June 1984.	0	0 Center	1	STRATEGY 1. Complete cost estimates for necessary public improvements. 2. Complete cost estimates for History Orientation Center. 3. Obtain Urban Development Action Grant (UDAG) funding for History Orientation Center. 4. Staff resources for this objective are 50% of Battlefield Park Manager's time.

LABOR RESOURCES ACTIVITY ACCOUNTS

Listed below by activity are the estimated 1984 budgets for Labor Resources activities. All are funded by Federal Grants except 4440-Mayor's Council on Youth Opportunity, which is a City funded activity.

4420 - Refugee Program.....	$	67,968
4431 - JTPA Administrative Agency.....		270,197
4436 - JTPA Assessment Center.....		147,924
4440 - Mayor's Council on Youth Opportunity.....		7,500
4492 - CETA Summer Youth Employment.....		348,995
4495 - CETA Work Experience.....		150,000
Total	$	992,584

LABOR RESOURCES

POSITION TITLE	RANGE	STAFF YEARS
LABOR RESOURCES DIRECTOR	82	1.00
ASSISTANT DIRECTOR,L R	74	1.00
LABOR RESOURCES COORDINATOR	69	2.00
LABOR RESOURCES TECHNICIAN	58	9.00
ADMINISTRATIVE ASSISTANT	53	1.00
SENIOR CLERK TYPIST	45	2.00
SENIOR CLERK	44	2.00
INTERMEDIATE CLERK TYPIST	41	1.00
		19.00

LABOR RESOURCES

PURPOSE: Provide training, educational and work experience to the unemployed and economically disadvantaged.

EXPENDITURE CODE	Seventh Year Program	Eighth Year Program	Ninth Year Program
Personal Services	$ 263,987	$ 298,531	$ 229,079
Contractual Services	25,253	26,150	21,906
Commodities	5,793	5,158	4,333
Revolving Funds	15,417	17,280	14,515
Capital Outlay	513	-	-
Bond Amortization	-	-	-
Total	$ 310,450	$ 347,119	$ 270,197

PERSONNEL SCHEDULE

Class Title	Staff-Years 1983 - 1984		Range Number	1984 Allocation
Clerk Typist	2.25			
Intermediate Clerk	3.00			
Intermediate Clerk Typist	2.00			
Senior Clerk	2.00	2.00	44	$23,279
Senior Clerk Typist	1.00	1.00	45	10,479
Account Technician	1.00			
Administrative Assistant	1.00	1.00	53	13,052
Labor Resources Technician	3.00	3.00	58	42,994
Labor Resources Coordinator	2.00	1.00	69	24,612
Asst. Director Labor Resources	1.00	1.00	71	24,018
Labor Resources Director	1.00	1.00	81	30,654
Total	19.25	10.00		

CETA ASSESSMENT CENTER

EXPENDITURE CODE	Seventh Year Program	Eighth Year Program	Ninth Year Program
Personal Services	$ 98,158	$ 115,073	$ 112,477
Contractual Services	12,386	17,638	25,750
Commodities	1,975	2,225	2,000
Revolving Funds	-	-	7,697
Capital Outlay	496	-	-
Bond Amortization	-	-	-
Total	$ 112,519	$134,936	$ 147,924

PERSONNEL SCHEDULE

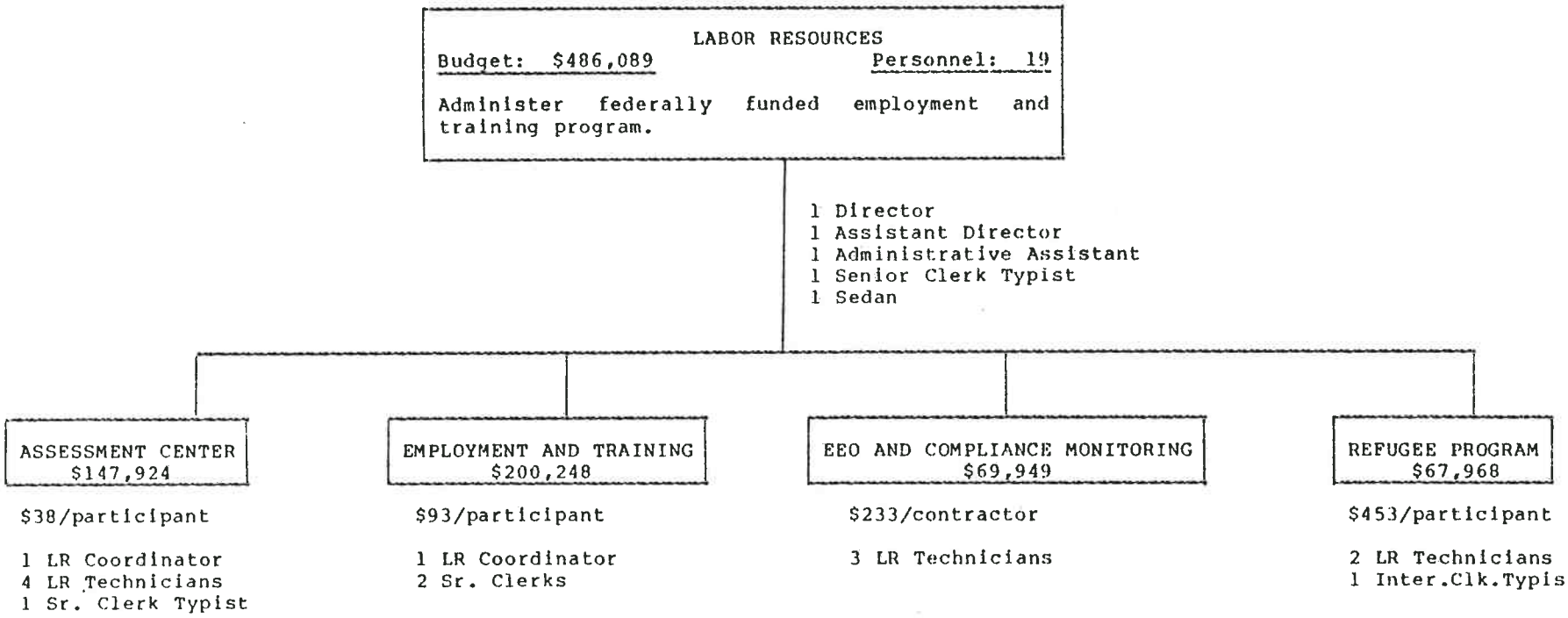
Class Title	Staff-Years 1983	Staff-Years 1984	Range Number	1984 Allocation
Senior Clerk Typist	1.00	1.00	45	$10,329
Labor Resources Technician	5.00	4.00	58	44,906
Labor Resources Coordinator	1.00	1.00	74	19,666
Total	7.00	6.00		

REFUGEE PROGRAM

EXPENDITURE CODE	1982 Projected Expenditure	1983 Projected Expenditure	1984 Proposed Budget
Personal Services	$ 34,,947	$ 36,104	$ 41,443
Contractual Services	9,678	13,782	20,960
Commodities	3,278	4,300	5,565
Revolving Funds	250	250	-
Capital Outlay	-	-	-
Bond Amortization	-	-	-
Total	$ 49,482	$ 54,436	$ 67,968

PERSONNEL SCHEDULE

Class Title	Staff-Years 1983	Staff-Years 1984	Range Number	1984 Allocation
Intermediate Clerk Typist	1.00	1.00	41	$10,118
Labor Resources Technician	2.00	2.00	58	28,393
Total	3.00	3.00		


LABOR RESOURCES
Budget: $486,089
Personnel: 19
Administer federally funded employment and training program.
1 Director
1 Assistant Director
1 Administrative Assistant
1 Senior Clerk Typist
1 Sedan
ASSESSMENT CENTER
$147,924
$38/participant
1 LR Coordinator
4 LR Technicians
1 Sr. Clerk Typist
EMPLOYMENT AND TRAINING
$200,248
$93/participant
1 LR Coordinator
2 Sr. Clerks
EEO AND COMPLIANCE MONITORING
$69,949
$233/contractor
3 LR Technicians
REFUGEE PROGRAM
$67,968
$453/participant
2 LR Technicians
1 Inter.Clk.Typist

LABOR RESOURCES

WORK PROGRAMS	SERVICE QUANTITY 1982 ACTUAL	SERVICE QUANTITY 1983 PROJECTED	SERVICE QUANTITY 1984 PLANNED	COST ALLOCATION (in $1,000's) 1982 ACTUAL	COST ALLOCATION (in $1,000's) 1983 PROJECTED	COST ALLOCATION (in $1,000's) 1984 PLANNED	UNIT COST 1984
Test, assess and refer participants to program activities	3,540	3,928	3,870	$113	$135	$148	$ 38 per participant
	Number of participants						
Test, assess and refer refugees to refugee program activities	50	100	150	$ 49	$ 54	$ 68	$453 per participant
	Number of participants						
Provide job training to program participants	1,770	1,964	2,150	$254	$284	$200	$ 93 per participant
	Number of participants						
Provide EEO and program monitoring	240	260	300	$ 56	$ 63	$ 70	$233 per visit
	Number contractor visits						

LABOR RESOURCES

GOAL: TO PROVIDE A COMPREHENSIVE SYSTEM OF EMPLOYMENT, TRAINING AND OTHER RELATED SERVICES THAT WILL INCREASE THE EMPLOYABILITY OF A SIGNIFICANT SEGMENT OF THE ECONOMICALLY DISADVANTAGED, TO THAT OF THE NON-DISADVANTAGED WORKER IN THE SAVANNAH LABOR FORCE.

	1982	1983	1984
OBJECTIVE: To increase the rate of program terminations that enter employment by 100%. December 1984.	34% Enter	29% Employment	58% Rate

STRATEGY

1. Provide intensive job-related training in fields of predicted job growth.
2. Assessment Center counselors develop plan of employment for each client.
3. Expand efforts in the marketing of On-the-Job-Training Contracts
4. Enroll terminees in Job Shop Placement Components.
5. Refer hard to place clients to State Employment Service for placement.
6. Refer each client on at least three job interviews.
7. Promote meaningful linkages between Economic Development agencies to assist in developing training program aimed at creating "Labor Pools" of entry level and semiskilled manpower.
8. Follow up on all non-placed clients to see if they found a job.
9. Monitor all adults who terminate from program and enter employment.

LABOR RESOURCES

	1982	1983	1984	
OBJECTIVE: To increase the percentage of program youth who enter employment by 17%. Dec. 1984	16%	24%	41%	Youth Entered Employment Rate
To insure that 82% of all program youth terminate from the program positively. To increase youth positive termination by 3%. December 1984.	84%	80%	82%	Youth Positive Termination Rate
To insure that the cost-per-positive-termination does not exceed $4,900. December 1984.	$1,887	$2,946	$4,900	Cost per Positive Termination
OBJECTIVE: To limit cost per program adult who enters employment to no more than $5,900. December 1984.	$5,747	$5,225	$5,900	Cost per Program Adult
OBJECTIVE: To place program participants in jobs that pay no less than $4.90/hour. December 1984.	$4.37	$3.78	$4.90	Average Wage at Placement

STRATEGY
1. Use Targeted Jobs Tax Credits more effectively.
2. Refer each participant on at least three job interviews.
3. Develop performance based contracts that emphasize job placements.
4. Monitor all youths who terminate from program for employment and/or positive terminations.

STRATEGY
1. Eliminate minimum wage allowance payments.
2. Develop shorter length skills programs.
3. Monitor cost per employment rate.

STRATEGY
1. Train participants in general skills which are needed to be employed in occupations identified as growth areas and provide entry level wages that average higher than the prevailing minimum wage.
2. Develop performance based contracts for subcontractors.
3. Monitor cost per adult who enters employment.
4. Monitor average wage at placement.

LABOR RESOURCES

	1982	1983	1984	
OBJECTIVE: To provide job training services to 150 program refugees. December 1984.	50	78 Refugee Placement	150	STRATEGY 1. Place clients in skill training that will result in jobs. 2. Place all clients in Job Shop/Placement Component. 3. Use On-the-Job-Training Contracts more effectively. 4. Increase subcontractors' placement activities. 5. Monitor number of refugees placed in job.
OBJECTIVE: To increase the rate of program adult welfare recipients who enter employment by 95%. December 1984.	21%	20% Adult Welfare Entered Employment	41%	STRATEGY 1. Place clients in skill training that will result in jobs. 2. Refer each participant on at least three job interviews. 3. Develop performance based contracts that emphasize job placements.

Public Developement

EMPLOYEE BENEFITS FUND

Employee benefits cost $9,485,466 in 1984 for the total Employee and City share. This reflects an increase of $587,201 or 6.6% over projected 1983 costs of $8,898,265. A summary of program components follows.

Social Security costs increase from $2,734,136 to $2,969,006 for the City and Employees in 1984. Higher salaries in 1984 plus an increase in the tax rate from 6.7% to 7.0% of salaries (for the City only) result in additional costs. The rate for employees will remain at 6.7% due to a one-time .3% credit approved by Congress.

The Group Medical Insurance budget is $2,554,012 in 1984 which is $149,199 or 6.2% higher than the projected 1983 budget of $2,404,813. Expenses to the City are $1,977,947 or $69,635 more in 1984. Revisions in the rates charged to employees produce a $79,564 or 16% increase for projected employee contributions of $576,065 in 1984.

The allocation for Unemployment Insurance is $158,512, an increase of only $10,137 in 1984.

Contributions for the Worker's Compensation program increase from $446,762 to $457,024 in 1984. Actual program costs in 1984 total $440,000 or $40,000 higher than 1983 costs of $400,000. A portion of the contribution in both years is designated for establishing a reserve for potentially catastrophic losses.

Pension costs are $2,691,926 in 1984 for an increase of $181,836 from the 1983 expense of $2,510,090. The annual pension contribution by the City is based on Pension Fund Actuarial Report recommendations. The City's 1984 Pension contribution reflects an increase of 7.6% above the 1983 level. Contributions in 1983 were actually less than the previous year's due to investment returns which were substantially higher than the actuarial assumption. The employee's contribution to the Fund is 3% of salary. The City's contribution as a percentage of covered salaries is noted below.

1978	1979	1980	1981	1982	1983	1984
9.9%	10.9%	10.5%	9.5%	8.9%	8.4%	7.5%

EMPLOYEE BENEFITS FUND

1983 Projected	1984 Proposed	Change
$8,898,265	$9,485,466	$587,201

CITY CONTRIBUTIONS

	1983 Projected	1984 Proposed
Social Security	$1,367,068	$1,530,576
Group Medical Insurance	1,908,312	1,977,947
Group Life Insurance	138,339	139,236
Unemployment Insurance	148,375	158,512
Worker's Compensation	446,762	457,024
Pension (New Plan)	1,813,900	1,952,572
Pension (Old Plan)	420,000	420,000
Total	$6,242,756	$6,635,867

EMPLOYEE CONTRIBUTIONS

Social Security	$1,367,068	$1,438,430
Group Medical Insurance	496,501	576,065
Group Life Insurance	95,000	95,000
Unemployment Insurance	0	0
Worker's Compensation	0	0
Pension (New Plan)	696,190	739,354
Pension (Old Plan)	750	750
Total	$2,655,509	$2,849,599

NOTE: Includes contributions for and from retirees.

Employees Social Security contribution is less than the City's in 1984 only due to the one-time .3% credit approved by Congress.

MEDICAL INSURANCE

	1983	1984
REVENUES		
Fund Balance	$ -52,940	$ 11,578
City Contribution[1]	$1,839,920	$1,918,746
Employee Contribution	405,874	471,844
CETA Staff	26,016	18,989
Community Development	42,376	40,212
Retirees (Self)	90,627	104,221
Airport	25,680	33,384
Reserve	76,119	101,170
Total Revenue	$2,506,612	$2,688,566
EXPENDITURES		
Claims Paid	$2,327,037	$2,571,560
Administrative Fees	115,057	117,006
Total Expenditures	$2,442,094	$2,688,566
FUND BALANCE	$ 11,578	$ 11,578

[1] Includes City contribution for retirees.

PENSION FUND
SUMMARY STATEMENT OF INCOME AND EXPENSES
FOR YEAR ENDED DECEMBER 31, 1982

Employee and employer contributions	$2,338,680		
Less: Administration expenses	32,049		
Net Contribution income		$2,306,631	
Investment income:			
Dividends	$ 370,412		
Interest	1,182,362		
Miscellaneous income	700		
Write-off of asset values	(78,189)		
Less: Investment Services	74,600		
Net investment income		$1,400,685	
Total income available for benefit payments			$3,707,316
Benefit payments:			
Pension payments	$1,048,994		
Refunds	152,193		
Interest on Refunds	16,058		
Total Benefit Payments		$1,217,245	
Excess of income over expenses			$2,490,071

ESTIMATED CURRENT REVENUE BY FUND AND SOURCE
CITY CONTRIBUTION TO PENSION FUND

GENERAL FUND		1983 Projected	1984 Proposed
General Administration		$ 30,117	$ 31,956
Management & Finance Bureau		104,202	113,279
Facilities Maintenance		183,332	191,145
Sanitation		192,489	202,678
Inspections		21,680	23,213
Police		446,204	478,779
Recorder's Court		19,131	20,609
Fire		272,957	296,777
Leisure Services		109,779	121,000
Total		$1,379,891	$1,479,436
REVOLVING FUND	Total	$ 163,343	$ 176,723
GOLF COURSE FUND	Total	$ 15,611	$ 16,890
CIVIC CENTER FUND	Total	$ 16,804	$ 18,412
WATER FUND	Total	$ 44,980	$ 55,746
SEWER FUND	Total	$ 91,915	$ 100,431
I & D WATER FUND	Total	$ 29,888	$ 33,416
LABOR RESOURCES	Total	$ 23,723	$ 20,521
PUBLIC DEVELOPMENT	Total	$ 47,745	$ 50,997
GRAND TOTAL		$1,813,900	$1,952,572

REVENUE SHARING FUND

	1983 Projected	1984 Proposed
General Revenue Sharing	$2,890,572	$2,890,572

PROPOSED USE - 1984

Police Salaries	$1,734,054
Fire Salaries	1,156,518
Total	$2,890,572

DEBT SERVICE FUND

Amounts to be Provided and Appropriations for General Obligation Bond Payments

	1983 Projected	1984 Proposed
Amounts to Be Provided:		
Transfer from General Fund	$1,343,329	$1,508,489
Transfer from Water Fund	11,750	11,400
Transfer from Sewer Fund	24,566	23,835
Transfer from Civic Center Fund	410,520	398,480
Total Sources	$1,790,165	$1,942,204
Appropriations:		
General Obligation Bond Principal:		
Streets and Drainage	$ 616,092	$ 641,092
Water Purposes	10,000	10,000
Sewer Purposes	20,908	20,908
Civic Center Purposes	280,000	280,000
Total Principal	$ 927,000	$ 952,000
General Obligation Bond Interest:		
Streets and Drainage	$ 727,237	$ 867,397
Water Purposes	1,750	1,400
Sewer Purposes	3,658	2,927
Civic Center Purposes	130,520	118,480
Total Interest	$ 863,165	$ 990,204
TOTAL APPROPRIATIONS	$1,790,165	$1,942,204

VEHICLE REPLACEMENT LIST - 1984

BUREAU OF FINANCE AND MANAGEMENT

ACTIVITY NUMBER	ACTIVITY NAME	VEHICLE TO BE REPLACED	ESTIMATED COST
1510	Personnel	220 - 1978 Sedan	$ 7,200
1541	Revenue	834 - 1982 Sedan	7,200
1544	Water & Sewer Revenue	169 - 1977 Sedan	7,200
			$ 21,600

BUREAU OF FACILITIES MAINTENANCE

2020	Park and Tree	168 - 1977 Sedan	$ 7,200
2020	Park and Tree	200 - 1976 Sedan	7,200
2020	Park and Tree	131 - 1978 Crew Cab (Pickup)	7,100
2020	Park and Tree	132 - 1976 Flatbed (Pickup)	7,100
2020	Park and Tree	133 - 1976 Flatbed (16,000 GVW)	18,000
2020	Park and Tree	933 - 1976 Flatbed (Pickup)	7,100
2020	Park and Tree	184 - 1977 Stake Body Truck	16,000
2020	Park and Tree	126 - 1976 Forestry Truck	55,000
2020	Park and Tree	787 - 1973 Forestry Truck	55,000
2030	Cemeteries	951 - 1976 Dump	12,200
2031	Traffic	842 - 1974 Pickup	7,100
2033	Drainage	335 - 1977 Pickup	7,100
2033	Drainage	740 - 1973 Flatbed	25,000
2033	Drainage	795 - 1973 Spray Truck	30,000
2035	Streets Maintenance	331 - 1977 Pickup	7,100
2035	Streets Maintenance	332 - 1977 Pickup	7,100
2035	Streets Maintenance	615 - 1981 Pickup	7,100
2035	Streets Maintenance	893 - 1975 Flatbed	25,000
2035	Streets Maintenance	932 - 1976 Flatbed	25,000
2035	Streets Maintenance	913 - 1975 Wheeled Loader	35,000
			$367,400

VEHICLE REPLACEMENT LIST - 1984

BUREAU OF SANITATION

ACTIVITY NUMBER	ACTIVITY NAME	VEHICLE TO BE REPLACED	ESTIMATED COST
2151	Residential Refuse	435 - 1977 Packer Truck	$57,000
2151	Residential Refuse	251 - 1978 Packer Truck	57,000
2151	Residential Refuse	250 - 1978 Packer Truck	57,000
2151	Residential Refuse	436 - 1977 Packer Truck	57,000
2151	Residential Refuse	434 - 1977 Packer Truck	57,000
2152	Refuse Disposal	930 - 1975 Scraper	150,000
2153	Street Cleaning	102 - 1976 Dump	30,000
2153	Street Cleaning	262 - 1978 Sweeper	71,000
2154	Commercial Refuse	566 - 1979 Pickup	7,100
			$543,100

INSPECTIONS

2310	Inspections	166 - 1977 Sedan	$ 7,200
2310	Inspections	170 - 1977 Sedan	7,200
			$14,400

POLICE DEPARTMENT

2620	Patrol	- 26 Patrol Units	$262,600
		- 10 Sedans	80,000
		426 - 1978 Pickup (Sedan)	7,200
		427 - 1978 Pickup	7,100
		302 - 1979 Van	13,500
		304 - 1979 Van	13,500
			$383,900

FIRE DEPARTMENT

2840	Firefighting	817 - 1961 Pumper	$140,000
2840	Firefighting	825 - 1948 Aerial Ladder	200,000
			$340,000

LEISURE SERVICES BUREAU

3040	Buildings & Grounds	329 - 1977 Pickup	$ 7,100
3040	Buildings & Grounds	961 - 1976 Pickup	7,100
3040	Buildings & Grounds	973 - 1976 Sedan	7,200
3040	Buildings & Grounds	999 - 1976 Tractor Mower	15,000
			$36,400

VEHICLE REPLACEMENT LIST - 1984

PUBLIC DEVELOPMENT BUREAU

ACTIVITY NUMBER	ACTIVITY NAME	VEHICLE TO BE REPLACED	ESTIMATED COST
4430	Labor Resources	165 - 1977 Sedan	$ 7,200
4874	Housing	171 - 1977 Sedan	7,200
4874	Housing	172 - 1977 Sedan	7,200
			$21,600
	REVOLVING FUND		
5010	Data Processing	129 - 1978 Station Wgn	$ 8,500
5015	Engineering	167 - 1977 Sedan (Pickup)	7,100
5015	Engineering	161 - 1977 Sedan	7,200
			$22,800
	GOLF COURSE FUND		
6051	Golf Course	146 - 1978 Riding Util. Vehicle	$ 7,000
		863 - 1973 Aerifier	7,000
			$14,000
	WATER FUND		
7110	Water Supply & Treatment	620 - 1981 Pickup	$ 7,100
7120	Water Distribution	108 - 1976 Tool & Equip.	12,500
7120	Water Distribution	243 - 1979 Sedan	7,200
7120	Water Distribution	391 - 1970 Air Compressor	9,000
7120	Water Distribution	1104 - 1975 Air Compressor	9,000
			$44,800
	SEWER FUND		
7250	Sewer Maintenance	508 - 1979 Jet Sewer Clnr & 919 - 1975 Eductor (Jet Vactor)	$100,000[1]
7250	Sewer Maintenance	789 - 1974 Backhoe	28,000
7270	President St. Plant	528 - 1975 Air Compressor	9,000
7270	President St. Plant	125 - 1976 Flatbed	12,500
7270	President St. Plant	855 - 1974 Pickup	7,100
			$156,600
	I & D FUND		
8002	I & D Water	240 - 1979 Sedan	$ 7,200
	GRAND TOTAL		$1,973,800

[1] Contribution of $25,000 budgeted for funding of this program improvement. Remaining funds of $75,000 included in the Vehicle Replacement Fund.

FLEET ADDITIONS

ACTIVITY NUMBER	ACTIVITY NAME	VEHICLE TO BE ADDED	ESTIMATED COST
	GENERAL FUND		
2020	Park & Tree	Pickup	$ 7,100
3040	Buildings & Grounds	Pickup	7,100
			$14,200
	WATER FUND		
7102	Water Administration	Sedan	$ 7,200
7110	Water Supply & Treatment	Flatbed Truck	13,500
7120	Water Distribution	Pickup	7,100
			$27,800
	SEWER FUND		
7250	Sewer Maintenance	Van	$ 10,000
7250	Sewer Maintenance	Jet Vactor	100,000
			$110,000
	I & D FUND		
8002	I & D Water	Flatbed Dump	$18,000
	GRAND TOTAL		$170,000

VEHICLE REPLACEMENT FUND
1983 - 1984

	General Fund	Grant Fund	Revolving Fund	Golf Course	Water & Sewer	I & D	Civic Center	Total
1983								
Beginning Balance	$346,500	$14,339	$25,564	$ 2,898	$127,816	$43,562	$ 5,097	$565,776
Depreciation	$1,376,219	$1,900	$26,627	$15,860	$143,814	$12,986	$ 1,880	$1,579,286
Fleet Addition Contributions	131,700	0	0	27,640	30,000	0	0	189,340
Total Revenue	$1,507,919	$1,900	$26,627	$43,500	$173,814	$12,986	$ 1,880	$1,768,626
Scheduled Vehicle Purchases	$1,316,386	$6,333	$27,513	$8,218	$ 71,552	0	0	$1,430,002
Unscheduled Purchases	36,889	0	0	0	0	0	0	36,889
Fleet Additions	104,945	0	0	26,745	35,680	0	0	167,370
Total Expense	$1,458,220	$6,333	$27,513	$34,963	$107,232	0	0	$1,634,261
Ending Balance	$ 396,199	$9,906	$24,678	$11,435	$194,398	$56,548	$6,977	$ 700,141
1984								
Beginning Balance	$ 396,199	$ 9,906	$24,678	$11,435	$194,398	$56,548	$ 6,977	$700,141
Depreciation	$1,511,352	$4,506	$30,621	$18,239	$165,386	$14,933	$ 2,162	$1,747,199
Fleet Addition Contributions	14,200	0	0	0	162,800	18,000	0	195,000
Other Contributions	0	9,483	0	0	0	0	0	9,483
Total Revenue	$1,525,552	$13,989	$30,621	$18,239	$328,186	$32,933	$ 2,162	$1,951,682
Scheduled Vehicle Purchases	$1,706,800	$21,600	$22,800	$14,000	$176,400	$ 7,200	0	$1,948,800
Fleet Additions	14,200	0	0	0	162,800	18,000	0	195,000
Total Expense	$1,721,000	$21,600	$22,800	$14,000	$339,200	$25,200	0	$2,143,800
Ending Balance	$ 200,751	$ 2,295	$32,499	$15,674	$183,384	$64,281	$9,139	$ 508,023

Special Funds

1984 APPROVED CAPITAL OUTLAYS

GENERAL FUND

GENERAL ADMINISTRATION

ITEM		COST
CITY MANAGER'S OFFICE		
Insulating Drapes	$ 300	
Periodical Carousel Shelf	350	
Urban Affairs Abstracts	300	
Municipal Law Library	600	
Total		$ 1,550

MANAGEMENT AND FINANCIAL SERVICES

RESEARCH AND BUDGET		
1 Bookcase	$ 300	
1 Equipment Stand	300	
1 Modular Desk Units	1,400	
Sub-Total		$ 2,000
MANAGEMENT AND AUDITING		
2 Posture Chairs	$ 420	
2 Calculators	498	
1 Bookcase	268	
1 Desk	380	
Sub-Total		$ 1,566
ACCOUNTING		
2 Posture Chairs	$ 300	
5 Filing Cabinets	950	
Sub-Total		$ 1,250
REVENUE		
1 Typewriter	$ 750	
Sub-Total		$ 750
WATER AND SEWER REVENUE		
2 Chairs	$ 450	
Sub-Total		$ 450
Total		$ 6,016

FACILITIES MAINTENANCE

ITEM		COST
PARK AND TREE		
1 Legal-size File Cabinet	$ 325	
1 Typewriter	828	
4 36" Mowers	8,800	
1 Edger	785	
3 Hedge Trimmers	855	
1 Rear tine Tiller	1,000	
1 Chain Saw, XL	894	
1 Chain Saw, Super	785	
1 Tree Dolly	250	
Sub-Total		$14,522
CEMETERIES		
10 Push Mowers	$4,300	
5 Engine Assemblies	875	
4 Powered Head Shears	450	
7 Weedeaters	2,100	
Sub-Total		7,725
TRAFFIC ENGINEERING		
3 Traffic Signal Controllers (replacements)	$18,750	
a. Edgewater & Montgomery Crossroads		
b. Columbus & Paulsen		
c. 61st & Bull		
1 Concrete Saw	2,000	
2 Recording Traffic Counters	3,500	
50 Parking Meters	6,000	
100 Parking Meter Mechanisms	8,500	
12 Loop Detector Amplifiers	1,200	
1 Ventilation System	2,000	
1 Heating/AC Window Unit	700	
4 School Zone Flashing Signs	9,200*	
Sub-Total		$51,850
STREETS MAINTENANCE		
3 Multiband Radios	$ 7,500	
3 5 H.P. Lawn Mower Engines	1,800	
1 Bench Grinder	250	
2 Backpack Sprayers	300*	
2 Brush Cutters	800*	
2 Backpack Blowers	900*	
Sub-Total		$11,550

* Program Improvement

FACILITIES MAINTENANCE (Cont.)

ITEM			COST
DRAINAGE			
1	Swage Tool	$ 250	
3	Multiband Radios	7,500	
1	Brush Cutter	400	
1	5 H.P. Lawn Mower Engine	400	
1	Air Compressor	13,000	
1	Ventilator	2,000	
1	Air Quality Tester	1,500	
1	Fault Monitoring System (Gwinnett Pump Station)	$ 1,500	
	Sub-Total		$26,550
	Total		$112,197

INSPECTIONS

INSPECTIONS			
1	Legal Size Filing Cabinets	$ 250	
	Microfilming of Plans	1,500	
	Total		$1,750

SANITATION

SANITATION DIRECTOR			
1	Dictaphone	$ 900	
	Sub-Total		$ 900
RESIDENTIAL REFUSE			
30	Truck Bed Covers	$ 2,550	
2	Vehicle Radios	3,504	
1	Portable Truck Washer	1,000	
	Sub-Total		7,054
CLEAN ENVIRONMENT			
1	Air Conditioner	$ 900	
1	Portable Two-way Radio	800	
	Sub-Total		1,700
	Total		$9,654

POLICE

ITEM			COST
POLICE CHIEF			
1	Desk	$ 380	
1	Chair	120	
1	Storage Cabinet	250	
1	File Cabinet	850	
1	Unifile	280	
1	Wastebasket Shredder	200	
	Sub-Total		$2,080
INVESTIGATIONS			
3	Pagers	1,150	
1	35 mm Camera	450	
2	Transcribers	540	
	Sub-Total		$2,140
AUXILIARY AND TECHNICAL			
2	Instamatic Cameras	$ 400	
9	Portable Radios	33,561	
2	Scanners	550	
1	Pager	275	
1	Typewriter	850	
6	Visabars and Strobe Lights	1,800	
10	Mobile Radios	34,190	
2	Mobile Sirens	800	
5	4-Channel Radios	4,500	
33	Service Revolvers	7,326	
2	Microfiche Filing Cabinets	3,000	
3	Microfiche Readers	720	
2	File Cabinets	485	
	Computer Equipment (6 Terminals, 3 Printers)	35,390*	
	Video Equipment	25,498*	
	Word Processing Equipment (1 Word Proc., 3 Memory Typewriters)	10,200*	
4	Alcohol Field Test Kits	1,800*	
	Fingerprint Identification Equipment	1,350*	
	Sub-Total		$162,695
MANAGEMENT SERVICES			
1	Safe	$ 350	
	Sub-Total		$ 350
	Total		$167,265

RECORDER'S COURT

RECORDER'S COURT			
3	Citation File Cabinets	4,000	
1	Stool	200	
2	File Cabinets	550	
1	35 mm Camera	350	
	Total		$ 5,100

* Program Improvement

FIRE

ITEM			COST
FIREFIGHTING			
4000 feet	2-1/2" Fire Hose	$ 7,000	
2000 feet	1-1/2" Fire Hose	2,500	
2	Portable Radios	1,502	
4	Mobile Radios	6,876	
6	Pagers	2,484	
5	Air Conditioners	2,385	
1	Lawn Mower	275	
3	Ice Makers	2,100	
2	Electrical Stoves	700	
2	Refrigerators	1,050	
3	Sofas	1,050	
4	Chairs	800	
2	Water Coolers	600	
	Total		$29,322

LEISURE SERVICES

ATHLETICS			
2	Bleachers	$ 7,000	
	Sub-Total		$ 7,000
NEIGHBORHOOD PROGRAMS			
1	Park Shelters	$ 2,300	
1	Kiln	700	
	Sub-Total		3,000
GOLDEN AGE			
1	Refrigerator	$ 595	
	Sub-Total		595
BUILDING & GROUNDS			
1	Backpack Blower	$ 400	
1	Power Hedge Trimmer	250	
1	Vacuum Cleaner	170	
6	Push Mowers	2,200	
1	Mobile 2-way Radio	1,700	
1	Flail Mower	2,000	
1	Dry Line Marker	250	
	Sub-Total		$ 6,970
	Total		$ 17,565
GENERAL FUND TOTAL			$350,419

REVOLVING FUND

ENGINEERING DEPARTMENT

ITEM			COST
ENGINEERING			
1	Filing Cabinet for Drafting Division	$ 492	
2	Calculators (for City Engineer & Compliance Officer)	700	
	Total		$1,192

VEHICLE MAINTENANCE

VEHICLE MAINTENANCE			
	Overhead Lube Equipment	$ 5,000	
1	Lift	5,000	
2	Air Compressors	6,000	
1	Valve Grinder	3,000	
	Total		$19,000

CENTRAL SERVICES

CUSTODIAL AND MESSENGER SERVICE			
1	Refrigerator	$ 660	
	Sub-Total		$ 660
ELECTRONIC EQUIPMENT REPAIR			
1	Three Line Watt Meter	$ 300	
1	Byrd Watt Meter	200	
1	Variable Speed Drill	200	
1	Capacitor Tester	500	
	Sub-Total		$ 1,200
	Total		$ 1,860

SERVICE DESK

SERVICE DESK			
1	File Cabinets	$ 250	
1	Movie Projector	1,000	
	Total		$ 1,250
REVOLVING FUND TOTAL			$23,302

GOLF COURSE

ITEM			COST
GOLF COURSE			
	Hot Dog Steamer	$ 275	
	Drink Sprayer	900	
15	Golf Carts	27,000	
2	Air Cushion Mowers	820	
1	Pressure Washer	1,200	
1	Fertilizer Spreader	3,000	
	Carpet for Clubhouse	6,700	
GOLF COURSE FUND TOTAL			$39,895

CIVIC CENTER

CIVIC CENTER			
	Convention Equipment	$ 6,000	
	Floor Buffer	2,000	
	Dimmer parts	3,000	
	Tile	2,000	
100	Ice Skates	4,000	
CIVIC CENTER FUND TOTAL			$17,000

WATER FUND

WATER SUPPLY AND TREATMENT			
1	Gas Chlorinator	$ 1,900	
2	Water Pumps	1,200	
1	Pressure Recorder	600	
2	4-way Mobile Radios (Replacements for units in Vehicles 190 and 505)	2,800	
1	Weight Scale	500	
5	Automatic Calling Devices (To inform personnel of well malfunctions)	5,000	
2	Office Chairs	$ 500	
	Sub-Total		$12,500
WATER DISTRIBUTION			
2	Gas Heaters (Replacements at Shop and Office)	$ 2,000	
1	Reference Data Terminal	1,000	
1	Tapping Machine	2,000	
2	Pavement Breakers	1,800	
2	3" Suction Hoses	500	
1	Bench Vise	500	
1	Boring Machine	5,600	
2	4-way mobile Radios	2,800	
1	Tape Calculator	250	
1	Air Conditioner (for new drafting room)	$ 500	
	Sub-Total		$16,950

WATER FUND (Cont.)

ITEM		COST
WATER AND SEWER ADMINISTRATION		
1 Drafting Table	$ 700	
1 Cabinet for Plans and Racks	700	
1 VCR Camera and Playback (for Monitoring Construction Work)	5,000	
1 Engineering Level and Lasar (for Inspecting Construction Work)	2,000	
Flow Monitoring Equipment	6,000	
Ammonia Printer w/Exhaust	1,200	
1 Desk*	450	
1 Chair*	250	
1 Typewriter*	850	
1 File Cabinet*	500	
Sub-Total		$17,650
WATER FUND TOTAL		$47,100

SEWER FUND

SEWER MAINTENANCE		
Sheet Piling	$ 6,000	
1 set Bucket Machines	13,000	
Sub-Total		$19,000
LIFT STATIONS MAINTENANCE		
12 1-1/2" Discharge Sump Pumps	$2,905	
1 5 h.p. Submersible Pump	2,700	
1 10 h.p. Submersible Pump	3,900	
1 Drill Press	400	
Sub-Total		$9,905
PRESIDENT STREET PLANT		
1 Heavy Duty Chair	$ 200	
8 Small Chairs	200	
1 Bookcase	150	
1 File Cabinet	275	
1 Air Hammer	250	
2 Sump Pumps	4,520	
1 Moisture Balance	3,000	
1 Grit and Elevator Chain	9,000	
4 Exhaust Fans	2,000	
1 DO Meter	2,000	
1 Ph/Temperature Recorder*	900	
1 Open Channel Flow Meter*	3,000	
Sub-Total		$25,495

*Program Improvement

SEWER FUND (Cont.)

ITEM			COST
SMALL PLANTS			
1	10 h.p. Floating Aerator (Replacement for Islandwood)	$8,500	
1	Blower (Replacement for Wilmington Pk)	8,000	
2	25 h.p. Floating Aerators (Replacements for Windsor Forest)	18,000	
3	Sump Pumps	900	
	Dissolved Oxygen Probes (portable)	600	
	Sub-Total		$36,000
SEWER FUND TOTAL			$90,400

I & D WATER FUND

1	Executive Desk	$ 800	
4	Office Chairs	800	
5	Laboratory Cabinets	1,370	
12	Folding Chairs	156	
4	Stack Chairs for laboratory	170	
1	Calculator	250	
3	File Cabinets	900	
1	Polaroid Camera	200	
1	Water Fountain	300	
1	Autoclave	15,400	
1	T D S Meter	300	
1	Parts Washer	600	
1	Welding Machine	5,000	
2	1-1/2 ton Pull-Life Chain Hoists	516	
1	1-1/2 ton Chain Hoist	252	
1	Jack Hammer	600	
1	Cleanmaster	1,010	
1	Settling Torch	500	
1	Air Conditioner	550	
1	Sweep/Function Generator	379	
1	Capacitance Meter	245	
4	Varea Meters	10,000	
I & D WATER FUND TOTAL			$40,298

YEAR 1984

ACCOUNT 245
OUTSIDE CONTRACTUAL REPAIRS

ACTIVITY 5050

ACTIVITY/TITLE		MATERIALS	MANHOURS
1505 RESEARCH & BUDGET	Install appropriate lighting on exterior of Gamble Building, Lower Factor's Walk.	$ 700	12
2020 PARK AND TREE	Repair fence around confederate monument in Forsyth Park.	450	12
	Install "modine" type NG heaters in workshop area in Park and Tree Nursery.	1,800	12
2840 FIREFIGHTING	Install gutter system on southside of Fire Station #2.	275	12
	Install vinyl tile in kitchen and living area of Fire Station #8.	600	8
	Install acoustical tile ceilings in dormitory, hallways and locker rooms of Fire Station #3.	2,300	12
	Install acoustical tile ceilings in living area of Fire Station #9.	900	12
	Miscellaneous roof repairs at all fire stations.	2,644	24
3040 BUILDINGS AND GROUNDS	Install vinyl tile in Ceramics Shop at Daffin Park.	900	8
	Install vinyl tile in restrooms and hallway at Tompkins Recreation Center.	900	8
	Install new fiber glass shingle roof on Sunshine Pool Building at Daffin Park.	700	12

ACCOUNT 5050-245
OUTSIDE CONTRACTUAL REPAIRS
1984

5051 BACON PARK	Install acoustical tile ceiling in Clubhouse at Bacon Park Golf Course.	1,800	8
	Install three overhead doors in north wall of Cart Storage Building at Bacon Park Golf Course.	2,700	24
		$16,669	164

ACCOUNT 340
BUILDING AND ELECTRICAL REPAIRS

YEAR 1984 ACTIVITY 5050

ACTIVITY/TITLE	DESCRIPTION	MATERIALS	MANHOURS
0110 MAYOR & ALDERMEN	Miscellaneous Requests	$ 200	60
0115 CLERK OF COUNCIL	Miscellaneous Requests	200	60
0120 CITY MANAGER	Miscellaneous Requests	200	100
1501 MANANAGEMENT AND FINANCIAL SERVICES	Miscellaneous Requests	200	60
1505 RESEARCH & BUDGET	Patch and paint exterior wood areas facing Factor's Walk.	100	32
	Fabricate and install storage and equipment cabinets.	450	200
	Repair and weatherize windows to Factor's Walk and River Street.	100	32
	Miscellaneous Requests	500	60
1510 PERSONNEL	Miscellaneous Requests	300	60
1512 MANAGEMENT & AUDITING	Miscellaneous Requests	200	60
1520 ACCOUNTING	Remove existing partitions and install floor-to-ceiling partitions.	450	200

1541 REVENUE	Miscellaneous Requests	200	96
1544 WATER & SEWER	Miscellaneous Requests	200	96
1550 PURCHASING	Miscellaneous Requests	200	60
2010 FACILITIES MAINTENANCE	Miscellaneous Requests	300	60
2020 PARK AND TREE	Paint ornamental light poles on Victory Drive.	400	160
	Replace broken windows at nursery.	600	200
	Construct area in greenhouse for containerized plants.	100	32
2030 CEMETERIES	Miscellaneous Requests	800	200
	Paint exterior of garage and shop at Greenwich.	200	96
	Paint exterior of caretaker's house at Greenwich.	250	200
	Paint interior and exterior of shelter and restroom at Laurel Grove South.	150	48
	Paint exterior of equipment building #1 at Laurel Grove North.	150	48
	Paint exterior of equipment building #2 at Laurel Grove North.	150	48
2031 TRAFFIC ENGINEERING	Construct anteroom on front of office building (8' X 8').	300	160
	Construct awning on east and west door to office building.	150	64

2031 TRAFFIC ENGINEERING	Fabricate signal cable racks in warehouse.	150	64
	Level concrete floor in signal maintenance storage building.	700	96
	Repair door to signal maintenance storage building.	75	32
	Paint 25 traffic control cabinets.	250	64
	Paint 10 traffic signal poles.	150	48
	Paint restrooms in Traffic Engineering offices; paint exterior of building.	300	96
	Fabricate 12' X 30" credenza in Assistant Traffic Engineer's office.	250	96
	Fabricate bookcase 8' X 8' X 12" with adjustable shelves.	100	64
2033 DRAINAGE	Miscellaneous Requests	600	300
2035 STREETS MAINTENANCE	Miscellaneous Requests	600	300
2151 RESIDENTIAL REFUSE	Miscellaneous Requests	500	100
2152 REFUSE DISPOSAL	Miscellaneous Requests	300	80
2153 STREET CLEANING	Miscellaneous Requests	300	64

155 LEAN ENVIRONMENT	Miscellaneous Requests	500	80
310 NSPECTIONS	Fabricate 192 zoning appeal signs and 55 zoning amendment signs.	1,200	160
610 OLICE CHIEF	Miscellaneous Requests	200	96
641 UXILIARY AND ECHNICAL SERVICES	Replace fascia and paint tower building at Dixie and Kerry Streets	100	48
	Paint ceiling of mezzanine above radio dispatcher.	75	32
	Replace existing windows with aluminum single hung on mezzanine floor.	100	12
	Install four double duplex receptacles on mezzanine floor.	50	12
	Panel and paint rooms #206, 208, 212, 213 and 216.	1,200	200
	Panel all hallways up 4 feet.	1,600	200
	Install shelving in rooms #208, 212 and 216.	400	160
	Remodel hallway outside Chief's Office for receptionist.	1,200	160
	Install new fluorescent lights in property room.	1,300	200
810 IRE CHIEF	Miscellaneous Requests	300	96
840 IREFIGHTING	Paint interior and exterior of Fire Station No. 2.	300	100
	Paint interior and exterior of Fire Station No. 3.	450	200

2840 FIREFIGHTING	Paint interior and exterior of Fire Station No. 5.	300	160
	Replace rotten window frames at Fire Station No. 5.	250	64
	Paint interior and exterior of Fire Station No. 9.	250	100
	Replace rotten window frames at Fire Station No. 9.	250	64
	Miscellaneous Electrical Requests.	3,000	160
3022 ATHLETICS	Miscellaneous Requests	400	60
3024 NEIGHBORHOOD PROGRAMS	Check and repair elements on ceramic kilns every 30 days.	300	96
	Miscellaneous Requests	300	60
3030 GOLDEN AGE CENTER	Miscellaneous Requests	200	48
3040 BUILDINGS AND GROUNDS	Reputty all windows at May Street Center Gym.	250	160
	Replace metal front door at W. W. Law Center.	300	24
	Install gutter over front door of W. W. Law Center.	50	16
	Repair sheetrock wall by water fountain at Tompkins Center.	25	16
	Paint exterior and interior hall by office at Tompkins Center.	200	96
	Paint exterior of Wimberly Center.	200	160
	Paint exterior; paint kitchen and interior woodwork at Cunningham Center.	300	200

3040 BUILDINGS AND GROUNDS	Paint interior and exterior of Daffin Park Pavillion.	100	48
	Paint exterior of W. W. Law Center.	500	160
	Paint exterior and interior restrooms and playroom at Richard Street Center.	300	120
	Replace window and door to gym at Richards Street Center.	200	48
	Paint interior of May Street Center.	800	120
	Construct storeroom to office area in activity building at Daffin.	3,600	120
3045 GRAYSON STADIUM	Paint and repair as needed.	3,500	650
1430 CETA PRIME SPONSOR STAFF	Miscellaneous Requests	200	60
1970 BUREAU CHIEF'S OFFICE	Miscellaneous Requests	200	60
1972 COMMUNITY PLANNING	Miscellaneous Requests	200	60
1974 HOUSING	Miscellaneous Requests	200	60
1971 HUMAN SERVICES	Miscellaneous Requests	200	60
5010 DATA PROCESSING	Miscellaneous Requests	200	60

015 NGINEERING	Replace bad acoustical ceiling tiles.	200	64
	Replace floor tiles in heavy traffic areas.	700	120
	Straighten wall and install door to Eng. Tech. office.	150	64
020 EHICLE AINTENANCE	Install exhaust fan in motorcycle repair shop at Police Department	250	48
	Remodel office restroom at City Lot.	200	80
032 ENTRAL SERVICES	Miscellaneous Requests	100	48
035 ERVICE AND UPPLIES MANAGEMENT	Paint exterior of warehouse at City Lot.	900	200
040 ENTRAL SWITCHBOARD	Install louver door between switchboard and supervisor's office.	75	64
045 USTODIAL AND ESSENGER SERVICES	Miscellaneous Requests	700	260
050 UILDING AND LECTRICAL MAINTENANCE	Miscellaneous Requests	4,879	1,138
055 LECTRONIC EQUIPMENT EPAIR	Miscellaneous Requests	150	48

051 OLF COURSE	Paint exterior of clubhouse.	450	200
	Paint exterior of cart storage building.	450	160
	Paint exterior of halfway house.	200	100
	Paint exterior of fertilizer building.	150	64
110 ATER SUPPLY	Paint interior and exterior of Well No. 1.	150	48
	Paint interior and exterior of Well No. 2.	150	48
	Paint interior and exterior of Well No. 3.	150	48
	Paint interior and exterior of Well No. 4.	150	48
	Paint interior and exterior trim of Well No. 5.	100	32
	Paint interior and exterior of Well No. 6.	150	48
	Paint interior and exterior trim of Well No. 7.	100	32
	Paint interior and exterior of Well No. 8.	150	48
	Paint interior and exterior of Well No. 9.	150	48
	Paint interior and exterior of Well No. 10.	150	48
	Paint interior and exterior of Well No. 11.	150	48
	Paint interior and exterior of Well No. 12.	150	48
	Paint interior and exterior trim of Well No. 13.	100	32
	Paint interior and exterior trim of Well No. 14.	100	32
	Paint interior and exterior of Well No. 15.	150	48
	Paint interior and exterior trim of Well No. 16.	100	32
	Paint interior and exterior of Well No. 17.	150	48
	Paint interior and exterior of Well No. 18.	150	48
	Paint interior and exterior of Well No. 19.	150	48
	Paint interior and exterior of Well No. 20.	150	48
	Paint interior and exterior of Well No. 21.	150	48
	Paint interior and exterior trim of Well No. 22.	100	32
	Paint interior and exterior of Well No. 23.	150	48
	Paint interior and exterior trim of Well No. 24.	100	32
	Paint interior and exterior trim of Well No. 25.	100	32
	Paint interior and exterior of Well No. 26.	150	48
	Paint interior and exterior of Well NO. 27.	150	48

'120 IATER DISTRIBUTION	Miscellaneous Requests	500	160
'250 SEWER MAINTENANCE	Miscellaneous Requests	200	160
'260 .IFT STATION IAINTENANCE	Paint exterior of Lift Station No. 3.	100	16
	Paint exterior of Lift Station No. 6.	100	16
	Paint exterior of Lift Station No. 9.	100	16
	Paint exterior of Lift Station No. 13.	100	16
	Paint exterior of Lift Station No. 19.	100	16
	Paint exterior of Lift Station No. 27.	100	16
	Paint exterior of Lift Station No. 31.	100	16
	Paint exterior of Lift Station No. 33.	100	16
	Paint exterior of Lift Station No. 34.	100	16
	Paint exterior of Lift Station No. 35.	100	16
	Paint exterior of Lift Station No. 40.	100	16
	Paint exterior of Lift Station No. 41.	100	16
	Paint exterior of Lift Station No. 42.	100	16
	Paint exterior of Lift Station No. 43.	100	16
	Paint exterior of Lift Station No. 44.	100	16
	Paint exterior of Lift Station No. 45.	100	16
	Paint exterior of Lift Station No. 46.	100	16
	Paint exterior of Lift Station No. 47.	100	16
	Paint exterior of Lift Station No. 48.	100	16
	Paint exterior of Lift Station No. 51.	100	16
	Paint exterior of Lift Station No. 52.	100	16
	Paint exterior of Lift Station No. 53.	100	16
	Paint exterior of Lift Station No. 54.	100	16
	Paint exterior of Lift Station No. 55.	100	16
	Paint exterior of Lift Station No. 56.	100	16
	Paint exterior of Lift Station No. 58.	100	16
	Paint exterior and monorail of generator unit shed at Windsor Oxidation Pond.	200	48

7260 LIFT STATION MAINTENANCE	Paint interior and exterior of Bacon Park Pumping Station at Lift Station No. 65.	400	96
	Paint interior and exterior of Fell Station Drainage Station at Lift Station No. 81.	500	160
	Paint exterior of Lift Station No. 60.	100	16
	Paint exterior of Lift Station No. 61.	100	16
	Paint exterior of Lift Station No. 62.	100	16
	Paint exterior of Lift Station No. 66.	100	16
	Paint exterior of Lift Station No. 67.	100	16
	Paint exterior of Lift Station No. 68.	100	16
	Paint exterior of Lift Station No. 69.	100	16
	Paint exterior of Lift Station No. 71.	100	16
	Paint exterior of Lift Station No. 72.	100	16
	Paint exterior of Lift Station No. 73.	100	16
	Paint exterior of Lift Station No. 74.	100	16
	Paint exterior of Lift Station No. 75.	100	16
	Paint exterior of Lift Station No. 76.	100	16
	Paint exterior of Lift Station No. 77.	100	16
	Paint exterior of Lift Station No. 78.	100	16
	Paint exterior of Lift Station No. 82.	100	16
	Paint exterior of Lift Station No. 84.	100	16
	Paint exterior of Lift Station No. 85.	100	16
	Paint exterior of Lift Station No. 86.	100	16
	Paint exterior of Lift Station No. 87.	100	16
	Paint exterior of Lift Station No. 88.	100	16
	Paint exterior of Lift Station No. 89.	100	16
	Paint interior and exterior trim of Lift Station No. 7.	150	32
	Paint exterior of Lift Station No. 21.	100	16
	Paint exterior of Lift Station No. 29.	100	16

8002 I & D WATER	Fabricate shelving for Director's, Superintendent's, and Receptionist's offices in Filter Building.	700	200
	Paint exterior of Booster Station at Cherokee Creek.	150	80
	Replace window panes in various buildings.	800	200
8410 MPC	Miscellaneous Requests.	200	60
TOTALS		$59,079	14,584

CULTURAL AGENCIES AND ARTS PROGRAMS
RECOMMENDED PROGRAMS

1. BALLET SOUTH $ 8,000

"A Classroom of Dance".....$8,000

- An introductory dance program for over 1,000 elderly, disadvantaged, and children in City neighborhood centers, parks, Golden Age Centers, and similar facilities.

  14 performances

2. BEACH INSTITUTE HISTORIC NEIGHBORHOOD ASS'N $ 4,718

"P.H. Polk Photographic Exhibit".....$4,718

- One month exhibition during Black History Month of photographs by P.H. Polk, a pioneer in black photography and official photographer for the Tuskegee Institute. Collection of great moments in history as well as common everyday experiences of black people in the rural South. Free admission.

  Estimated attendance: 3,500.

3. COASTAL HERITAGE SOCIETY (OLD FORT JACKSON) $25,350

A. "Weekends in History".....$17,000

- Four holiday weekends featuring major historical programs and attracting approximately 10,000 people. Free admission Saturday & Sunday during those weekends.

B. "Summer at the Fort".....$7,350

- Living history interpreter demonstrating 19th century skills. Free admission during summer for 6,500 children and special audience groups.

C. "Historical & Traditional Music Program"..$1,000

- Traditional and historic music groups to play during 4 holiday weekends featured in "Weekends in History".

4. COASTAL JAZZ ASSOCIATION $ 8,000

"2nd Annual Savannah Jazz Festival".....$8,000

- One day 12-hour outdoor jazz festival featuring national and local talent.

Estimated attendance: 10,000.

5. LITTLE THEATRE $32,175

A. "Summer Parks Program".....$12,175

- Theatre performance and workshops for 2,500 children in 45 parks.

B. "Spring/Fall Tour".....$20,000

- Theatre performance(s) for 8 Golden Age Centers, 2 day care centers, 5 neighborhood centers, and 1 cultural arts class.

3,000 - 4,000 participants.
(Minimum of 48 performances.)

6. SAVANNAH ART ASSOCIATION $ 3,220

"Arts Festival".....$3,220

- Visual Arts Festival on river, held same weekend as Symphony's Arts on the River weekend.

7. SAVANNAH BALLET $ 4,750

"Armstrong State College Performance".....$4,750

- Free performance of varied ballet repertoire for southside audience of 750.

8. SAVANNAH FEDERATION OF MUSICIANS (MPTF)* $ 4,000

"Music in the Parks".....$4,000

- City & MPTF to co-sponsor varied outdoor big band and jazz concerts during summer months.

* MPTF is a trust fund headquartered in New York City which receives its funding from the recording industry (a percentage of funds for each record sold). This money is allocated to musician's locals across the country and can be used only for live musical performances. There is no allocation for administration, publicity, etc., so the Savannah Federation of Musicians (our musicians' union) merely acts as a conduit for these funds.

9. SAVANNAH SCIENCE MUSEUM $23,779

A. "Active Part Program".....$8,052

- Up to 60 participants from 30 center and park sites visit Museum for program on computer education, planetarium and laboratory experience. Includes orientation for park leaders.

B. "Inventor's Expo.....$4,580

- Inventor's fair of inventions and productive ideas created by local citizens. Additional activities at museum, such as patent workshop, to compliment display.

Estimated attendance: 2,400.

C. "Science Activities at Recreation Centers".....$3,400

- One visit to each of 5 rec centers with lecture/demo on reptiles and amphibians. One visit to each of 5 rec centers with original puppet show.

Estimated attendance: 1,400.

D. "The Twelve Months".....$1,075

- One celebration per zodiac sign for 400 3 to 6 year old children who receive a planetarium show, puppet show, and a film.

E. "Exploring for the Young at Heart".....$3,872

- 1,900 senior citizens explore their urban environment through museum trips, bus tours of the community or audio/visual presentations at Golden Age Centers.

F. "Sunday Guest".....$2,800

- Free admission to Science Museum every second Sunday, 1984.

Estimated attendance: 2,000.

10. SAVANNAH SYMPHONY $80,000

A. "Picnic in the Park"* 1984.....$21,000

- Outdoor, full symphony orchestra concert for approximately 6,000 people. Mixture of popular classics and classical popular music.

B. "Thanksgiving Concert" or "January Concert" 1984 - 1985.....$16,000

- A adult version of a Young People's concert to be presented in the Civic Center at Thanksgiving or in January. Attendance of 2,000 is expected.

C. "Arts on the River"* 1985.....$43,000

- Two-day performing arts festival on River Street, with guest artists.

11. SAVANNAH YOUNG PEOPLE'S THEATRE $23,625

A. "Family Theatre in Forsyth Park".....$11,800

- Two-hour musical revue in Forsyth Park. Four evening performances attracting 5,000 people.

B. "Traveling Theatre for the Institutionalized".....$1,875

- One show would be toured to 10 sites such as Bethesda, Georgia Regional, St. Mary's Home, Greenbriar and Gould Cottage. Audience of 2,000 institutionalized youths and adults.

C. "Summer Citizen's Participation Program".....$8,200

- A series of eight 3-day theatre workshops in low income neighborhoods, including a participatory performance on the importance and fragility of trees.

Estimated attendance: 2,000.

D. "Creative Theatre for the Handicapped.....$1,750

- Creative theatre workshops for 240 of Leisure Services' visually and hearing impaired, emotionally disturbed and mentally-retarded adults or teenagers.

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* Plus an additional total of $8,000 for City Equipment.

12. TELFAIR ACADEMY OF ARTS & SCIENCES — $18,340

A. "Family Sundays".....$ 3,000

- Family-oriented presentations and activities related to various aspects of Telfair, during 6 free family Sundays.

Estimated attendance: 900.

B. "2nd Wednesday Gallery Talk Series".....$ 4,648

- Series of lunch-time gallery talks, slide and film presentations. 12 in-house and 12 outreach lectures.

Estimated attendance: 1,100

C. "American Still Life Painting of the 19th Century".....$10,692

- 6-week exhibition from Hirschl & Adler Galleries of still life and trompe l'oeil paintings, open free to the public.

Estimated atendance: 6,000+.

13. WSVH (Georgia Public Radio) — $12,000

"Local Performance Fund".....$12,000

- Broadcasts of local music performances targeted to homebound, medically institutionalized, incarcerated and economically disadvantaged audiences.

Subtotal	$247,957
City equipment for Savannah symphony	8,000
GRAND TOTAL	$255,957

1984 PROPOSED SOCIAL SERVICE CONTRIBUTIONS

Agency	1983 Grant	1984 Request	1984 Recommendation
International Seamen's House	$ 7,500	$ 7,500	$ 7,500

The International Seamen's House provides transportation, social interaction, and personal counseling. The House has contact with about 3,000 foreign seamen each year.

Hospice Savannah	$15,000	$10,000	$10,000

Hospice Savannah expects to serve 185 terminally ill patients and their families in 1984. The services provided include physical and psychological care emphasizing home care and support for the surviving family. Extensive use is made of volunteers. As the agency has become medicare eligible, their request from the City is less than the 1983 contribution.

SAFE Shelter	$15,000	$17,000	$17,000

SAFE Shelter provides temporary shelter, counseling and supportive services for 214 abused women and their children. Community education on the problems of abused women is also conducted.

Senior Citizens	$33,000	$33,000	$33,000

Funds were requested for these programs:

1 Title IIIB Transportation	$11,100
2 Retired Senior Volunteer Program	8,000
3 Information & Referral Program	3,879
4 Sr. Companion Program	6,021
5 Title XX Home Delivered Meals	4,000
	$33,000

1 Title IIIB Transportation $11,100
This program provides transportation to 1,267 persons 60 years and older to medical facilities, shopping, etc.

2 Retired Senior Volunteer Program $ 8,000
This service involves the recruitment, training and placement of 316 senior volunteers in community agencies.

3 Information and Referral $ 3,879
This program collects and distributes information about community elderly services to 2,000 elderly people.

4 Senior Companion Program $ 6,021
This service pays low income senior citizens ($2/hour) to provide companionship to 160 homebound elderly people.

Agency	1983 Grant	1984 Request	1984 Recommendation
5 Home Delivered Meals Hot meals are delivered week days to 84 senior citizens.			$ 4,000
Rape Crisis Center	$15,000	$15,000	$15,000
Rape Crisis provides counseling and supportive service to 73 sexual assualt victims and their families. Community education is also given.			
Voluntary Action Center	$ 7,000	$ 7,000	$ 7,000
This program provides a clearing house for community volunteers. Community Education on the importance of volunteerism is also given. About 730 volunteers are served annually. Recent reorganization has made this program a part of the United Way administrative unit.			
Coastal Community Food Bank	$15,000	$15,000	$15,000
This agency collects surplus food and distributes it to community agencies that give food to the needy.			
Citizen Advocacy	$ 4,500	$ 5,000	$ 5,000
This program develops long term relationships between 100 individuals with developmental disabilities and competent adults who act as their advocates.			
Navy League	$ 1,500	0	0
A request for funds was not received. The Navy League was written in July and called in September by the Budget Director.			
TOTAL RECOMMENDED			$109,500

NOTE:

1. The Special Transportation Program is included in the Transportation section.

2. The contribution for water and sewer services to Senior Citizens, Inc. is omitted.

3. The Alternative Sentencing Program - VAC component and Recorder's Court component are budgeted in the Recorder's Court budget.

CITY OF SAVANNAH
PERSONNEL PAY SCHEDULE*

Effective January 1, 1984

RANGE NUMBER	ANNUAL SALARY LOW	ANNUAL SALARY HIGH
30	7,093	9,505
31	7,268	9,740
32	7,447	9,980
33	7,631	10,227
34	7,820	10,479
35	8,013	10,738
36	8,211	11,003
37	8,414	11,275
38	8,621	11,553
39	8,834	11,839
40	9,052	12,131
41	9,276	12,431
42	9,505	12,738
43	9,740	13,052
44	9,980	13,374
45	10,227	13,705
46	10,479	14,043
47	10,738	14,390
48	11,003	14,745
49	11,275	15,109
50	11,553	15,483
51	11,839	15,865
52	12,131	16,257
53	12,431	16,658
54	12,738	17,070
55	13,052	17,491
56	13,374	17,923
57	13,705	18,366
58	14,043	18,819
59	14,390	19,284
60	14,745	19,760
61	15,109	20,248
62	15,483	20,748
63	15,865	21,260
64	16,257	21,785
65	16,658	22,323
66	17,070	22,875
67	17,491	23,440
68	17,923	24,019
69	18,366	24,612
70	18,819	25,219

*Each position classification is assigned to a pay range containing thirteen steps. Ranges begin at number 30, and end at number 99. Pay rates on each range start at an entry level, Step 1, and progress to a maximum, Step 13. Each step and range represents an approximate 2½% rate difference.

CITY OF SAVANNAH
PERSONNEL PAY SCHEDULE
Effective January 1, 1984

RANGE NUMBER	ANNUAL SALARY LOW	HIGH
71	19,284	25,842
72	19,760	26,480
73	20,248	27,134
74	20,748	27,804
75	21,260	28,491
76	21,785	29,195
77	22,323	29,916
78	22,875	30,654
79	23,440	31,411
80	24,019	32,187
81	24,612	32,982
82	25,219	33,796
83	25,842	34,631
84	26,480	35,486
85	27,134	36,363
86	27,804	37,261
87	28,491	38,181
88	29,195	39,124
89	29,916	40,090
90	30,654	41,080
91	31,411	42,094
92	32,187	43,134
93	32,982	44,199
94	33,796	45,290
95	34,631	46,409
96	35,486	47,555
97	36,363	48,729
98	37,261	49,933
99	38,181	51,166

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CR	PR	STAFF YEARS
MAYOR			1.00
ALDERMEN			8.00
CITY MANAGER			1.00
RECORDER'S COURT JUDGE			2.00
CITY ATTORNEY			1.00
ASSISTANT CITY ATTORNEY			3.00
ASST CITY MANAGER,MAN&FIN	97	99	1.00
ASST CITY MANAGER/ PUBLIC DEV	97	99	1.00
FACIL MAINT DIRECTOR	95	98	1.00
POLICE CHIEF	93	96	1.00
SANITATION DIRECTOR	91	94	1.00
LEISURE SERVICES DIRECTOR	91	94	1.00
FIRE CHIEF	91	94	1.00
FINANCE DIRECTOR	90	93	1.00
DPC ADMINISTRATOR	87	90	1.00
CITY ENGINEER	85	90	1.00
PERSONNEL DIRECTOR	87	89	1.00
CPD ADMINISTRATOR	86	89	1.00
REVENUE DIRECTOR	85	88	1.00
CENTRAL SERVICES DIRECTOR	85	88	1.00
MANAGEMENT&AUDITING DIRECTOR	85	88	1.00
BUDGET DIRECTOR	85	88	1.00
INSPECTIONS DIRECTOR	86	86	1.00
VEHICLE MAINTENANCE DIRECTOR	85	88	1.00
ASST WATER&SEWER DR	87	87	1.00
DIRECTOR TRAFFIC ENGINEERING	83	86	1.00
WATER POLL CONT DR ADM	85	85	1.00
WATER OPERATIONS DIRECTOR	85	85	1.00
MAJOR	82	84	4.00
SYSTEMS SUPERVISOR	83	83	1.00
CIVIC CENTER ADMINISTRATOR	83	83	1.00
PURCHASING DIRECTOR	79	82	1.00
LABOR RESOURCES DIRECTOR	81	82	1.00
HOUSING DIRECTOR	76	82	1.00
ECONOMIC DEV ADMINISTRATOR	81	82	1.00
STREETS&DRAINAGE DIR	81	82	1.00
RES REFUSE COLLECTION ADM	79	82	1.00
CEMETERY ADMINISTRATOR	80	82	1.00
PARK & TREE DIRECTOR	80	82	1.00
ASSISTANT FIRE CHIEF	80	80	1.00
DATA BASE SUPERVISOR	76	79	1.00
TRAFFIC ENGINEERING ADMIN	78	78	1.00
B & G ADMINISTRATOR	76	78	1.00
COURT ADMINISTRATOR	77	77	1.00
CAPTAIN	75	77	4.00
POLICE PLANNING DIRECTOR	75	77	1.00
HUMAN SERVICES DIRECTOR	76	76	1.00
BATTLEFIELD PARK MGR	76	76	1.00
CLEAN ENVIRONMENT ADM	73	76	1.00
COMMERCIAL REFUSE COLL ADM	73	76	1.00
STREET CLEANING ADMINISTRATOR	73	76	1.00
RESOURCE MANAGEMENT ADMIN	73	76	1.00
NBRHD PROGRAMS ADMINISTRATOR	74	76	1.00
RECREATION DIRECTOR	76	76	1.00
ATHLETICS SERVICES ADMINISTRAT	76	76	1.00
GOLF COURSE DIRECTOR	76	76	1.00
W&S ENGINEER	75	75	1.00

CR stands for Current Range
PR stands for Proposed Range

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CR	PR	STAFF YEARS
Micro WP Coordinator	74	74	1.00
MAPPER COORDINATOR	74	74	1.00
SENIOR SYSTEMS ANALYST	74	74	5.00
COMPUTER SYSTEMS PROGRAMMER	74	74	1.00
ASST REVENUE DIRECTOR	73	74	1.00
ASSISTANT PERSONNEL DIRECTOR	73	74	1.00
ASSISTANT DIRECTOR,L R	73	74	1.00
CIP COORDINATOR	74	74	1.00
ASST CPD DIRECTOR, FINANCE	74	74	1.00
ASST CPD DIRECTOR,PROGRAMS	74	74	1.00
DOWNTOWN SVCS COORD	74	74	1.00
ASST PARK&TREE DIRECTOR	73	74	1.00
CIVIC CENTER PROGRAMS COORD	72	74	1.00
ASST INSPECTIONS DR	71	74	1.00
ASST VEHICLE MAINTENANCE DIR	73	74	1.00
CHIEF ACCOUNTANT	73	73	1.00
PARTS SERVICE COORDINATOR	70	73	1.00
WSTWTR COLLECTIONS ADM	73	73	1.00
FIRE BATTALION CHIEF	73	73	6.00
LANDFILL SUPERINTENDENT	73	73	1.00
EQUIP MAINT SUPERINTENDENT	70	73	1.00
SPECIAL ASSISTANT TO MAYOR	72	72	1.00
ASST TO CITY MANAGER	72	72	1.00
SENIOR INTERNAL AUDITOR	72	72	2.00
SR.PERSONNEL COORD	69	72	1.00
SENIOR MANAGEMENT ANALYST	72	72	13.00
SENIOR PLANNER	72	72	1.00
PROGRAM COORDINATOR	72	72	2.00
ARTS DIRECTOR	72	72	1.00
COMPUTER PROGRAMMER ANALYST	71	71	2.00
SENIOR ACCOUNTANT	69	71	1.00
COMPLIANCE OFFICER	71	71	1.00
IED PLANT OPERATIONS ADMIN	71	71	1.00
LIEUTENANT	69	71	12.00
SENIOR BUYER	68	70	2.00
PARTS MANAGER	70	70	1.00
LANDSCAPE ARCHITECT	65	70	1.00
CIVIL ENGINEER	70	70	2.00
PLANT ENGINEER	70	70	1.00
WATER SUPPLY SUPERINTENDENT	69	70	1.00
WATER DISTRIB SUPERINTENDENT	69	70	1.00
CNT SWS INT PLANT OP SUPT	69	70	1.00
SEWAGE COLLECTION SUPT	69	70	1.00
SM PLANTS SEWAGE TRT SUPT	69	70	1.00
CNT SEWAGE PLANT MECH SUPT	69	70	1.00
LIFT STATION MAINT SUPT	69	70	1.00
FIRE TRAINING OFFICER	70	70	1.00
STREET MAINT SUPERINTENDENT	67	70	1.00
INTERNAL AUDITOR	69	69	1.00
RISK MANAGEMENT OFFICER	69	69	1.00
PERSONNEL COORDINATOR	67	69	1.00

CR stands for Current Range
PR stands for Proposed Range

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CR	PR	STAFF YEARS
MANAGEMENT ANALYST	69	69	12.00
LABOR RESOURCES COORDINATOR	69	69	2.000
PLANNER	69	69	1.000
SPECIAL PROJECTS COORDINATOR	69	69	2.000
L S PROGRAMS COORDINATOR	67	69	2.000
RESEARCH LIBRARIAN	68	68	1.000
CHEMIST	67	68	1.000
GREENS KEEPER SUPERINTENDENT	65	68	1.000
EQUIP MAINT SUPERVISOR	65	68	6.000
BLDG & ELEC MNT SUPERVISOR	67	68	1.000
TRAFFIC SIGNAL SUPERINTENDENT	67	68	1.000
COMMUNICATIONS COORDINATOR	63	67	1.000
SAFETY/TRAINING OFFICER	67	67	1.000
REC CT INVESTIGATOR	67	67	1.000
ALT SENTENCING ADMINISTRATOR	67	67	1.000
LAB SUPERVISOR	66	67	1.000
CLEAN COMM PROGRAM COORDINATOR	67	67	1.000
UTIL MAINT SUPERVISOR	66	67	3.000
SEWAGE TRMT PLANT SUPERVISOR	66	67	7.000
PROCESS CONTROL SUPERVISOR	66	67	1.000
FIRE CAPTAIN	67	67	42.000
CHIEF FIRE INVESTIGATOR	67	67	1.000
POL COMMUNITY RELATIONS COORD	67	67	1.000
POLICE STAFF SPECIALIST	67	67	1.000
ELECTRONIC EQUIPMENT SUPT	67	67	1.000
CUST & MESSENGER SERV SUPVR	58	67	1.000
COMPUTER OPERATIONS SUPERVISOR	63	66	1.000
HORTICULTURIST	63	66	1.000
SANITATION SUPERINTENDENT	63	66	1.000
MASTER PUMP REPAIR MECHANIC	63	66	1.000
WTR TR PLANT MASTER MECHANIC	63	66	1.000
BUILDING MECHANIC SUPT	65	66	1.000
W+S REVENUE SUPERVISOR	63	65	1.000
ACCOUNTANT	63	65	7.000
BUSINESS COORDINATOR	63	65	1.000
BOX OFFICE/CONC SUPERVISOR	63	65	1.000
RECREATION SUPERVISOR	63	65	7.000
SERGEANT	65	65	30.000
SENIOR REHAB SPECIALIST	63	64	1.000
SENIOR BUILDING INSPECTOR	63	64	3.000
SENIOR ELECTRICAL INSPECTOR	63	64	1.000
SR PLUMBING/MECHANICAL INSPECT	63	64	1.000
SENIOR ZONING INSPECTOR	63	64	1.000
ELECTRONIC EQUIPMENT TECH	61	64	2.000
HYDRAULICS SPECIALIST	61	64	1.000
PRINCIPAL EQUIPMENT MECHANIC	61	64	24.000
ELECTRONIC CONTROL SYST TECH	64	64	3.000
COMPUTER PROGRAMMER	63	63	2.000
COMPUTER PROGRAMMER INTERN	63	63	1.000
PROGRAM ANALYST	63	63	1.000
HOUSING SPECIALIST	63	63	1.00

CR stands for Current Range
PR stands for Proposed Range

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CR	PR	STAFF YEARS
SR CONSTRUCTION INSPECTOR	63	63	1.00
PKS MAINT SUPERVISOR	60	63	3.00
CEMETERY SUPERVISOR II	60	63	1.00
REFUSE COLLECTION SUPT	60	63	10.00
FIELD MAINTENANCE SUPERVISOR	60	63	6.00
STREET CLEANING SUPERVISOR	60	63	2.00
SENIOR TRAFFIC PLANNER	62	62	1.00
TRAFFIC CONTROL SYSTEM TECH	61	62	5.00
PERSONNEL TECHNICIAN	60	61	1.00
SURVEY PARTY CHIEF	61	61	1.00
TRAFFIC MAINT SUPERVISOR	61	61	1.00
SOUND SYSTEMS TECHNICIAN	61	61	1.00
BUILDING OPERATIONS SUPERVISOR	58	61	1.00
ELECTRICAL INSPECTOR	60	61	2.00
PLUMBING/MECHANICAL INSPECTOR	60	61	2.00
FIRE PREVENTION INSPECTOR	60	61	2.00
CORPORAL	61	61	113.00
PROPERTIES INSPECTOR	60	61	1.00
SUPV PUMP REPAIR MECHANIC	58	61	1.00
MAINTENANCE SUPERVISOR	60	61	3.00
CONFIDENTIAL SECRETARY	60	60	1.50
ADM ASST TO CITY MANAGER	60	60	1.00
CLERK OF COUNCIL	60	60	1.00
SENIOR COMPUTER OPERATOR	59	60	1.00
BUYER	60	60	1.00
REHABILITATION SPECIALIST	60	60	3.00
CONSTRUCTION INSPECTOR	60	60	2.00
CEMETERY SUPERVISOR I	57	60	2.00
REVENUE SUPERVISOR	57	59	1.00
TREE MAINT CREW CHIEF	56	59	1.00
SOCIAL SERVICES COORDINATOR	57	59	1.00
MASTER FIREFIGHTER	59	59	98.00
FIRE INVESTIGATOR	59	59	1.00
BLDG MNT MECHANIC	58	59	5.00
SENIOR CARPENTER	58	59	1.00
LABOR RESOURCES TECHNICIAN	58	58	9.00
TRAFFIC PLANNER	58	58	1.00
WELDER	55	58	2.00
EQUIP MECHANIC	55	58	11.00
SENIOR EQUIPMENT MECHANIC	55	58	2.00
PUMP REPAIR MECHANIC	55	58	8.00
WTR TREAT PLANT MECHANIC	55	58	3.00
CENTRAL STORES SUPERVISOR	57	57	1.00
SR FIRE DISPATCHER	55	57	1.00
SENIOR POLICE DISPATCHER	55	57	1.00
ELECTRICIAN	56	57	2.00
TRAFFIC SIGNAL ELECTRICIAN	56	57	1.00
TRAFFIC SIGNAL TECHNICIAN	56	57	1.00
SENIOR LAB TECHNICIAN	55	56	2.00
CEMETERY MNT CREW CHIEF	53	56	1.00
UTIL MAINT CREW CHIEF	53	56	15.00

CR stands for Current Range
PR stands for Proposed Range

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CR	PR	STAFF YEARS
STS MAINT CREW CHIEF	53	56	1.00
SENIOR PAINTER	55	56	1.00
RECREATION SPECIALIST	53	55	5.40
POLICE OFFICER	55	55	116.00
ACCOUNT TECHNICIAN	52	54	1.00
LAB TECHNICIAN	53	54	1.00
PKS MAINT SPECIALIST	51	54	1.00
HEAVY CONST EQUIP OPERATOR	54	54	10.00
ADMINISTRATIVE ASSISTANT	53	53	8.00
ADMINISTRATIVE SECRETARY	53	53	7.00
ASST. CLERK OF COUNCIL	53	53	1.00
COMPUTER OPERATOR	52	53	4.00
REVENUE INVESTIGATOR	51	53	4.00
SR TREE TRIMMER	50	53	3.00
SR GRNDS MAINT WORKER	42	53	6.00
LANDSCAPE GARDENER	50	53	1.00
BUILDING & GROUNDS SUPERVISOR	50	53	2.00
WATER METER CREW CHIEF	53	53	1.00
WATER PLANT OPERATOR I	52	53	5.00
WATER PLANT OPERATOR II	52	53	10.00
WATER PLANT OPERATOR III	52	53	8.00
SEW TRMT PLANT OPERATOR I	52	53	8.00
SEW TRMT PLANT OPERATOR II	52	53	7.00
FIRE DISPATCHER	51	53	4.00
POLICE DISPATCHER	51	53	15.00
ELECT EQUIP TECH TR	53	53	1.00
PAINTER	52	53	2.00
CARPENTER	52	53	3.00
FIREFIGHTER TRAINEE	52	52	10.00
FIREFIGHTER	52	52	43.00
HEAVY EQUIPMENT OPERATOR	52	52	8.00
SWEEPER OPERATOR	52	52	12.00
COMM REFUSE TRUCK OPERATOR	52	52	7.00
PRINCIPAL CLERK	51	51	8.00
SUPERV SWITCHBOARD OPERATOR	51	51	1.00
COURT CLERK	51	51	2.00
ENGINEERING AIDE	51	51	6.00
SANITATION HEALTH INSPECTOR	49	51	1.00
TREE TRIMMER	47	50	7.00
TRAFFIC MAINTENANCE SPECIALIST	47	50	1.00
SUPV MAINTENANCE SERV WORKER	47	50	7.00
PKS MAINT CREW CHIEF	46	49	4.00
RECREATION CENTER MANAGER	47	49	13.34
ASSISTANT GREENS KEEPER	46	49	1.00
CHIEF METER READER	49	49	1.00
SENIOR CLERK-STENO	48	48	13.00
SENIOR STOREKEEPER	48	48	2.00
BAILIFF	48	48	3.00
WATER METER MECHANIC	45	48	4.00
MAINTENANCE CRAFTS WORKER	47	48	3.00
RES REFUSE TRUCK OPERATOR	45	48	52.00

CR stands for Current Range
PR stands for Proposed Range

CITY-WIDE PERSONNEL RECAP

POSITION TITLE	CR	PR	STAFF YEARS
APPRENTICE EQUIPMENT MECHANIC	45	48	3.00
PUMP REPAIR MECHANIC TRAINEE	45	48	4.00
SENIOR DATA CONTROL CLERK	46	47	1.00
PERSONNEL CLERK	44	47	3.00
VEHICLE MAINTENANCE COORD	47	47	1.00
CUSTOMER SERV REP	46	46	3.00
SENIOR CLERK TYPIST	45	45	26.50
CLERK-STENO	45	45	9.00
SWIMMING POOL MANAGER	43	45	.50
LEISURE SERVICES BUS DRIVER	45	45	1.00
RECREATION LEADER	43	45	33.18
WATER METER READER	45	45	4.00
WATER SERVICE REPRESENTATIVE	45	45	5.00
SR MNT SERVICE WORKER	44	45	17.00
SANITATION CODE INSPECTOR	44	45	5.00
MEDIUM EQUIPMENT OPERATOR	45	45	43.00
SENIOR CLERK	44	44	22.00
ACCOUNT CLERK	44	44	7.00
STOREKEEPER	44	44	5.00
CASHIER	43	43	5.00
CLUBHOUSE ATTENDANT	41	43	2.00
SR UTILITIES MAINT WORKER	42	43	32.00
INT MNT SERVICE WORKER	42	43	14.00
SR TRAFFIC MAINT WORKER	42	43	3.00
LIGHT EQUIPMENT OPERATOR	43	43	13.00
DATA CONTROL CLERK	41	42	1.00
DATA ENTRY OPERATOR	41	42	6.00
SANITATION WORKER	41	42	119.25
EQUIPMENT SERVICE ATTENDANT	39	42	4.00
MAIL CLERK/CUSTODIAN	42	42	3.00
INTERMEDIATE CLERK TYPIST	41	41	5.00
CITATION WRITER	41	41	3.00
INTERMEDIATE CLERK	40	40	13.00
GRNDS MAINT WORKER	39	40	29.33
UTILITIES MAINT WORKER	39	40	14.00
MAINTENANCE SERVICE WORKER	39	40	52.00
TRAFFIC MAINTENANCE WORKER	39	40	2.00
SWITCHBOARD OPERATOR	39	39	3.00
SENIOR LIFEGUARD	37	39	2.25
SECURITY GUARD	39	39	1.75
PARKING ENFORCEMENT OFFICER	41	39	3.00
CLERK TYPIST	38	38	2.00
MICROFILM MACHINE OPERATOR	38	38	2.00
PARKING METER COIN COLLECTOR	38	38	1.00
CUSTODIAN	37	38	11.02
CLERK	37	37	2.00
SCHOOL CROSS GUARD	37	37	17.48
PARKING LOT ATTENDANT	37	37	1.00
RECREATION AIDE	34	36	.50
LIFEGUARD	33	35	6.75
Grds. Maint. Equip. Spec.	64	64	1.00
Water Operations Superintendent	70	70	1.00
Parking Meter Technician	48	48	1.00
			1,707.75

CR stands for Current Range
PR stands for Proposed Range

CAPITAL IMPROVEMENTS
FUND SUMMARY

FUND	AMOUNT
General - Current Funds	$ 1,779,123
General Obligation Bonds	2,000,000
Community Development Block Grant	916,500
Authority Bonds	1,300,000
Property Owners	58,000
Water - Current Funds	651,334
Water Reserves	286,405
Water Revenue Bonds	1,882,261
Sewer - Current Funds	796,000
Sewer Reserves	1,145,076
Sewer Revenue Bonds	1,028,924
Total	$11,843,623

PROJECTS: GENERAL FUND - CURRENT FUNDS

City Hall Window Replacement	$ 81,000
Radio Repair Shop Improvement	20,000
Fire Station #2 Roof Repair	5,500
Police HVAC, Phase IV	99,000
Barracks Rest Rooms	18,000
Miscellaneous Cemetery Road Improvement	10,000
P & T Equipment Sprinkler	12,000
Cemetery Expansion	20,000
Leisure Services Maint. Bldg. Improvement	25,000
Pool Resurfacing (3 locations)	15,000
Civic Center Arena Ceiling Improvement	64,000
Bacon Park Tennis Complex Steps	4,000
Engineering Code Enforcement	21,000
Landfill Site Acquisition	333,059
Engineering Services to General Fund	37,596
Traffic Light - 65th & Paulsen	90,000
Contingency	15,941
Fell Street Box	345,000
Golf Course Bonds	75,000
Misc. Drainage Projects	55,000
River Street Electrical Wiring	35,000
Recreation Facilities	398,027
Total	$ 1,779,123

PROJECTS: GENERAL OBLIGATION BONDS

Petition/Public Necessity Paving	$ 730,000
Abercorn extension	95,000
White Bluff Widening	1,000,000
President Street	30,000
Bilbo Box Tidegates	35,000
5520 White Bluff Road - Inlet Installation	30,000
Springfield Canal at Stark Street	50,000
GOB Issue Costs	30,000
Total	$2,000,000

PROJECTS: COMMUNITY DEVELOPMENT BLOCK GRANT

Street Paving Planning Unit 15	$ 50,000
Street Paving Planning Unit 22	800,000
Wimberly and Cunningham Golden Age Centers	60,000
Westside Center Hour Reair	6,500
Total	$ 916,500

PROJECTS: AUTHORITY BONDS

Traffic Signal Upgrade System	$1,300,000

PROPERTY OWNERS

Street Paving Planning Unit 22	$ 58,000

PROJECTS: WATER FUND - ALL SOURCES

1.	Essential to Maintain Operations	
	Miscellaneous Water Line Improvements	$ 125,000
	Well Preventive Maintenance	75,000
	Rehabilitate Well No. 3	100,000
	Payments to Developers (Water Line Installations)	20,000
	Payments to Paving Contractors (Existing Water Line Replacements)	100,000
	Sub-Total	$ 420,000
2.	System Improvements to Meet Current and Future Needs	
	York/State Street Water Line	$ 55,000
	President Street Loop	100,000
	Auxiliary Power, Well No. 1	125,000
	Sub-Total	$ 280,000
3.	Improvements Needed to Meet General System Demands to Include Fire Flows	
	Abercorn - 24" Line DeRenne to 67th	$ 280,000
	Eisenhower - 24" Line from White Bluff to Hodgson	250,000
	West Broad - Gwinnett to 35th, 35th to 49th	700,000
	Montgomery - 24" Line from 49th to DeRenne	680,000
	Sub-Total	$1,910,000
4.	Water Line Extensions	
	Forest River Farms	$ 210,000
	TOTAL	$2,820,000

PROJECTS: SEWER FUND - ALL SOURCES

1.	System Maintenance	
	Bacon Park Pumping Station Rehabilitation	$ 350,000
	Lift Station Rehabilitation Program - 5 each year	275,000
	Hopkins Street Outfall Line - Replace or rehabilitate	775,000
	Evaluation of Problem Lines	125,000
	Miscellaneous Sewer Line Rehabilitation Replacement	200,000
	Islandwood Plant Upgrade	300,000
	Payments To Paving contractors	20,000
	Payments To Developers	30,000
	Sub-Total	$2,075,000
2.	System Improvements	
	Evaluation 53rd Street Line	$ 10,000
	Wilmington Island Regional Plant-Site Acquisition	200,000
	President Street Plant-Process Control	40,000
	Rehabilitation of Station Monitoring System-20 per year	30,000
	Lift Station Miscellaneous Projects	5,000
	Sub-Total	$ 285,000
3.	Service Extensions	
	Extension - Forest Riber Farm Area	$ 600,000
	Miscellaneous Extension	10,000
	Sub-Total	$ 610,000
	TOTAL	$2,970,000

WATER FUND

1984 CAPITAL IMPROVEMENT PROJECTS

Category I - Essential to Maintain Operations or Mandated

1984

W - 1	Miscellaneous Water LIne Improvements	-	$125,000
W - 2	Well Preventive Maintenance	-	75,000
W - 3	Rehabilitate Well No. 3	-	100,000
W - 4	Payments to Developers	-	20,000
W - 5	Payments to Paving Contractors	-	100,000
	Total	-	$420,000

Category II - System Improvements to Meet Current and Future Needs

W - 6	York/State Street Water Line	-	$ 55,000
W - 7	President Street Loop	-	100,000
W - 8	Auxiliary Power, Well No. 1	-	125,000
	Total	-	$280,000

Category III - Improvements Needed to Meet General System Demands to Include Fire Flows

W - 9	Abercorn - 24" Line DeRenne to 67th	-	$280,000
W - 10	Eisenhower - 24" Line from White Bluff to Hodgson	-	250,000
W - 11	West Broad - Gwinnett to 35th, 35th to 49th	-	700,000
W - 12	Montgomery - 24" from 49th to DeRenne	-	680,000
	Total	-	$1,910,000

Category IV - Water Line Extensions

W - 13	Forest River Farms	-	$210,000
	Total	-	$210,000
	Grand Total	-	$2,820,000

WATER FUND

1985 CAPITAL IMPROVEMENT PROJECTS

Category I - Essential Water Line Improvements

W - 1	Miscellaneous Water Line Improvements	-	$150,000
W - 2	Well Preventive Maintenance Program	-	85,000
W - 3	Payments to Developers	-	20,000
W - 4	Payments to Paving Contractors	-	100,000
	Total	-	$355,000

Category II - System Improvements to Meet Current and Future Needs

W - 5	Wilmington Island Loop	-	$ 50,000
W - 6	Elevated Tank Painting	-	40,000
W - 7	Cathodic Protection - Rank	-	100,000
W - 8	Telemetering - Wilmington and Travis	-	50,000
W - 9	Auxiliary Power Well No. 5	-	100,000
	Total	-	$340,000

Category III - Improvements Needed to Meet General System Demand to Include Fire Flows

W - 10	White Bluff	-	$1,650,000
W - 11	Eisenhower	-	250,000
	Total	-	$1,900,000

Categoty IV - WAter Line Extensions

W - 12	Vernonburg	-	$ 47,000
W - 13	Coffee Bluff - Rose DHu East from Waubun	-	50,000
	Total	-	$ 97,000
	Grand Total	-	$2,692,000

WATER FUND

1986 CAPITAL IMPROVEMENT PROJECTS

Category I - Essential to Maintain Operations or Mandated

W - 1	Miscellaneous Water Line Improvements	-	$175,000
W - 2	Well Preventive Maintenance Program	-	85,000
W - 3	Payments to Developers	-	20,000
W - 4	Payments to Paving Contractors	-	100,000
	Total	-	$380,000

Category II - System Improvements to Meet Current and Future Needs

W - 5	Auxiliary Power Well No. 6	-	$ 75,000
W - 6	Surge Protection No. 7	-	15,000
W - 7	Surge Protection No. 8	-	15,000
W - 8	Abercorn Loop - St. Josephs	-	80,000
	Total	-	$185,000

Category III - Improvements Needed to Meet General System Demands to Include Fire Flows

W - 9	Eisenhower - Waters to Skidaway	-	740,000
W - 10	White Bluff from Montgomery Crossroads to Windsor	-	$1,020,000
	Total	-	$1,760,000

Category IV - Water Line Extensions

W -11	Rendant - Robinhood to Davidson	-	$ 60,000
W - 12	Harbor Street Line Rehabilitation	-	50,000
	Total	-	$110,000
	Grand Total	-	$2,435,000

1987 CAPITAL IMPROVEMENT PROJECTS

Category I - Essential to Maintain Operations or Mandated

W - 1	Miscellaneous Water Line Improvements	-	$184,000
W - 2	Well Preventive Maintenance Program	-	95,000
W - 3	Payments to Developers	-	20,000
W - 4	Payments to Paving Contractors	-	100,000
	Total	-	$399,000

Category II - System Improvements to Meet Current and Future Needs

W - 5	Upgrade Well No. 22 to 1 MGD	-	$100,000
W - 6	Pitometer Leak Survey North	-	50,000
	Total	-	$150,000

Category III - Improvements Needed to Meet General System Demand to Include Fire Flows

W - 7	Montgomery Crossroads - Middleground to White Bluff	-	$544,000
W - 8	Gwinnett - Atlantic to Bee Road	-	376,000
W - 9	Bee Road - Gwinnett to 52nd	-	384,000
W - 10	Water = Eisenhower to Montgomery Crossroads	-	344,000
	Total	-	$1,648,000

Category IV - Water Line Extensions

W - 11	Coffee Bluff Avenue	-	$ 71,000
W - 12	Fulton Road	-	45,000
	Total	-	$116,000
	Grand Total	-	$2,313,000

1988 CAPITAL IMPROVEMENT PROJECTS

Category I - Essential to Maintain Operations or Mandated

W - 1	Micsellaneous Water Line Improvements	-	$193,000
W - 2	Well Preventive Maintenance Program	-	95,000
W - 3	Payments to Developers	-	20,000
W - 4	Payments to Paving Contractors	-	100,000
	Total	-	$408,000

Category II - System Improvements to Meet Current and Future Needs

W - 5	Pitometer Leak Survey - South	-	$ 75,000
W - 6	Pump Monitoring and System Improvements	-	200,000
	Total	-	$275,000

Category III - Improvements Needed to Meet General System Demand to Include Fire Flows

W - 7	Middleground	-	$ 808,000
W - 8	Largo	-	280,000
W - 9	Largo	-	90,000
W - 10	White Bluff	-	700,000
	Total	-	$1,878,000
	Grand Total	-	$2,561,000

SEWER FUND

1984 CAPITAL IMPROVEMENTS

CATEGORY I

S-1-84	BACON PARK PUMPING STATION Rehabilitation of existing station.	$350,000
S-2-84	LIFT STATION REHABILITATION PROGRAM Rehabilitation of 5 stations per year.	275,000
S-3-84	HOPKINS STREET OUTFALL LINE Replace or rehabilitate 6028 L.F. of 24" pipe due to severe deterioration as revealed by Sewer System Evaluation Study.	775,000
S-4-84	EVALUATION OF PROBLEM LINES Examination of potential problem locations by having suspected line segments cleaned and televised. This information will be utilized to plan future projects.	125,000
S-5-84	MISCELLANEOUS SEWER LINE REHABILITATION REPLACEMENT Line improvements as identified in the evaluation program.	200,000
S-6-84	ISLANDWOOD PLANT UPGRADE Expand plant capacity to meet near term development until the regional plant can be constructed.	300,000
S-7-84	PAYMENTS TO PAVING CONTRACTORS Charges for upgrading sewers in conjunction with street paving programs.	20,000
S-8-84	PAYMENTS TO DEVELOPERS City may cost share on capacity improvements in connection to extensions and system upgrades.	30,000
	SUB TOTAL	$2,075,000

SEWER FUND

1984 CAPITAL IMPROVEMENTS

CATEGORY II

S-9-84	EVALUATION 53RD STREET LINE Replace or rehabilitate 1500 L.F. of deteriorated concrete sewer line which has failed causing street and personal property damage.	$10,000
S-10-84	WILMINGTON ISLAND REGIONAL PLANT Acquire site	200,000
S-11-84	PRESIDENT STREET PLANT Process control training program.	40,000
S-12-84	REHABILITATION OF STATION MONITORING SYSTEM Installation of station monitoring devices at 20 stations per year.	30,000
S-13-84	LIFT STATION MISC. PROJECTS Emergency by-pass taps small structual repairs. Removal of safety hazards.	5,000
	SUB TOTAL	$285,000

CATEGORY III

S-14-84	EXTENSION-FOREST RIVER FARM AREA Project includes installation of sewer lines in remaining portion of Forest River Farms north of Abercorn St.Ext. Project will expedite development of area and will initially serve 8 units.	$600,000
S-15-84	MISCELLANEOUS EXTENSION Items that arise during the year that are small projects.	10,000
	SUB TOTAL	$610,000
	GRAND TOTAL	$2,970,000

SEWER FUND

1985 CAPITAL IMPROVEMENTS

CATEGORY I		
S-1-85	LIFT STATION REHABILITATION PROGRAM Rehabilitation of 5 stations per year.	$275,000
S-2-85	MISCELLANEOUS SEWER LINE REHABILITATION REPLACEMENT Line improvements as identified in the evaluation program.	225,000
S-3-85	EVALUATION OF PROBLEM LINES Examination of potential problem locations by having suspected line segments cleaned and televised. This information will be utilized to plan future projects.	150,000
S-4-85	PAYMENTS TO PAVING CONTRACTORS Charges for upgrading sewers in conjunction with street paving programs.	20,000
S-5-85	PAYMENTS TO DEVELOPERS City may cost share on capacity improvements in connection to extensions and system upgrades.	30,000
	SUB TOTAL	$700,000
CATEGORY II		
S-6-85	TELEVISING SYSTEM To increase in-house televising capability.	$125,000
S-7-85	PRESIDENT STREET PLANT Design and construct capacity improvements.	50,000
S-8-85	REHABILITATION OF STATION MONITORING SYSTEM Installation of station monitoring devices at 20 stations per year.	30,000
S-9-85	LIFT STATION MISC. PROJECTS Emergency by-pass taps small structual repairs. Removal of safety hazards.	5,000
	SUB TOTAL	$210,000

SEWER FUND

1985 CAPITAL IMPROVEMENTS

CATEGORY III

S-10-85	EXTENSION OF SEWER SERVICE Areas identified in general ledger.	$400,000
S-11-85	MISCELLANEOUS EXTENSION Items that arise during the year that are small projects.	10,000
	SUB TOTAL	$410,000
	GRAND TOTAL	$1,320,000

SEWER FUND

1986 CAPITAL IMPROVEMENTS

CATEGORY I

S-1-86	LIFT STATION REHABILITATION PROGRAM Rehabilitation of 5 stations per year.	$275,000
S-2-86	MISCELLANEOUS SEWER LINE REHABILITATION REPLACEMENT Line improvements as identified in the evaluation program.	250,000
S-3-86	EVALUATION OF PROBLEM LINES Examination of potential problem locations by having suspected line segments cleaned and televised. This information will be utilized to plan future projects.	175,000
S-4-86	PAYMENTS TO PAVING CONTRACTORS Charges for upgrading sewers in conjunction with street paving programs.	20,000
S-5-86	PAYMENTS TO DEVELOPERS City may cost share on capacity improvements in connection to extensions and system upgrades.	30,000
	SUB TOTAL	$750,000

CATEGORY II

S-6-86	SEWER SEPERATION Removal of inflow/infiltration	$250,000
S-7-86	REHABILITATION OF STATION MONITORING SYSTEM Installation of station monitoring devices at 20 stations per year.	30,000
S-8-86	LIFT STATION MISC. PROJECTS Emergency by-pass taps small structual repairs. Removal of safety hazards.	5,000
	SUB TOTAL	$285,000

SEWER FUND

1986 CAPITAL IMPROVEMENTS

CATEGORY III

S-9-86	EXTENSION OF SEWER SERVICE Areas identified in general ledger.	$400,000
S-10-86	MISCELLANEOUS EXTENSION Items that arise during the year that are small projects.	10,000
	SUB TOTAL	$410,000
	GRAND TOTAL	$1,445,000

SEWER FUND

1987 CAPITAL IMPROVEMENTS

CATEGORY I

S-1-87	LIFT STATION REHABILITATION PROGRAM Rehabilitation of 5 stations per year.	$275,000
S-2-87	MISCELLANEOUS SEWER LINE REHABILITATION REPLACEMENT Line improvements as identified in the evaluation program.	250,000
S-3-87	EVALUATION OF PROBLEM LINES Examination of potential problem locations by having suspected line segments cleaned and televised. This information will be utilized to plan future projects.	175,000
S-4-87	PAYMENTS TO CONTRACTORS Charges for upgrading sewers in conjunction with street paving programs.	20,000
S-5-87	PAYMENTS TO DEVELOPERS City may cost share on capacity improvements in connection to extensions and system upgrades.	30,000
	SUB TOTAL	$750,000

CATEGORY II

S-6-87	LIFT STATION MISC. PROJECTS Emergency by-pass taps small structual repairs. Removal of safety hazards.	5,000
	SUB TOTAL	$5,000

CATEGORY III

S-7-87	EXTENSION OF SEWER SERVICE Areas identified in general ledger.	$400,000

SEWER FUND

1987 CAPITAL IMPROVEMENTS

CATEGORY III CONTINUED

S-8-87	MISCELLANEOUS EXTENSION Items that arise during the year that are small projects.	$10,000
	SUB TOTAL	$410,000
	GRAND TOTAL	$1,165,000

SEWER FUND

1988 CAPITAL IMPROVEMENTS

CATEGORY I

S-1-88	LIFT STATION REHABILITATION PROGRAM Rehabilitation of 5 stations per year.	$275,000
S-2-88	REHABILITATION/KENSINGTON TO DERENNE From Andover to DeRenne and White Bluff. Identified by an evaluation of the Kensington Drive/Bacon Park sewer. Estimated life of 5 years in present condition. 4,400 L.F.	350,000
S-3-88	MISCELLANEOUS SEWER LINE REHABILITATION REPLACEMENT Line improvements as identified in the evaluation program.	250,000
S-4-88	EVALUATION OF PROBLEM LINES Examination of potential problem locations by having suspected line segments cleaned and televised. This information will be utilized to plan future projects.	175,000
S-5-88	PAYMENTS TO PAVING CONTRACTORS Charges for upgrading sewers in conjunction with street paving programs.	20,000
S-6-88	PAYMENTS TO DEVELOPERS City may cost share on capacity improvements in connection to extensions and system upgrades.	30,000
	SUB TOTAL	$1,100,000

CATEGORY II

S-7-88	LIFT STATION MISC. PROJECTS Emergency by-pass taps small structual repairs. Removal of safety hazards.	$5,000
	SUB TOTAL	$5,000

SEWER FUND

1988 CAPITAL IMPROVEMENTS

CATEGORY III

S-8-88	EXTENSION OF SEWER SERVICE Areas identified in general ledger	$400,000
S-9-88	MISCELLANEOUS EXTENSION Items that arise during the year that are small projects.	10,000
	SUB TOTAL	$410,000
	GRAND TOTAL	$1,515,000

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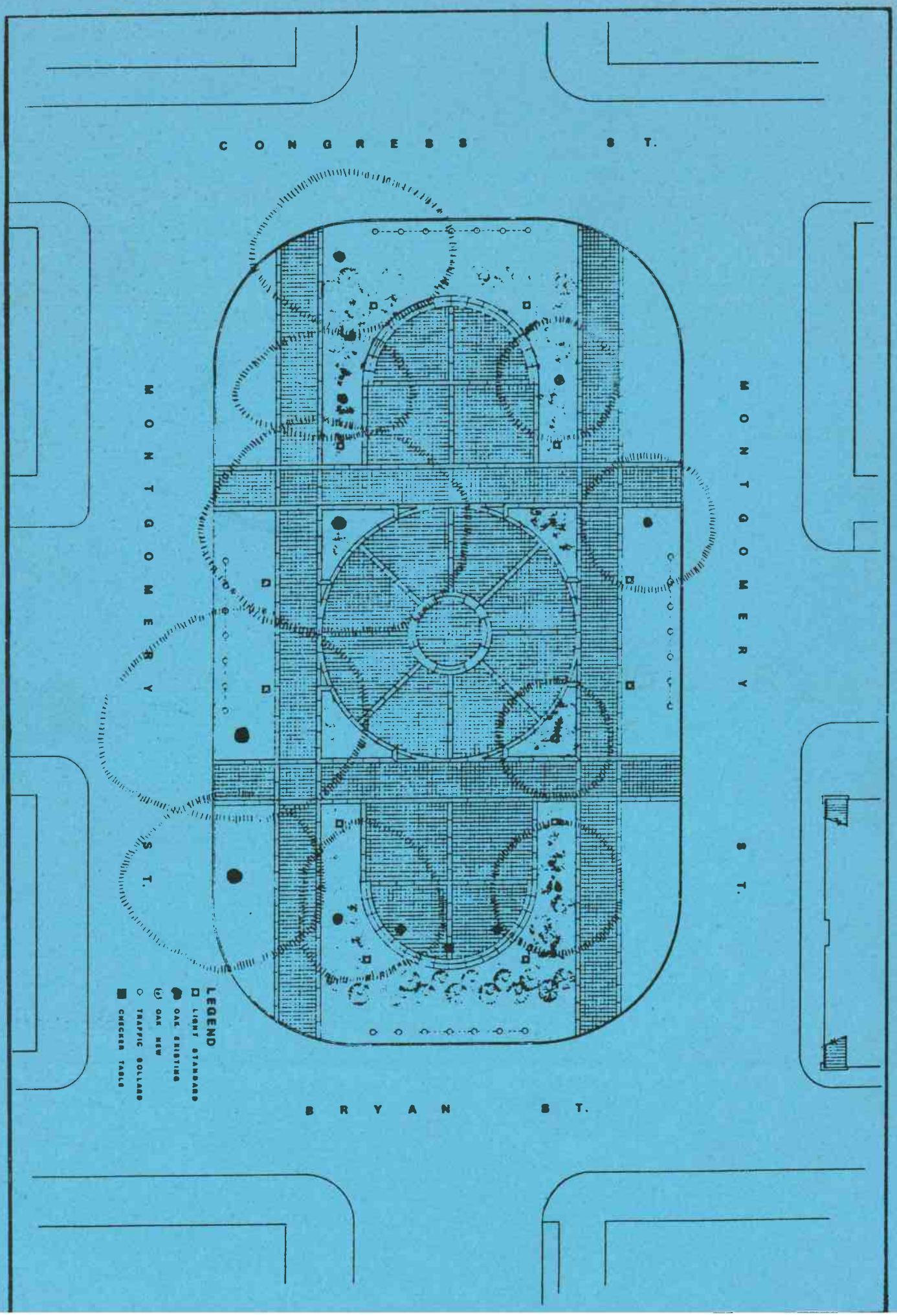
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